Summary

Despite the pandemic in 2020, the Association of Marshall Scholars (AMS) continued to advance its core objectives drawn from 2014-2015 strategic planning: strengthening the Scholarship, supporting US/UK ties and building the Marshall alumni community engagement.

Throughout the year, hundreds of individuals contributed their time, resources, and expertise to AMS efforts with encouraging results. The 2021 Marshall Scholarship class includes 46 exceptional young Americans from a wide range of cultural, academic, institutional and socio-economic backgrounds. Over 900 alumni and guests heralding from 32 US states, the UK and Europe, joined virtual programming hosted by the AMS, which included the Marshall Arts and Humanities Series, a Marshall Forum on cities with US and UK Mayors and the UK-US Legislative Exchange with members of the US Congress and UK Parliaments.

The AMS launched a new website and updated branding across its communications channels. Finally, with philanthropic support from around the globe, and a generous anchoring challenge grant by Reid Hoffman CBE (1990) with additional matching grants and new donor matches made by Bill Janeway CBE (1965) and Anonymous (1983), the Marshall 2020 campaign raised just over $6.25M towards its $7.5M goal.
Scholarship

The British Government announced 46 recipients of the 2021 Marshall Scholarships, and for the first time in the program’s 66 year history, the incoming class will be majority-minority. A majority of this class are female Scholars and six are first-generation college students.

The 2021 class represents a wide range of academic backgrounds and includes an elected public official, entrepreneurs, journalists, scientists, artists and activists. The 2021 class will take up studies at 14 different institutions ranging from the London School of Economics & Political Science to Queen’s University Belfast in Northern Ireland. Alumni and others continued to generously volunteer to serve in the reading and selection committees, helping with the Scholarship selection process.

The AMS continued to help convene the Outreach and Diversity Committee for the Scholarship— with representatives from the MACC, British Embassy, Selection Committees, the AMS, and recent and current Scholars. As part of the Outreach and Diversity Committee, the AMS is supporting a pilot effort to link alumni with Fellowship Advisors.

The AMS also conducted a series of conversations to help alumni work collaboratively with current Scholars, in response to a letter regarding concerns about current scholars’ experiences of racism. We are grateful for the commitment of reading and selection committee members and chairs, to the MACC commissioners and the outgoing MACC chairman, Christopher Fisher, who all work to strengthen the Scholarship.

The Marshall Aid Commemoration Commission was able to offer the Scholarship program in the UK, despite the pandemic, adjusting its guidelines to try to support the Scholars during the pandemic.

The AMS continued to offer its Marshall Xtra grant (of 1,000 GBP) to each currently enrolled scholar, providing a new grant for each of the 98 Scholars enrolled in the program for the 2020-2021 academic year. The AMS continued providing additional grants and support of ~$25,000 for class camaraderie-building activities and a newly proposed research Symposium by the current Scholars (which was subsequently postponed due to the pandemic).

Engagement

Marshall Scholar engagement grew significantly in 2020, allowing the AMS to deepen its strategic initiatives, build its programming, and further public diplomacy and visibility for the Marshall Scholarship program. In 2020, the AMS benefited from the time, expertise and support of over 250 Marshalls in volunteer and leadership roles, including the AMS Advisory board, the AMS Board of Directors and Officers, the AMS Director’s Circle, regional events coordinators, outreach volunteers, selection and reading committee members, program speakers and donors, including 63 new donors and eight foundations.

Thank you!
In 2020, the AMS welcomed over 900 attendees to regional, partner, and Marshall Forum programming. From March, AMS events were held virtually, allowing program speakers and participants to join from over 32 states, the UK, and Europe.

The AMS collaborated with several institutional partners to host these events, including: The Paul & Daisy Soros Fellowships for New Americans; Polyphony Arts (UK); Southwark Music Hub (UK); the Gates Scholarship; The Mannes School; CUNY’s Graduate Center, Center for the Humanities Center, PhD Program in English, M.A. Program in Biography and Memoir, and Program in Irish Studies at Queens College; Denison University; Nightboat Books; and the University of Notre Dame.

In addition, the AMS worked closely with officers of the British Government to produce programming with alumni of the Marshall Scholarship for the 2020 DC “send-off” orientation for new scholars and to provide introductory briefings for new Consul Generals in Boston and Chicago by mid-career Marshall scholars in each region.

The AMS developed a new Marshall Arts and Humanities series, which included:

- a poetry reading with Joyelle McSweeney (1997);
- discussion of the hit podcast Wind of Change on espionage and pop music during the Cold War between NYTimes best selling author and award-winning staff writer for the New Yorker, Patrick Radden Keefe (1999) and former Deputy Associate Director of the CIA Joseph Gartin;
- A fireside chat on the Equal Rights Amendment with CUNY Graduate Center Professor (and recent author of We the Women: The Unstoppable Mothers of the Equal Rights Amendment) Julie Suk (1997) and partner in Quinn Emanuel Urquhart & Sullivan and former Dean of Stanford Law School Kathleen Sullivan (1976), moderated by Harvard Law Professor Jeannie Suk Gersen (1995);
- A musical performance with classical guitarist Michael Poll (2012), composer Elizabet Ogonek (2012), and artists Emi Ferguson, Juan Jofre, and Nicolas Namoradze;
- A panel discussion on religious communities in times of crisis with Pastor Amy Miracle (1985), Dr. Sue Reinhold (1988), and Mr. Yusufi Vali (2006);
- a performance of Classics from the Great American Songbook by Metropolitan Opera Singer, Wendy Bryn Harmer accompanied on piano by her sister, Elizabeth Harmer Dionne (1992);

The AMS was pleased to collaborate with the MACC and the UK Embassy to support alumni speakers for the virtual orientation program for 2020 Marshall Scholars. Highlights included:

- Principal Investigator for Barouch Laboratory at Beth Isreal Deaconnes Medical Center Dr. Dan Barouch (1993), who is leading the Johnson & Johnson COVID-19 vaccine development-effort, and Vice President of Clinical Care Transformation at MedStar Health Dr. Meena Seshamani (1999) who previously directed the Office of Health Reform at the Department of Health and Human Services, in a discussion moderated by VP of Scientific Education & Training at Memorial Sloan Kettering Dr. Ushma Neil (1999), on scientific and medical advances regarding COVID-19;
- Her Majesty’s Ambassador to the United States Karen Pierce discussed her career at the United Nations and her current policy priorities in a fireside chat moderated by Sophie Rutenbar (2009);
- a discussion on Public Service with Secretary of State, State of Michigan Jocelyn Benson (1999), City Councilman PG Sittenfeld (2007), and Assistant United States
MARSHALL FORUM / AMS ANNUAL MEETING

On October 2, 2020, the AMS hosted its fourth consecutive Marshall Forum: A US-UK Strategic & Economic Dialogue, focused on strategic and economic efforts to support peace, growth, prosperity, with the aim of furthering transatlantic dialogue and exchange.

The 2020 program explored city and local responses to the COVID-19 global crisis. It considered how the pandemic and surrounding challenges are impacting transatlantic cities. The event featured new findings from a national opinion poll on perceptions of US-UK ties commissioned by the AMS.

Opening the Marshall Forum, Professor Danielle Allen (1993; Director of the Edmond J. Safra Center for Ethics, Harvard University), moderated a conversation with Mayor Andy Burnham (Greater Manchester), Mayor Kevin L. Faulconer (San Diego, CA), Mayor Kate Gallego (Phoenix, AZ), and Mayor David Holt (Oklahoma City, OK), on local responses to the current crises and the New Social Contract. The Forum also featured Editorial Page Editor for the Los Angeles Times Sewell Chan (1998), and long time foreign policy advisor Tom Fletcher CMG (Principal of Hertford College, Oxford University), who considered transatlantic ties and diplomacy today, and considered findings from the newly commissioned US UK National Opinion Poll discussed further below. The full program, photographs, and video can be found on the AMS website: https://marshallscholars.org/forum2020. The Forum concluded with the AMS 2020 annual meeting.
US UK LEGISLATIVE EXCHANGE

The AMS hosted its second annual US UK Legislative Exchange in December virtually, which allowed more individuals from the US and UK delegations to participate. The program supports members of the United States Congress to meet with members of Parliament and the British Government through a bipartisan exchange that includes briefs from a variety of experts, academic and private sector leaders, and discussions on issues of critical concern to both countries during a transitional period of leadership.

The Exchange began with introductory remarks by Ambassador Isobel Coleman (1987), Thomas Friedman (1975), and chair of the US delegation Representative Michael Turner of Ohio. MACC Commissioner Xenia Wickett facilitated an open discussion between US and UK delegates on the challenges that face the US and UK regarding governance during globalization. UK Minister of State for Trade Policy, The Rt Hon Greg Hands MP, addressed the delegation on the issue of free trade between the US and UK.

Delegation participants included:


In closing the year, the AMS launched the Leland Foundation Association of Marshall Scholars Transatlantic Academy fellowship in partnership with the Queen Elizabeth II Academy for Leadership in International Affairs based at Chatham House in London. The fellowship provides a unique opportunity for an alumnus of the Marshall Scholarship to spend 10 months at Chatham House. For 2021, the fellowship has been awarded to Rebecca Peters (2014). Her research project will focus on climate change governance in urban Asia-Pacific.

This fellowship comes at an important time for transatlantic relations and we are tremendously grateful to Marc E. Leland (Senior Adviser, Chatham House; President, Marc E Leland and Associates, USA; Chairman Emeritus, The German Marshall Fund of the United States), and Sara Burch Khairallah (Counsellor, US and Americas Programme, Chatham House | Director of UK Government Affairs, AMS) for making this possible.

A TOTAL OF 25 MEMBERS OF CONGRESS AND PARLIAMENT PARTICIPATED IN THE 2020 US UK LEGISLATIVE EXCHANGE
Communications

In 2020, the AMS continued to work on increasing the Marshall Scholar profile and visibility through earned, digital, and social media. In October, the AMS ran its annual national poll with Emerson College, surveying national perceptions of US UK ties and advanced Scholarship. The AMS press release on 2020 US National Polling on US UK Ties was picked up by 124 media outlets across the globe, including the Financial Times, Associated Press, MarketWatch, with a potential audience of 95 million readers.

Key findings included: 61% of Americans believe a free trade agreement between the US and UK would strengthen US global leadership and a majority (60%) of Americans believe the US-UK alliance to be even more important than it was five years ago, a four percent increase from the 2019 results. In addition, more detailed reporting was completed by the AMS for the UK FCDO and Embassy in Washington DC regarding alumni working on the front lines of the COVID response and alumni working on climate and energy issues.

As in previous years, our national poll also included questions to assess public brand awareness of the Marshall Scholarship in relation to comparable scholarship schemes. In 2020, 31% of Americans polled had never heard of the Marshall Scholarship (as compared with 20% for the Fulbright and 16% for the Rhodes). Since 2018, the “never heard of” percentage has decreased by 7 points, indicating that more Americans have become aware of the Marshall scholarship. In addition, as compared with 2019, the net positive reaction to the Marshall scholarship has gone up from 30% positive to 44% positive.

Overall the year on year research underscores an important challenge for the Scholarship: how to build more awareness of the impact of the Marshall community and the Marshall Scholarship more broadly.

The AMS social media presence continued to grow throughout the past year: a 19% increase and 117% increase in Twitter and Instagram Followers respectively, and 27% and 17% respective increase in postings on each platforms.

The AMS launched a comprehensive brand modernization with designer and Marshall Scholar Katie Clark (2005) in 2020, with a contemporary logo, new color scheme, refined messaging, and a streamlined new website that received enthusiastic positive reviews from the Marshall community when it went live June 18, 2020. The website, http://marshallscholars.org, has had over 4,000 new users since its launch, of which roughly 75% come from the United States and 10% from the United Kingdom.

The 2020 Marshall Alumni Newsletter, produced by managing editor Stanley Chang (1991), focused on Marshall Scholars working in health and medicine, including a profile of Dan Barouch (1993), Director of the Center for Virology and Vaccine Research at the Beth Israel Deaconess Medical Center, whose department is collaborating with Johnson & Johnson on a COVID-19 vaccine.
Development

SCHOLARSHIP SUPPORT

The AMS was pleased to have directed ~ $400,000 in 2020 towards strengthening the Scholarship program in several different ways. A Marshall Scholar was funded through the AMS Marshall Scholarship endowment of $1.5 million created through contributions from 200+ Marshall alumni and a matching grant from Reid Hoffman CBE (1990).

The AMS also matched a British Schools and University Foundation donation to support a Marshall Scholarship for a total of $50,000.

In addition, alumni and other donors support Marshall Scholarships at their respective alma maters by donations through the AMS to colleges and universities including: Sussex University; Magdalene College, Cambridge; Magdalen College, Oxford; Lincoln College, Oxford; and Bristol University.

Along with the endowed scholarship, alumni have over the past 4 years committed ~ $900,000 towards Marshall Scholarships at their respective alma maters.

In addition to advocacy and Scholarship support, the AMS provides resources to help bolster the current Marshall Scholars’ experience, offering individual and class-wide grants. In particular, the AMS issued a "Marshall Xtra" grant of 1,000 GBP per scholar to each of the 98 enrolled Marshall Scholars in 2020, with the goal of enriching each Scholar’s time in the UK.

ANNUAL GIVING AND MARSHALL 2020

The AMS received more donations in 2020 than in any previous year since its founding. In 2020, 92% of our donations came from small donors, 98% of all Marshall classes that were solicited participated, and 44% of these classes had a participation rate of 20% or higher - with the class of 1960 leading the way at a 60% participation rate. Sixty-three new donors also joined our efforts this year.

In the fall, the AMS publicly launched its one-time, significant fundraising campaign – Marshall 2020 - to help institutionalize AMS efforts to strengthen the Marshall Scholarship program and transatlantic collaboration. Annual Fund giving in 2019 and 2020 will count towards our Marshall 2020 campaign.

With leadership of philanthropists and alumni across the globe, and through a generous anchoring challenge grant by Reid Hoffman CBE (1990) and additional matching grants and new donor matches made by the Finistere Charitable Foundation and Anonymous (1983), the Marshall 2020 campaign has raised just over $6.25M of its $7.5M goal.

THE AMS RECEIVED MORE DONATIONS IN 2020 THAN IN ANY PREVIOUS YEAR SINCE ITS FOUNDING INCLUDING THAT OF 63 NEW DONORS AND 8 FOUNDATIONS. 92% OF DONATIONS CAME FROM SMALL DONORS.
Future

In spite of the challenges created by the pandemic, the momentum of the AMS remains strong to deliver on its three strategic pillars: strengthening the scholarship, improving scholarship profile and visibility, and fostering intellectual exchange and strengthening US/UK ties. In 2020, the AMS was able to engage more alumni through virtual programming; create avenues for US/UK dialogue through events such as the US-UK legislative exchange and mid-career scholar consulate briefings, and support current scholars through collaborative diversity initiatives and grant support. We look forward to partnering with the new chairman of the Marshall Aid Commemoration Commission John Raine in 2021, to strengthen exchange between the United States and the United Kingdom and to further the aims of the Marshall Scholarship and the Association of Marshall Scholars.

Thank you.

Nell Breyer, Executive Director
Association of Marshall Scholars

Meena Seshamani, President
Association of Marshall Scholars
AMS LEADERSHIP

AMS BOARD OF DIRECTORS

MARTIN BUDD (1960)  PETER BARACK (1965)
MARTIN GILKES (1997)  LIND HOBBS, OBE (1966)
BOB KYLE (1977)  TED KAMMAN (1985)
NATHAN FAGRE (1977)  LEN SRNKA (1968)

EXECUTIVE COMMITTEE

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CHRIS FISHER (CHAIR OF THE MARSHALL AID COMMEMORATION COMMISSION)
KIM DARROCH (H.M. AMBASSADOR TO THE UNITED STATES)

CHAIRS OF STANDING COMMITTEES

AUDIT  Sarah Zhang
DEVELOPMENT  Marty Budd (1960)
FINANCE  Len Srnka (1968)
GOVERNANCE  Martin Gilkes (1997)

CHAIRS OF REGIONAL SELECTION COMMITTEES

JANE HAWKINS (ATLANTA) (1976)
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JACOB CHACKO (LOS ANGELES) (2000)
DIANE FLYNN (NEW YORK)
KATIE CLARK (SAN FRANCISCO) (2005)
Financials

Balance Sheet, as of December 31, 2020

<table>
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<tr>
<th>ASSETS</th>
<th>Operations</th>
<th>Endowment</th>
<th>TOTAL</th>
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<tr>
<td>Cash and Cash Equivalents</td>
<td>$ 373,829</td>
<td>$ 55,001</td>
<td>$ 379,329</td>
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<tr>
<td>Other Current Assets (investments)</td>
<td>$ 886,211</td>
<td>$ 1,552,006</td>
<td>$2,438,217</td>
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<tr>
<td>Total Assets</td>
<td>$ 1,260,040</td>
<td>$ 1,557,506</td>
<td>$2,817,546</td>
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<tr>
<th>LIABILITIES &amp; EQUITY</th>
<th>Operations</th>
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<tr>
<td>Current Liabilities</td>
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<td>$</td>
<td>$ 12,121</td>
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<tr>
<td>Non-Current Liabilities</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Equity (Fund Balance)</td>
<td>$ 1,247,919</td>
<td>$ 1,557,506</td>
<td>$2,805,425</td>
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<tr>
<td>Total Assets</td>
<td>$ 1,260,040</td>
<td>$ 1,557,506</td>
<td>$2,817,546</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>Operations</th>
<th>Endowment</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations &amp; Registration Fees</td>
<td>$ 641,370</td>
<td>$ 105,500</td>
<td>$ 746,870</td>
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<tr>
<td>Scholarship Payment out of Endowment</td>
<td>-$ 50,000</td>
<td>-$ 50,000</td>
<td>-$ 50,000</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$ 8,191</td>
<td>$ 182,291</td>
<td>$ 190,482</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$ 1,698,843</td>
<td>$ 237,791</td>
<td>$ 1,936,634</td>
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<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Operations</th>
<th>Endowment</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses</td>
<td>$ 452,286</td>
<td>$ -</td>
<td>$ 452,286</td>
</tr>
<tr>
<td>Scholarship-related Grants</td>
<td>$ 463,932</td>
<td>$ 50,000</td>
<td>$ 513,932</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 1,026,084</td>
<td>$ 50,000</td>
<td>$ 1,076,084</td>
</tr>
</tbody>
</table>

| Net Income            | $ 672,759 | $ 187,791 | $ 860,550 |

Notes to financial statements

(1) The financial statements are unaudited. The AMS undergoes an annual audit in accordance with Massachusetts’ law governing not-for-profit organizations. The audit of our 2020 financials will be completed in the third quarter of 2020. 2018 audited financials are available upon request.

(2) "Endowment" refers to the AMS Marshall Scholarship endowment designated as a fund to support a Marshall Scholarship in perpetuity.
48% of the 2020 AMS operating budget helped provide supporting grants and partnership scholarships to current Marshall Scholars.

Since 2016, 29 Marshall Scholars have benefitted from the AMS Endowed Scholarship and alumni / AMS supported College Partnership Scholarships at 12 Institutions across the UK.

The purpose of the Marshall Xtra 1,000 GBP grant is to support current Marshall Scholars in their ability to further enhance their experience of British life and culture during their Marshall Scholarship program years.
Thank you to all of our supporters in 2020.

**Benefactor**
Reid Hoffman CBE (1990)

**Leaders’ Circle**
Finistere Charitable Foundation
Marc E. Leland Foundation
Frank Trumbower (1959)

**Fellows’ Circle**
Anonymous (1988)
British Schools and Universities
Mathew Guerreiro (1980)
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Una Ryan
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Thomas Lupfer (1979)
Morgan Stanley Global Impact Funding Trust
Gregory Richardson (1981)
Steven Robinette (2010)
Kathleen Sullivan (1976)
Jesse White, Jr. (1966)

**Contributors**
Elisabeth & Graham Allison (1962)
Hattie & Bruce Babbitt (1960)
Gavin Baird (2015)
Marissa & Saj Cherian (1997)
Stacey Christian (1989)
Lisa Cook (1986)
Aimee Crago (1995)
Mitchell Crusto (1977)
Nathan Fagre (1977)
Kathleen Fickle (1974)
Kate Fulton & Robert Kyle (1977)
Jeffrey Gell (1997)
Stephen Goldmann (1966)
Jefferson Gray (1978)
Gupta (XXXX)
Sam Halabi (1999)
Thomas Halverson (1989)
Keith Dionne & Elizabeth Harmer Dionne (1992)
Linda Cunningham & Linn Hobbs OBE (1966)
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Luis Montaner (1991)
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Matthew Spence (2000)
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Kurt Strovink (1992)
Alar Toomre (1957)
Carol & Bradford Walters (1973)
Monique Schaulis & Matthew Werdegar (1992)
Erica Whittaker (1986)

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Alan Albert (1979)
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Katherine Barrett Wiik (2000)
Ara Barsam (1996)
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Bruce Booth (1996)
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Joel Brenner (1969)
Kathryn Bretscher (1982)
Frances Brodsky (1976)
Patrick Brown (1989)
William Broyles (1966)
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Ambika Bumb (2005)
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David Campbell (1966)
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Theodore Caputi (2019)
Alexander Carney (2012)
Jacob Chacko (2000)
David Chacko (2004)
Samidh Chakrabarti (2003)
Rebecca Chamberlain-Creanga (2001)
Sewell Chan (1998)
Stanley Chang (1991)
Ron Chen (1996)
Katherine Christensen (1976)
Jesse Chuhua (1999)
Brian Clark (2008)
Katie Clark (2005)
William Clarke (2007)
Adam Cohen (2001)
Rhaina Cohen (2014)
Joseph Connors (1966)
Patricia Conrad (1980)
Diana Google (1966)
Sarah Cook (2005)
William H. Coquillette (1971)
We also wish to recognize and thank the major contributors to our Marshall 2020 campaign. The Marshall 2020 is a one-time, multi-year fundraising campaign to help institutionalize AMS efforts to strengthen the Marshall Scholarship program and transatlantic collaboration.

Matching Gifts
Anonymous (1983)
Finistere Charitable Foundation
Reid Hoffman CBE (1990)

Marshall Legacy Fund
Bill Janeway CBE (1965)
Judith & Daniel Klessig (1971)
Adam Mortara (1996)
Karen Sprague
Nancy Stewart (1978)

Directors’ Circle
Anonymous (1983)
Joan Gillings
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Stacey Christian (1989)
Lisa Cook (1986)
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Mitchell Crusto (1977)
Richard Falkenrath (1991)
Kathleen Fickle (1974)
Jon Fuller (1960)
Jeff Glueck (1992)
Stephen Goldmann (1966)
Jefferson Gray (1978)
Sam Halabi (1999)
Thomas Halverson (1989)
Jerry Hausman (1970)
William Henagan (2017)
Anthony Hendricks (2007)
Katherine Hunt (1975)
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Ted Kamman (1985)
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Kate Fulton & Robert Kyle (1977)
Meghan Majorowski (1998)
Doug Melton (1975)
Luis Montaner (1991)
Thuy Phung (1989)
James Potterba (1980)
Lois Potter (1961)
Ruth & Scott Sanders (1967)
Joseph Seliga (1995)
Meena Seshamani (1999)
Kannon Shanmugam (1993)
Shell Oil Company Foundation
Nellie Mae Education Foundation
Ragnhild Handagard & Andy Ozment (2002)
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Jeffrey Rosensweig (1979)
W. N. Harrell Smith IV (1960)
Carol & Bradford Walters (1973)
Kathleen Sullivan (1976)
Monique Schaulis & Matthew Werdegar (1992)

Class Matches
Len Srnka (1968)
Elizabeth Harmer Dionne (1992)