

THE TRANSATLANTIC LEADERSHIP SEMINAR

On Global North-South Cooperation – Tapping New Opportunities for Development and Growth

May 25 – June 1, 2014

France and Morocco

G | M | F The German Marshall Fund
of the United States

STRENGTHENING TRANSATLANTIC COOPERATION

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WELCOME



Leaders today face rapidly changing circumstances which bring into question many of the assumptions that have informed decision making up to this point. The sudden collapse of allegedly stable regimes across the Mediterranean, the rising appeal of extreme politics in Europe and the United States, and uncertainty about future engines of economic growth all create a need to look at the world with fresh eyes and develop a new understanding about the way forward.

The Transatlantic Leadership Seminar of the German Marshall Fund of the United States is designed to address this need. It provides transatlantic leaders from business, government, and civil society direct exposure to key actors and trends driving change inside and around Europe and the United States. Briefings, meetings, and site visits led by subject area experts allow a professionally and geographically diverse cohort to develop new insights and strategies for effective leadership in the 21st century. The seminar relies on GMF's extensive network of partners and 30-plus years of cutting edge leadership development to create an intellectually stimulating experience of the highest quality. It builds upon the best practices of GMF's signature program, the Marshall Memorial Fellowship, as well as a range of strategic study tours.

Your seven day immersion in France and Morocco will focus on key prospects and avenues for cooperation with Europe's immediate southern neighborhood. In Paris, the program will explore the perspectives of French leaders with roots in Africa, as well as the potential diverse constituencies hold for social and economic innovation. Leadership informed by identity, gender, and faith will feature in discussions, alongside existing frameworks and practical knowhow for engagement across the Mediterranean. In Morocco, the program will shift its focus to new dynamics in the southern Mediterranean as well as opportunities for cooperation with Europe and the United States that are being unlocked by infrastructural development, regional cooperation, and political and social transformation. Maritime highways, models for pluralism, and social entrepreneurship will all be explored, alongside local challenges of development, rising middle class, and rapid urban growth. The practical lessons and key contacts you will acquire during the program will help you re-energize your work and set new goals for your profession and the wider community.

I thank you for being a part of this seminar and wish you an enriching experience as you embark with us on this adventure in leadership and transatlantic cooperation.

A handwritten signature in cursive script that reads "Karen P. Donfried".

Karen Donfried
President
The German Marshall Fund of the United States

HOTELS

Paris

Hotel Bel Ami

7-11 Rue Saint Benoit

75006 Paris

France

T: +33 (0)1 42 61 53 53

F: +33 (0)1 49 27 09 33

Rabat

La Tour Hassan Palace

26 Rue Chellah

BP 14. Rabat

Morocco

T: +212 5 37 23 90 00

F: +212 5 37 73 18 66

Casablanca

Gray Boutique Hotel and Spa

Angle Aboualkacem el

Kotbari et Ain Aouda

Quartier Racine, Casablanca

Morocco

T: + 212 5 22 42 78 00

BACKGROUND INFORMATION – FRANCE

Country Profile

The mobile populations of Europe's southern neighborhood have fueled demographic and economic growth in core Europe for more than six decades. Over 8 million French citizens are estimated to trace their origins to Africa; as many as 2 million have roots in Morocco. Initial waves of migration provided labor for expanding industries, and set the stage for a new generation of leaders attuned to cultural differences and adept for trans-Mediterranean engagement. It is this human capital that France and Morocco are now tapping into to make the Mediterranean a hub of innovation and growth.

Parallel to the story of immigration is France's continuing effort to build a cohesive society. The inclusive republican model prohibits discrimination on ethnic and racial grounds. At the same time, it prevents the gathering of statistical data that could help track progress. Slow but genuinely increasing diversification of leadership, as well as high levels of intermarriage indicate a lifting of barriers, but lack of reliable data makes assessments subjective.

The urban unrest of nine years ago provides a case in point. Lack of employment opportunities led the youth in disadvantaged communities to demonstrate, in some cases violently. As a number of those involved were visible minorities, certain politicians and media stereotyped the causes as due to religious and cultural differences, rather than social grievances. The appeal of such views only grew in strength with the onset of the financial crisis. Consequently, France today faces the dual challenge of increasing employment and protecting an inclusive republican model.

Both can be tackled through greater cooperation with the global south. Efforts to foster such cooperation are evident at all levels of government. The new mayor of Paris, Anne Hidalgo, has made the policy of making Paris global her priority. Successive French governments have nurtured trade and investment flows across the Mediterranean for some time now, and their support for the Euro-Mediterranean Partnership and the Union for the Mediterranean has made much regional cooperation possible.

The real progress is evident in French business. Frontrunners are diversifying management and making substantial investments in North Africa. Renault has recently opened a manufacturing plant in Tangier and Bouygues is a member of the consortium that is expanding the Tangier-Med port. These are just a few major companies present in the region alongside an array of French SMEs that together with remittances play an increasing role in the development of the southern Mediterranean.

Country Data

Geography

- Area: 641 185 sq. km, slightly less than Texas
- Cities (2011): *Capital* — Paris (2 249 975), *Other cities* — Marseille (850 636), Lyon (491 268), Toulouse (447 340), Nice (344 064)
- Terrain: mostly flat plains or gently rolling hills in north and west; remainder is mountainous, especially Pyrenees in south, Alps in east
- Climate: generally cool winters and mild summers, but mild winters and hot summers along the Mediterranean; occasional strong, cold, dry, north-to-northwesterly wind known as mistral



People

- Population (2013): 65, 821, 00
- Population growth rate: 0.39 %
- Median age: 39.7 years
- Ethnic groups (2004 study by the Institut Montaigne): European origin 85%, North African origin 10%, Sub Saharan origin 3.5%, and Asian origin 1.5%.
- Religions (2013): Catholic 58%, atheists or without religion 32%, Muslims 6%, Jews 1%, others 3%
- Language: French (official) 100%, rapidly declining regional dialects and languages (Provençal, Breton, Alsatian, Corsican, Catalan, Basque, Flemish)
- Unemployment: 10.5%
- Gini Index: 32.7
- Population below poverty line: 7.8%

Government

- Type: republic
- Branches: *Executive* - President (head of state), Prime Minister (head of government), and Council of Ministers (cabinet). *Legislative* - bicameral Parliament or 'Parlement' consists of the Senate or 'Senat' (348 seats, 328 for metropolitan France and overseas departments: 2 for New Caledonia, 2 for French Polynesia, 1 for Saint-Pierre and Miquelon, 1 for Saint Barthelemy, 1 for Saint Martin, 1 for Wallis and Futuna, and 12 for French nationals abroad); and the National Assembly or 'Assemblée Nationale' (577 seats: 555 for metropolitan France, 15 for overseas departments, and 7 for overseas dependencies). *Judicial* - Court of Cassation and Constitutional Council
- Budget: \$1.41 trillion
- Public Revenues (2013): 51.5% of GDP

- Budget Deficit (2013): -4% of GDP
- Public Debt (2013): 93.5% of GDP
- Relevant Political Parties: Europe Ecology - Democratic Movement (MoDem), The Greens (EELV), French Communist Party (PCF), Left Radical Party (PRG), National Front (FN), Republican and Citizen Movement (MRC), Socialist Party (PS), Union for a Popular Movement (UMP), Union of Democrats and Independents (UDI)

Principal Government Officials

- President – François Hollande
- Prime Minister – Manuel Valls
- Minister of Foreign and European Affairs – Laurent Fabius
- Minister of Defense – Jean-Yves Le Drian
- Minister of Finance – Michel Sapin
- Mayor of Paris – Anne Hidalgo

Economy

- GDP (2013): \$2.739 trillion
- GDP Growth Rate (2013): 0.2%
- Per capita GDP (2013): \$35,700
- Labor Force: 29.94 million
- Commercial Prime Lending Rate (2013): 3.1%
- Stock of Domestic Credit (2013): \$3.687 trillion
- Industries: machinery, energy, chemicals, automobiles, metallurgy, aircraft, electronics; textiles, food processing, shipbuilding, tourism
- Agriculture: 1.9% of GDP
- Industry: 18.7% of GDP
- Services: 79.4% of GDP
- Inflation Rate (2013): 1.1%
- Trade (2013): Exports – \$570.1 billion, Imports – \$640.1 billion

AGENDA — FRANCE

Sunday, May 25

Participants arrive in Paris, France

19:00 – 21:00 **Welcome Reception**
Welcome to Transatlantic Leadership Seminar:
Kevin Cottrell, Director, Transatlantic Leadership Initiatives, GMF
Welcome to Paris:
Alexandra de Hoop Scheffer, Director, Paris Office, GMF
Embarking on our Leadership Journey:
Ivan Vejvoda, Senior Vice President of Programs, GMF
Location: Hotel Bel Ami 7-11 rue Saint-Benoit

Monday, May 26

Breakfast at the hotel

9:20 **Meet in the hotel lobby**

10:00–11:00 **Urban Challenges and Sustainable Economic Development in a Global Society**
Bernard Pignerol, Diplomatic Advisor & Director of International Relations to the Mayor of Paris (MMF'91)
Location: Hôtel de Ville de Paris, Place de l'Hôtel de Ville

11:30 – 12:30 **Leading Foreign Policy in a Multipolar World – Key Actors and Trends in North Africa**
Jacques Audibert, Director General for Political Affairs and Security, Ministry of Foreign Affairs, France
Location: Ministry of Foreign Affairs, 1 rue Robert Esnault Pelterie

13:00 – 14:30 **Lunch on Demographic Change, Equal Opportunity, and Leadership Diversity**
Aïssou Abdel, Executive Vice-President, Randstad Group France
Yazid Chir, President and Cofounder, Nos Quartiers ont des Talents
Location: Restaurant Tante Marguerite, 5 rue de Bourgogne

- 15:30 – 18:30** **Visit to Clichy Sous Bois – Urban Diversity and Inclusive Municipalities**
Facilitated by Mehdi Bigaderne, Deputy Mayor, Clichy Sous Bois
- 20:00 – 22:00 pm** **Dinner on Contemporary Racism and New Strategies of the Far Right**
Rokhaya Diallo, activist, writer and founder and president of Les Indivisibles
Location: Restaurant Lapérouse, 51 Quai des Grands Augustins

Tuesday, May 27

Please check out and leave your luggage at the reception ahead of breakfast

- 09:30 – 11:00** **Breakfast on Avenues for Cooperation with the Global South**
Alfredo Valladao, Professor, Sciences Po
Location: Hotel Bel Ami 7-11 rue Saint-Benoit
- 11:30 – 12:30** **Obstacles to and Enablers of Female Entrepreneurship**
Agnes Lo Jacomo, President, MEDEF Ile de France
Location: MEDEF, 10 rue du Débarcadère
- 13:00 – 14:30** **Lunch on Identity Politics and Democratic Change in Europe's Neighborhood**
Arnaud Danjean, Member of European Parliament and Chair of the European Parliament Subcommittee on Security and Defence (MMF'07)
Koert DeBeuf, Representative of the ALDE Group in Egypt and author of "Inside the Arab Revolution" (TLS'13)
Location: Restaurant le Procope, 13 rue de l'Ancienne Comédie
- 15:00 – 16:00** **Interfaith Tea at the Mosque – Strategies for Religious Cohabitation**
Alexander Goldberg, Jewish Chaplain, University of Surrey, barrister and human rights activist
Mohamed-Ali Bouharb, Captain, National Gendarmerie, French Army
Samia Hathroubi, European Coordinator of the Foundation for Ethnic Understanding-France (TILN'14)
Location: Grande Mosquée de Paris, 2bis Place du Puits de l'Ermite

Transfer to Rabat, Morocco

SPEAKER BIOGRAPHIES — FRANCE

Aïssou Abdel, Managing Director, Randstad Group France

Aïssou Abdel is managing director of Randstad Group France and president of the Randstad Institute for Equal Opportunities and Sustainable Development. Mr Abdel began his career at Randstad as deputy director general for Human Resources at Groupe Vedior France. Previously, he served as an advisor for crime prevention, integration, and equal opportunities to the Minister of Interior. Mr. Abdel graduated from the Ecole Nationale d'Administration. He is a recipient of the Grand Prix de la Diversité of l'Autre Cercle, the Legion d'Honneur of the Ordre National du Mérite Agricole, and the Executive Award of the Diversity Trophies. He is a member of the National Council of Cities and National Council of Civil Society ("vie associative").



Mohamed Ali-Bouharb, Captain, National Gendarmerie

Mohamed Ali-Bouharb serves as captain in the National Gendarmerie and Muslim chaplain assistant of the French Army. Previously, he was the chaplain of the Islamic Faith of the National Gendarmerie at the General Staff of the French Army or EMAT. Capt. Ali-Bouharb graduated from the Institut d'Etudes Politiques de Paris and received his Ph.D from the Ecole Normale Supérieure for a dissertation on Islam in the French Army from 1939 to present day.

Capt. Ali-Bouharb specialized in theology at the European Institute of Human Sciences and the Faculty of Social and Economic Sciences at the Paris Catholic Institute. He was the first valedictorian of the Religion, Secularism and Inter-cultures course at the Paris Catholic Institute. In 2010, he contributed to the collective book *Former des imams pour la République: l'exemple français*.



Jacques Audibert, Director General for Political Affairs and Security, the French Ministry of Foreign Affairs

Jacques Audibert has been director general for Political Affairs and Security at the French Ministry of Foreign Affairs since 2009, and is representing France in negotiations with Iran over its nuclear program. Prior to this, he served as director for Strategic Affairs, Security and Disarmament. His past posts include Minister Counsellor at the French Embassy to the United Kingdom; Consul General in Québec, Canada; Diplomatic Counsellor to the Minister of Defense Alain Richard; Counsellor for Culture, Science and Cooperation at the French Embassy to Vietnam; Second Secretary of the French Embassy to Germany; and Secretary of Foreign Affairs assigned to the Minister of Industry, Foreign Trade, Town and Regional Planning. Mr. Audibert graduated from the Ecole Nationale d'Administration in the 1988 class of "Michel de Montaigne."



Mehdi Bigaderne, Deputy Mayor, Clichy Sous Bois

Mehdi Bigaderne grew up in Clichy Sous Bois and worked continuously to lead youth initiatives in Clichy during and after his studies. When urban unrest broke out in 2005, he assumed a leadership role in calming young people and turning them away from hatred. He co-founded the nongovernmental organization ACLEFEU that works both locally and nationally to strengthen the social fabric and self-worth in popular neighborhoods. He also contributed to the manifesto *Waking the Forgotten* published by SCALI in 2006. In this dynamic of raising consciousness, he ran for election in 2008 and became deputy mayor for Clichy in charge of social cohesion. In 2009, he joined the National Association of Diverse Local Elected Leaders and in this capacity conducted various study trips and research assignments on such topics as the value of ethnic statistics, and the importance of memory in building civic culture. In 2011, he created an initiative called Citizen Passport that opened doors for twenty young diverse citizens of Clichy to visit international institutions and discover their roles.



Yazid Chir, Vice President and Co-Founder, Be-Bound

Yazid Chir is co-founder and the vice president of the telecommunication firm Be-Bound. Mr. Chir is also a member of the supervisory board of IMPACT Partenaires and as of 2005, the president of Nos Quartiers ont des Talents, a non-profit organization that promotes equal opportunities and professional integration for young graduates from suburbs. From 1998 to 2011, he served as the president of the telecommunication company NEOCLES. Under his tenure, the company received the France Télécom Award for Innovation in the Performance and Operational Excellence in 2005. From 2005 to 2011, he was also the president of the Seine Saint-Denis - West section of the MEDEF, a national confederation of French employers. Mr. Chir was also the sales manager of the business solutions company DATALAN.



Arnaud Danjean, Member of the European Parliament

Arnaud Danjean (MMF'07) is a French politician, member of the European Parliament since 2009, and member of the Burgundy Regional Council since 2010. He chairs the European Parliament Subcommittee on Security and Defense. Prior to his entry into politics, Mr. Danjean was a personal advisor for the Balkans and Afghanistan to two French Ministers of Foreign Affairs, Michel Barnier and Philippe Douste-Blazy. Previously, he served as an advisor to the head of the French External Intelligence Directorate (DGSE) and a civil servant at the French Ministry of Defense, with numerous postings in the Balkans. Mr. Danjean holds a degree in communication, research, and human resources and a postgraduate degree in political science and international relation, both from Sciences Po. He is a recipient of the



Chevalier de l'Ordre national du Mérite received from the President of the Republic Jacques Chirac in 2000 and pinned by the Minister of Defense Alain Richard in 2002.

Koert Debeuf, Representative of the ALDE Group in the Arab World

Koert Debeuf (TLS'13) is the representative of the ALDE Group in the Arab World and the author of the latest book on current events in North Africa and the Middle East – Inside the Arab Revolution. Previously, Mr. Debeuf served the current president of the ALDE Group in the European Parliament and former prime minister of Belgium, Guy Verhofstadt, as his chief of cabinet at the European level and speechwriter, political advisor, and spokesperson at the national level. Mr. Debeuf was also a political advisor for the Mayor of Leuven, the Flemish Parliament, and the Belgian Parliament. He studied Classics at the universities of Leuven and Bologna. In 2008 and 2009, he founded a liberal think-tank, Prometheus, of which he served as Director.



Rokhaya Diallo, Journalist and Activist

Rokhaya Diallo is a journalist and activist. She is the founder and former president of Les Indivisibles, a French organization that uses humor and irony to fight racism and stereotypes. Ms. Diallo regularly contributes to RTL, the main radio station in France, and she is a columnist and commenter on the TV channels Canal Plus and i-Tele. She also hosts her own cultural show on the youth radio Le Mouv (Fresh Cultures). Since September 2011, she has hosted and co-directed Egaux, mais pas trop (Equal but Not Too Much), a series of reports about equality and diversity issues in France for LCP/AN-La Chaîne Parlementaire. A prolific author, Diallo's books include Racisme: mode d'emploi (Racism: A Guideline), A Nous La France! (France Is Ours), and Comment parler de racisme aux enfants (How to Speak about Racism to Kids). She holds master's degrees in Law, Business, and Negotiation, and Marketing and Distribution for Television and Cinema. She is a past recipient of the U.S. Department of State's International Visitor Leadership Program, and the winner of the 2012 COJEP International Award for her involvement against racism and discriminations.



Alexander Goldberg, Jewish Chaplain, University of Surrey

Alexander Goldberg is the Jewish Chaplain to the University of Surrey, a barrister and human rights activist. He is also a panelist on BBC 1's "The Big Questions". Mr. Goldberg is chair of the Faiths Forum for London and was appointed the chief executive of the London Jewish Forum in July 2008, having served as the Community Issues Director at the Board of Deputies of British Jews. He was part of the team that organized the Mayor of London's Faith Conference in 2011, and was appointed as Jewish Chaplain to the London 2012 Olympics. His past experience also includes



a two times service at the Department for Education Ministerial Steering Committee. He also chairs the Football Association's 'Faith in Football' group. Mr. Goldberg is part of a team seeking to build a £5million multi-faith center at the University of Surrey. The building is envisaged to be the first building in Britain to have a synagogue, a mosque, and a chapel built separately under one roof and is designed to have facilities for six major faiths.

Samia Hathroubi, European Coordinator, The Foundation for Ethnic Understanding

Samia Hathroubi (TILN'14) serves as the European coordinator of The Foundation for Ethnic Understanding (FFEU), a New York-based non-profit organization working to build a global movement of Muslims and Jews committed to communication, reconciliation, and cooperation. In that position, she has also served as coordinator of a new body linked to FFEU known as the Gathering of European Muslim and Jewish Leaders (GEMJL), the only trans-European Muslim-Jewish organization that fights both Islamophobia and anti-Semitism and works to ensure that both faith communities live in peace and security in a vibrant Europe anchored in principles of democracy and pluralism. Prior to this, she worked as a project manager for the YaLa Young Leaders Project in Israel/Palestine in 2011-2012, and is still deeply involved in the regional movement to promote peace and co-existence in the Middle East. Ms. Hathroubi anticipates holding increasingly responsible roles in public service. She speaks Arabic, Spanish, French, and English.



Agnès Lo Jacomo, CEO, Chabé Limousine

Agnès Lo Jacomo is the CEO of Chabé Limousines. The company was created by her grandfather Maurice Chabé in 1921 and today leads the luxury transportation service sector in France. Under Mrs. Lo Jacomo, Chabé Limousines increased its annual turnover 7.6 times and grew its network of subsidiaries to all major cities in France, including Paris, Biarritz, Bordeaux, Marseilles, and Toulouse, as well as to highly touristic destinations such as Cannes, Courchevel, and Genève. Prior to joining her grandfather's company in 1992, Mrs. Lo Jacomo worked as the CEO for Metrologie International and sales engineer for IBM. She holds a university degree in Engineering. Mrs. Lo Jacomo is the regional president of MEDEF, a national employers' union, and is responsible for Ile de France, an area which includes Paris.



Bernard Pignerol, Delegate General for International Relations, City of Paris

Bernard Pignerol (MMF'91) has been the advisor for International Affairs to the Mayor of Paris and delegate general for International Relations for the City of Paris since 2007. Prior to this, he worked for nine years first as the auditor and then as the master of requests at the Council of State. Mr. Pignerol is a member of the Socialist Party (PS) and the founder of the International Federation of SOS Racisme. He was the president of the National Commission of Conflicts for PS from 2008 to 2013. Mr. Pignerol graduated from the Ecole Nationale D'Administration after graduating in Public Law and Law Philosophy from the Universities of Paris 1 and Paris 2.



Alfredo Valladão, Professor, Sciences Po

Alfredo Valladão is a Brazilian-born political scientist and professor at the Institut d'études politiques de Paris (Sciences Po). He is also the president of the advisory board of EUBrasil Association, a member of the board of trustees of the United Nations Institute for Training and Research, and a senior research associate at the European Union Institute for Security Studies. As a journalist, he is a columnist for Radio France International and regular contributor to the BBC and CBN. Previously, Dr. Valladão served as coordinator of the working group on EU-Mercosur Negotiations, and he launched and coordinated – in partnership with the Brazilian representation of the Konrad Adenauer Stiftung – the Annual International Conference of Fort Copacabana on “Defense and Security European-South American Dialogue”. Dr. Valladão is a distinguished author and editor of twenty collective books on regional integration and bilateral trade negotiations, as well as eight books and reports on bilateral defense and security issues.



BACKGROUND INFORMATION – MOROCCO

Country Profile

Morocco is a leader in transatlantic and trans-Mediterranean cooperation in North Africa. It was the first state officially to recognize the United States in 1778 and the only North African state to officially apply for entry into the then European Community, now European Union, in 1987. Its application, unlike that of Turkey, was rejected.

For centuries Morocco has connected Europe with North and West Africa. Recent infrastructure developments have allowed Morocco to leverage this function for remarkable economic growth. The modernization and expansion of the country's air and maritime ports have led to a surge in passenger and cargo transport. The development of rail and road infrastructure, business and industrial parks, and new port facilities have also prompted the growth of manufacturing, leading to an average annual GDP growth rate of 4.5 percent. Further infrastructural development is set to continue, and this growth will expand to other sectors, including energy production and the processing of raw materials on site.

Much of this development depends on political and social factors. Morocco is a constitutional monarchy with executive power shared by the king, his ministerial delegates, the chief of government, and his council of ministers. The system still has considerable room for improvement. Regardless, it is more democratic than two years ago and even more so than during the reign of the king's father. Incremental democratization has been the trademark of the last fourteen years. Social pressure has not forced any rush moves, and as long as reforms continue, the future looks positive.

Social pressure is building up, however, and it comes predominantly from two sources. Economic development has eased access to education and unemployed graduates are increasingly willing to channel their social discontent into political action. Rapid urbanization has also swollen the ranks of disadvantaged neighborhoods, where lack of opportunity is providing a fertile ground for crime and extremist thought.

Overall, religious beliefs in Morocco are moderately Islamic. Gender roles are openly discussed, and the new constitution has done much to further the cause of women's rights.

Civil society and independent nongovernmental organizations are quite active, but the authorities monitor Islamist groups and arrest suspected extremists. An increasing role in the future is also expected from the sizable Moroccan diaspora that spans several countries in Europe, including France, and the United States and forms a sizable transnational community.

Country Data

Geography

- Area: 446,550 sq. km., slightly larger than California
- Cities (2011): *Capital* — Rabat (1,770,000), *Other cities* — Casablanca (3,245,000), Fes (1,044,000), Marrakech (909,000), Tangier (768,000)
- Terrain: northern coast and interior are mountainous with large areas of bordering plateaus, intermountain valleys, and rich coastal plains
- Climate: Mediterranean, becoming more extreme in the interior



People

- Population (2013): 32,987,206
- Population growth rate: 1.02%
- Median age: 28.1 years
- Ethnic groups: Arabs 66%, Berbers 33%, other 1%
- Religions (2013): Muslim 99% (virtually all Sunni), other 1% (includes Christian, Jewish, and Baha'i)
- Language: Arabic (official), Berber languages (Tamazight (official), Tachelhit, Tarifit), French (often the language of business, government, and diplomacy)
- Unemployment: 9.5%
- Gini Index: 40.9
- Population below poverty line: 15%

Government

- Type: constitutional monarchy
- Branches: *Executive* - King (head of state), Prime Minister (head of government), and Council of Ministers (appointed by Prime Minister) and Minister Delegates (appointed by King). *Legislative* - bicameral Parliament consists of the Chamber of Counselors or 'Majlis al-Mustacharin' (270 seats - to be reduced to a maximum of 120; members elected indirectly by local councils, professional organizations, and labor syndicates to serve six-year terms; one-third of the members are elected every three years) and Chamber of Representatives or 'Majlis al-Nuwab' (395 seats; members elected by popular vote to serve five-year terms). *Judicial* - Supreme Court (consists of 5 judges)
- Budget: \$26.07 billion
- Public Revenues (2013): 24.9% of GDP
- Budget Deficit (2013): -8% of GDP

- Public Debt (2013): 76.9% of GDP
- Relevant Political Parties: Authenticity and Modernity Party (PAM), Constitutional Union Party (UC), Istiqlal (Independence) Party (PI), National Rally of Independents (RNI), Party of Justice and Development (PJD), Popular Movement (MP), Progress and Socialism Party (PPS), Socialist Union of Popular Forces (USFP)

Principal Government Officials

- King – Mohammed VI
- Prime Minister – Abdelillah Benkirane
- Minister of Foreign Affairs and Cooperation – Salaheddine Mezouar
- Minister Delegate for Foreign Affairs and Cooperation - Mbarka Bouaida
- Minister Delegate for National Defense – Abdellatif Loudiyi
- Minister of Economy and Finance – Mohamed Boussaid
- Minister Delegate for Economy and Finance in Charge of the Budget - Driss Dahak
- Mayor of Casablanca – Mohammed Sajid

Economy

- GDP (2013): \$104.8 billion
- GDP Growth Rate (2013): 5.1%
- Per capita GDP (2013): \$5,500
- Labor Force: 11.73 million
- Commercial Prime Lending Rate (2013): 6.3%
- Stock of Domestic Credit (2013): \$121 billion
- Industries: phosphate rock mining and processing, food processing, leather goods, textiles, construction, energy, tourism
- Agriculture: 15.1% of GDP
- Industry: 31.7% of GDP
- Services: 53.2% of GDP
- Inflation Rate (2013): 2.5%
- Trade (2013): Exports – \$16.78 billion, Imports – \$38.66 billion

AGENDA — MOROCCO

Wednesday, May 28

Breakfast at the hotel

- | | |
|-------------|--|
| 9:00 | Meet in the hotel lobby |
| 9:30-10:00 | Leadership Priorities in Morocco
Abdelillah Benkirane, Chief of Government
<i>Location: Département du chef du Gouvernement Palais Royal Touarga</i> |
| 10:00-11:00 | Political Islam in the 21st Century
Mustapha Khalfi, Minister of Communications, and Spokesperson of the Government
<i>Location: Ministère de la communication, Avenue Allal El Fassi, cité Allrfane</i> |
| 11:30-12:30 | Globalization, Economic Development, and Equitable Growth
Mamoun Bouhdoud, Minister Delegate to the Minister of Industry, Trade, Investment and Digital Economy, in Charge of Small Enterprises and Informal Sector Integration
<i>Location: Ministère de l'Industrie, du Commerce, de l'Investissement et de l'Economie numérique, Quartier Administratif</i> |
| 13:00-15:00 | Lunch-Dialogue on Interethnic Dynamics and Models for Pluralism in the Arab World
Ahmed Boukous, President, Royal Institute of the Amazigh Culture
Driss El Yazami, President, National Council of Human Rights
Abdelhay Mouddeh, Director, Center for Cross Cultural Learning

Moderator: Fatema Mernissi, Author
<i>Location: Location: Center for Cross Cultural Learning, Avenue Laalou</i> |
| 15:30-16:30 | Unlocking Renewable Energy – Clean Power for All
Amina Benkhadra, Director General, National Office of Hydrocarbons and Mines
<i>Location: 5 Avenue Moulay Hassan</i> |
| 18:30 | Meet in the hotel lobby |

19:00-21:30 **Dinner Reception at the OCP Policy Center - Charting the Future for Development and Growth**
Keynote: Karim El Aynaoui, Managing Director, OCP Policy Center
Location: Ryad Business Center – South, 4th Floor – MahajErryad

Thursday, May 29

7:45 **Meet in the hotel lobby**

Transfer to Tangier, Morocco

Breakfast will be served on the bus.

11:00-13:00 **Brunch at the American Legation – U.S. Priorities in North Africa**
Dwight L. Bush, U.S. Ambassador to Morocco
Gerald Loftus, Director of the American Legation, former U.S. Ambassador to Algeria
Location: American Legation, 8 Rue d’Amerique

13:30-15:30 **Maritime Highways and Border Security – Visit to the Port of Tangier**
Najilaa Diouri, Port Director
Location: Tanger-Med Port, Oued Rmel, Province Fahs Anjra

Transfer to Chefchaouen, Morocco

17:30-18:00 **Reaching Towards the Sky – A City Tour of Chefchaouen**

18:00-20:00 **Dinner with the Mayor and Traditional Hadra Female Musicians:**
Mohamed Sefiani, Mayor of Chefchaouen

Transfer to Rabat, Morocco

Friday, May 30

Breakfast at the hotel and check out

9:45 **Meet in the hotel lobby**

Transfer to Casablanca, Morocco

11:00-12:00 **Making Casablanca the Lead City of Africa**
Mohammed Sajid, Mayor of Casablanca
Location: Conseil de la Commune Urbaine du Grand Casablanca, Avenue Hassan II de la Ligue Arabe

- 13:00-15:00** **Lunch Dialogue on the Way Forward for Business in Africa**
 Ismael Douiri, General Manager, Attijariwafa Bank
 Meriem Bensaleh, President, CGEM
 Ahmed Chami, Moroccan Politician, former Minister of Industry, Trade,
 and New Technologies, and former Head of Microsoft Africa
Location: Le Cabestan, 90 Boulevard de la Corniche
- 15:30-17:00** **Face to Face with Extremism – Effectiveness at the Frontline**
 Abdellatif Hatimy, lawyer and former public defender of Islamists
 Abdelali Mastour, President of Citizenship Forum

 Moderator: Mohamed Darif, professor and terrorism expert, Hassan II -
 Mohammedia University
Location: Bd. Mohamed Kamal, Im. Sidi Belyout, 6th Floor, Apt. 11
- Hotel Check In*
- 19:30-21:30** **Is it a Man's World? – Dinner Discussion on the Status of Women in Arab Societies**
 Soumaya Naamane Guessous, sociologist, anthropologist and Moroccan feminist
Location: Le Doge, 9, Rue du Docteur Veyre

Saturday, May 31

Breakfast at the hotel

- 9:00** **Meet in the hotel lobby**
- 9:30-11:30** **Islam and Modernity – Visit to the Hassan II Mosque, Media Library, Handicraft Academy**
 Ahmed Abaddi, Secretary General, National League of Moroccan Oulama and Head, Committee of Regional Autonomy within the National Economic, Social and Environmental Council
Location: Hassan II Mosque, Sour Jdid
- 12:00-14:00** **Lunch on Demographic Shifts and Community Development**
 Boubker Mazoz, Chief of Staff, Ministry of Handicrafts, Social and Solidarity Economy; Founder and Director, Sidi Moumen Cultural Center; and President and Founder, IDMAJ Neighborhoods Association
Location: Sidi Moumen Cultural Center, Hay Rahmani, Residence Rabbah

- 14:30-15:30** **The Have Not's of Morocco – A Visit to the Poor Neighborhoods of Casablanca**
Tour of a Nearby *Bidonville* (Shantytown)
- 17:00-19:00** **Program Debrief**
Facilitated by Ivan Vejvoda and Kevin Cottrell
- 20:00** **Meet in the hotel lobby**
- 20:30-22:00** **Farewell Dinner**
Location: Le Rouget de l'Isle, 16, rue Rouget de l' Isle

Sunday, June 1

Hotel check out and departure

SPEAKER BIOGRAPHIES — MOROCCO

Ahmed Abbadi, General Secretary, Mohammedia League of Moroccan Ulama

Ahmed Abbadi is currently the general secretary of the Mohammedia League of Moroccan Ulama. In 2004, he was appointed by King Mohammed VI as the director of Islamic affairs in the Moroccan Ministry of Islamic Affairs, a position which he held until recently. He is also a professor of Comparative Religion and Islamic Thought at Qadi Ayyad University in Marrakech, Morocco. In addition, he teaches as a professor of Sociology at DePaul University in Chicago, where he previously studied as a Fulbright fellow. Dr. Abbadi holds a Ph.D. in Islamic Studies from the University of Qadi Ayyad in Marrakech.



Amina Benkhadra, Director General, National Office of Hydrocarbons and Mines

Amina Benkhadra is the director general of the National Office of Hydrocarbons and Mines, Morocco. She is the former minister designate for energy, mining, water and environment (2007-2011) and was previously secretary of state for the development of the mining sector (1997-1998). Dr. Benkhadra has a degree in Civil Engineering from the Mines de l'Ecole Nationale Supérieure des Mines de Nancy and a Ph.D. in Engineering from the l'Ecole Nationale Supérieure des Mines de Paris. She was the president of the Mineral Industry Federation for nine years until her tenure ended in 2009. She is a member of the Bou Regreg Association, Moroccan Association for Research Development, and vice president of the Association of Engineers for the Mines of Paris, Nancy, and St Etienne.



Abdellah Benkirane, Chief of Government, Morocco

Abdellah Benkirane is a Moroccan politician and the chief of government of Morocco. He is also the leader of the Justice and Development Party. Having won a plurality of seats in the November 2011 parliamentary election, his party formed a coalition with three parties that had been part of previous governments, and he was appointed as the chief of government on 29 November 2011. During the 1970s, Mr. Benkirane was a leftist political activist. He has represented Salé in the Moroccan parliament since 14 November 1997. He was elected the leader of the Justice and Development Party in July 2008, taking over from Saadeddine Othmani. Mr. Benkirane's politics are Islamist. His new government has actively pursued employment reduction, closer ties with the European Union, and increased engaged with the six-member Gulf Cooperation Council.



Mariem Bensalah, Acting President, Confédération Générale des Entreprises du Maroc

Meriem Bensalah is the acting president of the Confédération Générale des Entreprises du Maroc (CGEM), the largest federation of businesses in Morocco. CGEM is particularly active in promoting the interests of small and medium sized businesses. Previously, Ms. Bensalah distinguished herself in managerial positions at several leading companies in Morocco, including Holmarcom, a conglomerate with stakes in agro-industry, finance, logistics, ground and air transport, and housing. She helped Holmarcom restructure for modernization projects in Morocco. For 23 years, she was the acting director of an association of producers of mineral water including Oulmes and Sidi Ali. Ms. Bensalah received a master's degree in Finance from the University of Dallas.



Mamoum Bouhdoud, Minister Delegate, Ministry of Industry Trade, Investment and Digital Economy

Mamoum Bouhdoud is the minister delegate to the Ministry of Industry, Trade, Investment, and Digital Economy. He is in charge of small enterprises and integration of the informal sector. Mr. Bouhdoud is the youngest member of Mr. Benkirane's government. He is a member of National Rally of Independents. Prior to taking up public office, he worked for Morgan Stanley as Head of Trading for Soft-Materials and Head of Risk Management (2008-2012). Mr. Bouhdoud graduated from l'Ecole Nationale Supérieure des Mines, France.



Ahmed Boukouss, President, Royal Institute of Amazigh Culture

Ahmed Boukouss is a distinguished author and the president of the Royal Institute of Amazigh Culture. He also serves on the Higher Council for Education and the Permanent Committee on Programs of the Ministry of National Education and Youth. Previously, Dr. Boukouss was a professor of French at the Faculty of Arts and Humanities in Rabat (1974-2002). He also taught the Amazigh language at the Advanced Institute for Archeology and Heritage in Rabat (1986-1994). Dr. Boukouss received a degree in Literature, History, and Pedagogy from the Faculty of Arts and Humanities in Rabat. He earned his Ph.D. in Social Sciences from the Ecole Pratique Des Hautes Eudes in Paris and his Ph.D in Linguistics from the University of Paris.



Dwight L. Bush, Sr., United States Ambassador to Morocco

Dwight L. Bush, Sr. is the acting U.S. ambassador to Morocco. Prior to his appointment earlier this year, Mr. Bush spent nearly 30 years of corporate banking, private equity, mergers and acquisition, and strategic financial management experience. He last served as the president of D. L. Bush & Associates. Mr. Bush was previously the president and CEO of Urban Trust Bank, Urban Trust Holdings and UTB Education Finance, LLC. He also held executive positions at Stuart Mill Capital, LLC, SatoTravel Holdings, Inc, Sallie Mae Corporation, Enhanced Capital Partners, LLC, and EntreMed Inc. Mr. Bush began his professional career at Chase Manhattan Bank. His tenure at Chase included international corporate banking assignments in Latin America, Asia and the Middle East, and corporate finance and project finance in New York and Washington, DC. Mr. Bush serves on the governing boards of several organizations involved in industry, education and the arts. He holds a bachelor's degree from Cornell University, College of Arts and Sciences.



Mohammed Darif, Professor and Terrorism Expert, Hassan II - Mohammedia University

Mohammed Darif is a Moroccan political analyst who is widely respected across the Arab world. He is currently a professor of Political Science at the Faculty of Law at Hassan II University, Mohammedia and the managing director and editor in chief of La Revue Marocaine de Sociologie Politique. Dr. Darif has written extensively on the Moroccan and Arab sociopolitical landscape. He is the founder of several social sciences periodicals and a cofounder of Le Club d'Analyse et de Réflexion Politique, a society affiliated with La Fondation Abderrahim Bouabid. He graduated in Political Science from the Faculty of Law at Hassan II University, Mohammedia, where he also attained his Ph.D.



Ismail Douiri, Co-CEO, Attijariwafa Bank

Ismail Douiri is Co-CEO of Attijariwafa Bank, the largest financial institution in Morocco and the third largest in Africa, serving 4.2 million clients in 22 countries. Mr. Douiri joined Attijariwafa Bank in 2004 as vice president of Strategy, and was quickly promoted to deputy general manager in 2005 and Co-CEO in 2008. Previously, Mr. Douiri worked for Casablanca Finance Group, a boutique investment bank based in Morocco, as well as Westinghouse Electric Corporation in the United States, McKinsey & Co. across North Africa, and Morgan Stanley in the United Kingdom. Mr. Douiri holds an MBA with high distinction from Harvard Business School and



two engineering degrees from the Ecole Polytechnique and the Ecole Nationale Supérieure des Télécommunications in Paris.

Karim El Aynaoui, Advisor to CEO and Chairman, OCP Group

Karim El Aynaoui is the advisor to the CEO and chairman of the OCP Group and the president of the OCP Policy Center, an autonomous think tank that fosters policy development and debate in Morocco. Previously he was the director of economics and international relations at Bank Al-Maghrib, where he provided strategic leadership in defining and supporting monetary policy analysis and strategy. He was also in charge of the Statistical and International Relations Divisions of Bank Al-Maghrib. Before joining Bank Al-Maghrib, Mr. El Aynaoui worked for eight years at the World Bank as an economist. He holds a Ph.D. in economics from the University of Bordeaux, where he also taught for three years. He has published articles in several scientific journals on macroeconomic issues in developing countries.



Mustapha El Khalfi, Minister of Communication and Spokesperson of the Government

Mustapha El Khalfi is the minister of Communication and the spokesperson of the government of Mr. Abdellah Benkirane. He is a member of the Justice and Development Party. Previously, Mr. El Khalfi served as the editor-in-chief of the moderately conservative Moroccan daily Attajdid (the Renewal), and founded the Moroccan Center for Studies and Contemporary Research, an Islamic think tank that explores societal shifts and develops policy solutions for Morocco. Mr. El Khalfi holds a bachelor's degree in Mathematical and Experimental Sciences and three licenses in Physics, Law, and Islamic Studies from Mohammed V University in Rabat.



Driss El Yazami, President, National Council of Human Rights

Driss El Yazami is the president of the National Council of Human Rights. Before being nominated for the post by His Majesty the King Mohamed VI, Mr. El Yazami held numerous leadership positions in human rights organizations at home and abroad. Most notably, he served on the Human Rights Advisory Council and the Equity and Reconciliation Commission in Morocco, and was the vice president of the French League of Human Rights, the secretary general of the International Federation of Human Rights, and a member of the executive committee of the Euro-Mediterranean Human Rights Network. Mr. El Yazami is the chief editor of the journal Migrants and the president of the Council for Moroccans Living Abroad. He is also a published author and a documentary filmmaker. Mr. El Yazami holds a degree from the



Centre de formation et de perfectionnement des journalistes in Paris and the Legion of Honor from the French Republic.

Gerald Loftus, Director, Tangier American Legation Institute for Moroccan Studies

Gerald Loftus was a U.S. Foreign Service Officer from 1979-2002, holding posts in the Middle East, Africa, the Caribbean, and Europe. Since 2010, he has been heading the Tangier American Legation Institute for Moroccan Studies, the only National Historic Landmark located outside of the United States.



Boubker Mazoz, Chief of Staff for the Minister of Handicrafts and Social and Solidarity Economy

Boubker Mazoz is the chief of staff for the Minister of Handicrafts and Social and Solidarity Economy. From 1979 to 2010, he worked with the US Embassy as a resource manager, library director, and public affairs specialist with the Public Affairs and Public Diplomacy department. Mr. Mazoz is committed to non-profit work and empowerment of civil society. He is the founder of several Moroccan NGOs – including Lighthouse for the Blind, IDMAJ Neighborhoods Association and Sister Cities Africa – and is a board member of many others. Mr. Mazoz is also the founder and director of the first cultural center in Casablanca's suburb of Sidi Moumen, an honorary board member of Sister Cities International, and a partner of the German Marshall Fund of the United States.



Fatema Mernissi, Author and Sociologist

Fatema Mernissi is a Moroccan writer and sociologist. Her work explores the role and status of women in the Islamic world and is most notable for her argument that the ideal of a “silent, passive, obedient woman” is contrary to the original teachings of Prophet Muhammad. Recently, Ms. Mernissi has focused her research on satellite television in the Arab world and the impact such television has had on traditional family roles. Prior to devoting all of her time to research, Ms. Mernissi taught Sociology at the Faculté des Lettres at the Mohammed V University in Rabat and held a research appointment at the University Institute for Scientific Research also in Rabat. Ms. Mernissi graduated in Political Science from Sorbonne and received her Ph.D. in Sociology from Brandeis University.



Abdelhay Moudden, Founder, Center for Cross Cultural Learning

Abdelhay Moudden is the founder and the academic director of the Center for Cross Cultural Learning and a professor of Political Science and International Relations at Mohamed V University in Rabat. He is also a senior advisor of the SIT Study Abroad program in Morocco and a member of the Consultative Council on Human Rights. Previously, Dr. Moudden served as the academic director of the SIT program in Morocco and a member of the Equity and Reconciliation Commission. Dr. Moudden earned his Ph.D. in Political Science from the University of Michigan. He is a regular commentator of Moroccan politics and culture and an author of two novels, the latest of which, *The Farewell Sermon*, won the Morocco Book Award for 2004.



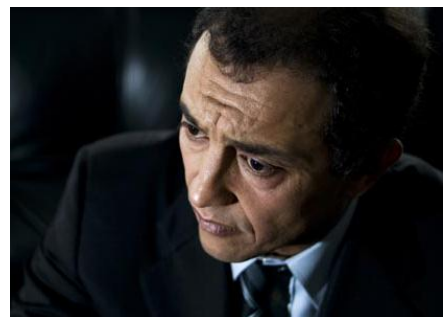
Soumaya Naamane Guessous, Author, Anthropologist, Sociologist, and Professor

Soumaya Naamane Guessous is an author, anthropologist, sociologist, and professor at the Ben M'Sick University of Casablanca. She also serves as the secretary general of the United Cities and Local Governments of Africa and leads the campaign to extend the recognition of patrilineage to matrilineage as a qualifier for Moroccan citizenship. Her research focuses predominantly on gender issues and women's sexuality, and her publications are quite often the national best sellers.



Ahmed Reda Chami, Member of Parliament for Fès, Morocco

Ahmed Reda Chami is a renowned political, business, and civic leader. He is a member of the Socialist Union of Popular Forces (USFP) and currently serves as a Member of Parliament for Fès. From 2007 to 2012, he was the Minister of Industry, Commerce, and New Technologies in the government of Abbas El Fassi. Prior to his entry into politics, Mr. Chami distinguished himself in business. He was the regional director and chairman of Microsoft for South-East Asia (2001-2004) and the managing director of Microsoft for North and West Africa (1997-2001). He also founded two successful IT companies: Omnidata and Distrisoft. In the sphere of civil society, Mr. Chami is the vice-president of three organizations: Zagoura, Maroc 2020, and Les Bonnes Oeuvres du Coeur. He graduated in Engineering from the Ecole Centrale de Paris and received his M.B.A. from the University of California, Los Angeles.



Mostafa Terrab, Chairman and CEO, OCP Group

Mostafa Terrab is the chairman and CEO of the OCP Group and a member of the executive board at La Banque Centrale Populaire SA. He started his career with Bechtel Civil and Minerals Inc. as an analyst in transportation systems. From 1989 to 1993, he served as a consultant with Draper Laboratory. In 1995, he became secretary general of the executive secretariat of the Middle East/North Africa Economic Summit. He served as director general of National Telecommunication Regulatory Agency, before leading the World Bank's Information for Development program and served as lead regulatory specialist from 2002 to 2006. He has been an assistant professor at MIT and at the Rensselaer Polytechnic Institute, Troy, New York. Dr. Terrab received a master's degree and a Ph.D. in operations research from the Massachusetts Institute of Technology and an engineering diploma from the École Nationale des Ponts et Chaussées.



PARTICIPANTS



Shubha Ahya

MMF'12

Physician, Northwestern University

Shubha Ahya is a nephrologist at Northwestern University Feinberg School of Medicine in Chicago, Illinois. Dr. Ahya has an interest in global health care. She has volunteered in rural health clinics in India and Bolivia. She is the recipient of a Transatlantic Leadership Initiatives' MMF Alumni Leadership Project grant to organize a 1-day convening in May 2014 entitled Conference on Healthcare Innovation(CHI): Improving Healthcare Value.



Ben Atkins

MMF'06, TLS'13

Vice President, GE Financial

Ben Atkins is a risk manager in GE Energy Financial Services, where he has experience with debt and equity investments in power plants, pipelines, wind projects, oilfield services, and terminals/refineries. He currently manages a portfolio of equity investments in coal- and gas-fired U.S. power plants. He previously worked in at McKinsey & Co. and State Street Bank. In 2005, Mr. Atkins earned the Chartered Financial Analyst certification. He was a member of the Council on Foreign Relations from 2002 to 2007. From 1994-2000 Ben served as a nuclear engineer in the U.S. Navy's submarine fleet. He received a master's degree with honors from Oxford University, and he was the 1992 valedictorian at the U.S. Naval Academy. From 2003 to 2008, Mr. Atkins served as treasurer for TRACE International, a non-profit, attacking corruption in emerging markets. He attended the inaugural GMF Transatlantic Leadership Seminar, and he is delighted to make new friends, while exploring France and Morocco.



Luther Brewster

MMF'10, Local Coordinator for Miami

Assistant Professor, Florida International University

Luther Brewster is an assistant professor of Medicine & Society and chief of the division of Policy and Community Development at the Florida International University Herbert Wertheim College of Medicine in Miami, Florida. He also serves as community director of NeighborhoodHELP (Health Education Learning Program), which is a novel community-based medical curriculum that assigns medical students to households in medically underserved areas. Dr. Brewster has a broad background in community development that spans both the private and public sectors. He has previously held academic positions at the City University of New York and the University of Michigan, as well as several consulting positions including chief consultant for the expansion of the 125th Street business improvement district in Harlem, New York. He also serves as vice-chair of

the Miami Coalition for the Homeless and is a board member of Transition South Florida Workforce an ex-offender employment program. He currently lives in Miami with his wife, Dr. Cheryl Brewster and son, London.



Anita R. Brown-Graham

MMF'04

Director, Institute for Emerging Issues

Anita Brown-Graham joined the Institute for Emerging Issues (IEI) as Director in January 2007. She leads IEI's efforts to create constructive spaces for North Carolina's leaders to come together across different sectors, regions and perspectives in pursuit of a single goal – North Carolina's improved economic competitiveness. This work has created new economic opportunities in energy, manufacturing, and healthcare innovations, among IEI's annual programs. Before joining the IEI team, Ms. Brown-Graham worked at the University of North Carolina at Chapel Hill's School of Government for 13 years, training state and local leaders on economic and community development strategies needed to revitalize distressed rural communities. She has written three books and many articles on the subjects. Ms. Brown Graham is a recipient of multiple fellowships and awards: a three year research fellowship from the Kenan Institute for Engineering, Technology and Science (2010); the Eisenhower Fellowship (2005); the Order of the Long Leaf Pine (2001); the White House Champion of Change for Transformative Civic Engagement (2013); and the Triangle Business Journal Woman in Business Award (2014). Ms. Brown-Graham earned an undergraduate degree from Louisiana State University and, after attending graduate school at LSU, she earned a law degree from the University of North Carolina at Chapel Hill.



Zoë Carlisle

MMF'12

Assistant General Counsel, The Progressive Group of Insurance Companies

Zoë Carlisle is the assistant general counsel for The Progressive Group of Insurance Companies, one of the largest insurance entities in the United States. In her current position, Ms. Carlisle directs and manages the company's complex commercial litigation pending in federal and state courts across the nation. Ms. Carlisle has ten years of experience in the legal field. She previously was at Calfee, Halter & Griswold LLP, a large corporate law firm in Cleveland, Ohio, where she worked with clients on developing strategies to resolve complex and diverse litigation, with a concentration in corporate, contract, and insurance disputes. She holds a BA in Psychology from Case Western Reserve University and a JD from Emory University School of Law. Outside of the office, Ms. Carlisle is involved in the greater Cleveland community and currently serves on the Board of Trustees for Cornucopia, Inc. and volunteers with Legal Aid. She also has been involved with the Boys & Girls Clubs of Cleveland and Planned Parenthood.



Nevena Crljenko

MMF'13

Manager, Government Affairs, Phillip Morris

Nevena Crljenko serves as the manager of Government Affairs at the Philip Morris International (PMI) Management SA Operations Center in Lausanne, Switzerland. Previously, she was manager of Regulatory Communications for Central Europe – South, based in Zagreb, Croatia. Before joining PMI, Ms. Crljenko was a Chevening Scholar and completed her master's degree in Politics and Communication at the London School of Economics and Political Science (LSE). Her previous professional experience includes Executive Director of Academy for Political Development (APD), a civil society organization that contributes to the quality of political processes in Croatia by educating young leaders and motivating them to participate in public affairs. She is still active in APD as a General Assembly Member. Ms. Crljenko also served as coordinator of the European Association of the Schools of Political Studies of the Council of Europe, marketing and general manager in the publishing industry, and Director of the 1st, 2nd and 3rd Zagreb Book Fair.



Rahma El Badoui

TILN'13

Advisor to Antoni Vives, 3rd Deputy Mayor of Barcelona

Rahma El Badoui serves as advisor to Antoni Vives who is the 3rd deputy mayor of Barcelona and is responsible for urban planning and environment. Ms. El Badoui is Vives' closest advisor, together with his chief of staff. She was born in Morocco but has lived in Spain since she was eight years old. She holds a bachelor's in Political Science and a master's in International Relations from IBEI (el Institut Barcelon a d'Estudis Internacionals).



Nicole de Beaufort

MMF'13

Vice President & COO, Excellent Schools Detroit

Nicole de Beaufort is a strategic communications expert currently serving as vice president and COO of Excellent Schools Detroit where she leads all strategic partnerships, communications and operations for the organization. These partnerships include launching and serving as executive editor for Education Detroit, a national award-winning parenting magazine with a circulation of 45,000 that has won two silver medals in the parenting media Olympics. Ms. De Beaufort's recent collaboration with One of Us Films, Inc., ExcellentNews.tv, produced 50 video stories that depict what it's like to be a student in Detroit. She also recently launched a major partnership in Detroit with GreatSchools.org, the website that reaches 50 percent of American parents with school-aged children (roughly 52 million) each year. Ms. De Beaufort previously founded and led Fourth Sector Consulting, Inc., has worked as communications director for and has been a long-time communications

and strategy consultant to the W.K. Kellogg Foundation. Originally from the Washington, D.C. area, she now lives in Detroit with her partner James Collins, an artist.



Julie Egan

ASMUS'14

Visiting Scholar - New York University

As an Asmus Fellow, Ms. Egan intends to generate needed focus on the process of private sector integration in the Maghreb as a source of economic stability and to help fill a void on policy ideas for deeper cooperation in this area between the United States, Europe, and the Maghreb. Her project, "The Maghreb and Wider Atlantic Partnership: Challenges and Opportunities," will examine opportunities for transatlantic engagement through the private sector in the Maghreb, a region that has presented numerous challenges and occupies an important place in American and European foreign policy. Previously, Ms. Egan was an International Affairs Fellow at the Council on Foreign Relations and a Visiting Professor at New York University. From 2003 to 2004, she served as a Fulbright scholar and visiting professor at Al-Akhawayn University in Morocco. Ms. Egan earned her BA from James Madison College at Michigan State University, her MA from Columbia University and the Institut d'Etudes Politiques de Paris and holds a regional certificate in Middle East studies from Columbia University. Ms. Egan is a fourth generation Detroit, born on Detroit's east side where she still maintains her residence. She has spent time working in local Michigan politics, and as a community organizer in Detroit. Ms. Egan remains active in a number of Detroit business and community organizations and serves on the Board of Advisors for the Detroit Creative Corridor Center. She is a term member of the Council on Foreign Relations.



Kellie Hawkins

MMF'13

Budget Analyst, U.S. Department of Health and Human Services

Kellie Hawkins is a budget analyst within the Office of Budget for the U.S. Department of Health and Human Services (HHS). In her current role, she is involved in budget formulation and execution for health information technology (IT) investments, the childhood vaccination program, and the World Trade Center Health Benefits Program. She is also the lead for the Centers for Disease Control and Prevention (CDC) performance measures. Previously, she was a Project Officer within HHS for the Office of the National Coordinator for Health IT, where she implemented a nationwide effort on Electronic Health Record (EHR) adoption amongst primary care providers. Her previous professional experience includes serving in the administration of Antonio R Villaraigosa, mayor of Los Angeles, California, where she served as the Executive Director of the Commission on the Status of Women and policy advisor. Ms. Hawkins also has a background in public health and worked as an epidemiologist for the Los Angeles County Department of Health Sexually Transmitted Diseases (STD) program. She attended Howard University for her undergraduate studies and received her master's degree in public health from the University of Southern California in 2003.



Elizabeth Hearn

MWS'04

Advisor, Europe, Latin America, and International Trade Policies, U.S. Department of Treasury

Elizabeth Hearn was a 2004 Manfred Wörner Seminar participant. Since graduating from The George Washington University she has worked on national security topics at the National Security Council, the Federal Bureau of Investigation, the Office of the Director of National Intelligence and the U.S. Department of the Treasury. She currently concentrates on Europe, the Western Hemisphere and interplay between developed and developing economies.

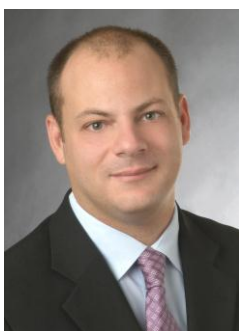


José Alberto Lemos

MMF'89, TLS'13

Freelance Journalist

Jose Alberto Lemos has been a journalist since 1980. He started his distinguished career as a reporter for a national daily from his hometown of Porto, Jornal de Noticias. From the Jornal he joined the founding team of Publico, which by the early 1990s became the most influential daily in Portugal. For both outlets, he covered foreign affairs, reporting from summits, the American and Russian elections, armed conflicts, and diplomatic negotiations. At Publico, he was a senior reporter, editor, and deputy director. Mr. Lemos is also a founding member of SIC, the first Portuguese private media network, and a long serving staff member of RTP, the Portuguese public broadcasting company, where he was a program director of a news channel and director of a public radio. Mr. Lemos has a degree in Philosophy and has recently graduated from a course at the Portuguese National Institute of Defense.



Brent R. Leslie

MMF'13

Chief Financial Officer, Cleveland-Cuyahoga County Port Authority

Brent R. Leslie is the chief financial officer for the Cleveland-Cuyahoga County Port Authority. At the Port Authority, Mr. Leslie oversees all administrative and fiscal matters, including nearly \$2.0 billion in projects financed through the Port's development finance group and the Authority's real estate portfolio. Prior to joining the Port Authority, he served as a senior associate with the professional services firm PricewaterhouseCoopers LLP in their Washington, D.C. office. Mr. Leslie is active in a variety of professional associations, including the American Association of Port Authorities Finance Committee, the Ohio Finance Roundtable and the Ohio Port Council. He also serves on the Boards of Building-Up Greater Cleveland (BUGC) and is the Chairman of the Financial Audit Committee for the City of Rocky River. Mr. Leslie was listed in Crain's Cleveland Business as one of Northeast Ohio's "Forty Under 40" for 2010. He holds a bachelor's in Business Administration from Bowling Green State University and earned an MBA from the Weatherhead School of

Management at Case Western Reserve University. Mr. Leslie is also a Certified Public Accountant, licensed in the State of Ohio.



Niombo Lomba

MMF '03

City Councilor, City of Stuttgart and Head of Staff of the State Counsellor for Civil Society and Civic Participation, State Government Baden-Württemberg

Niombo Lomba is the head of staff of the state counsellor for Civil Society and Civic Participation of the State Government of Baden-Württemberg and is an elected city councilor of Stuttgart, the capital of Baden-Württemberg. Ms. Lomba is a member of the Green Party, for which she stands in the City Council of Stuttgart and was a member of the national executive committee until 2002. Alongside her political engagement, Ms. Lomba is actively involved in the work of the civil society on a voluntary basis, serving, among other things, as a secretary of Misalisa e.V., an NGO that provides development assistance to Bas-Congo. Ms. Lomba started her career as a PR consultant and corporate external affairs manager at Celesio AG, a trading company and service provider for the pharmaceutical industry. She studied politics, communication, and psychology, and holds a master's degree.



Kirk Mayes

MMF'13

Deputy Group Executive, Jobs and Economy - City of Detroit

Kirk Mayes is the deputy group executive of Jobs and the Economy for the City of Detroit. As leader on Detroit's economic development team his primary goal is to create jobs and opportunities to improve the economic environment in his hometown. Mr. Mayes is the former executive director of the Brightmoor Alliance, a community-based organization dedicated to the revival of a northwest Detroit neighborhood. Upon graduation, after a brief stint as an educator, he worked in a number of "for-impact" organizations driven by a personal mission to improve the educational, social and economic outcomes of the Detroit community. In his "for-impact" work, he recognized the value that engaged citizens bring to a neighborhood. As a result of his service and leadership, Mr. Mayes had a role in drafting a policy agenda for the region's young professionals (known as the Detroit Declaration) and participates in multiple initiatives and projects to improve the systems that drive change in Detroit. He also serves as a board member for a number of community-based organizations including Brightmoor Community Center, The Heat and Warmth Fund (THAW), Global Detroit and Wellspring Detroit.



Lisa Nuskowski

MMF'11

Senior Project Administrator, Wayne State University

Lisa Nuskowski has more than a decade of experience working in community and economic development in Detroit. She is currently a senior project administrator for Economic Development at Wayne State University. Prior to this, she was a part of Detroit's Living Cities Integration Initiative and worked on land use policy for the City of Detroit. She has served as director of the Michigan Foreclosure Task Force, a nonprofit, statewide coalition focused on advocating for stronger foreclosure mitigation strategies and consumer protection policies and chief of staff to former House Majority Floor Leader in the Michigan legislature. Ms. Nuskowski serves on the board of directors for Southwest Housing Solutions, an affordable housing and community developer in Southwest Detroit, and the Tour de Troit, a nonprofit organization that promotes bicycling and bicycle safety through education, public events, and support for non-motorized infrastructure. She holds a bachelor's degree in Political Science from Central Michigan University and a master's degree from the Gerald R. Ford School of Public Policy at the University of Michigan.



Wolfgang Schmitt

MMF'90, TLS'13

Director - GOPA Consultants

Wolfgang Schmitt works as a director at GOPA, one of the leading European contractors in development cooperation. Previously, he spent 10 years as a managing director at German Technical Cooperation (GTZ) an agency that provides development assistance on behalf of the German Federal Government. Mr. Schmitt became involved in development issues as a member of the German Bundestag (federal parliament). From 1994 to 1998, he was the parliamentary spokesperson of the Green Party on international trade, finance, and development issues and their representative on related committees. In 1998, the Party declined to nominate him for the parliament again due to his staunch support for military intervention in the Balkans. Mr. Schmitt holds a degree in Social Work from the Catholic University for Applied Sciences in Cologne and has studied history, politics, and philosophy in Düsseldorf.

PROGRAM STAFF



Ivan Vejvoda

Senior Vice President, Programs, German Marshall Fund

Ivan Vejvoda is the senior vice president for Programs. From 2003 to 2010, he served as executive director of the Balkan Trust for Democracy, a project of the German Marshall Fund dedicated to strengthening democratic institutions in Southeastern Europe. Mr. Vejvoda came to GMF in 2003 from distinguished service in the Serbian government as senior advisor on foreign policy and European integration to Prime Ministers Zoran Djindjic and Zoran Zivkovic. Prior to that, he served as executive director of the Belgrade-based Fund for an Open Society from 1998 to 2002. During the mid-1990s, Mr. Vejvoda held various academic posts in the United States and the United Kingdom, including one-year appointments at Smith College in Massachusetts and Macalester College in Minnesota, and a three-year research fellowship at the University of Sussex in England. Mr. Vejvoda was a key figure in the democratic opposition movement in Yugoslavia through the 1990s, and is widely published on the subjects of civic movements, democratic transition, and totalitarianism. He is a member of the Serbian Pen Club and is a board member of American social science journals *Constellations* and *Philosophy and Social Criticism*. Mr. Vejvoda holds a diploma from Institut d'Etudes Politiques de Paris and completed postgraduate studies in philosophy at Belgrade University.



Kevin Cottrell

MMF'08

Director, Transatlantic Leadership Initiatives, German Marshall Fund

Kevin Cottrell is the director of Transatlantic Leadership Initiatives at GMF. In this role, Mr. Cottrell directs GMF's long-standing leadership development programs, including the Marshal Memorial Fellowship (MMF), the Manfred Wörner Seminar (MWS), and Asmus Policy Entrepreneurs Seminar, the Transatlantic Inclusion Leaders Network, and the Transatlantic Leadership Seminar. In addition, Cottrell is co-leading a new GMF effort that advances thought leadership and coaching to city leaders on effective global engagement and impact. Mr. Cottrell came to GMF from Los Angeles, where he served as executive director of the Southern California Leadership Network (SCLN) and vice president of leadership programs for the Los Angeles Area Chamber of Commerce. Under his leadership, SCLN grew in programs and participants, including California Connections, a first-of-its-kind statewide, issues-based leadership development program. Over his career, Mr. Cottrell has held leadership positions in the nonprofit sector and academia, including LEAD San Diego, University of California San Diego, and San Diego State University. He is a past recipient of the Senator Margaret Chase Smith Fellowship in public policy and a visiting scholar at Universidad de las Américas in Mexico City.



Lora Berg

Senior Fellow, Transatlantic Leadership Initiatives, German Marshall Fund

Lora Berg is currently detailed to the German Marshall Fund from the U.S. Department of State with the goal of advancing diversity and inclusion best practices in the transatlantic space. In this capacity, she develops partnerships with other institutional actors on the international stage to inform and strengthen positive discourse around diversity and inclusion, and to develop leadership programs with a focus on rising, diverse young leaders. Ms. Berg has served at the U.S. Embassies in Tunis, Rabat, Jeddah, Riyadh, Bratislava, Paris, and Brussels. Most recently, Ms. Berg served as senior advisor in Washington to the Special Representative to Muslim Communities. Ms. Berg manages the Transatlantic Inclusion Leaders Network for young diverse elected officials, and has curated such major convening as the “Diversity, Inclusion and U.S. Foreign Policy” discussions among 100 corporate, government and NGO diversity leaders that took place at the Department of State in June, 2012, and Mission Critical, Transatlantic Security and Diversity, a convening of policy makers, military leadership and rising young diverse military leaders that took place on Capitol Hill in October, 2013. Ms. Berg holds master’s degrees in International Relations and in Poetry from Johns Hopkins University; she speaks French and Arabic, as well as some Spanish and Slovak.



Filip Vojvodic Medic

Program Officer, Transatlantic Leadership Initiatives, German Marshall Fund

Filip Vojvodic Medic is a program officer at the Transatlantic Leadership Initiatives Department of the German Marshall Fund. He manages programming for leadership development fellowships and lifelong learning, including the Marshall Memorial Fellowship, the Manfred Wörner Seminar, and the Transatlantic Leadership Seminar. Previously, Mr. Medic was a program officer at the Balkan Trust for Democracy, where he worked on democracy grant making in Bulgaria, Bosnia and Herzegovina, Croatia, Moldova, Montenegro, and Serbia and fellowship programs in the Balkans. Before joining the Balkan Trust, he was an assistant manager at Red Art Workshop, a radio, film, and television production company. Mr. Medic graduated in history and politics from the Faculty of Humanities and Social Sciences at the University of Adelaide, Australia.

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NOTES

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