



# **RUMSFELD FOUNDATION**

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*2007-2017*: A DECADE OF IMPACT

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2007



**OVER TEN** years ago, Joyce and I created our Foundation with the hope of contributing to focus areas that we thought were worthy of investment and attention. Now more than a decade into operations, we remain committed to our mission and have been fortunate to witness some important progress and rewarding advancements in the Foundation's work. The rising leaders we have been able to support through our fellowship programs and the first-rate organizations we have worked with over the years have continued to inspire us to improve our efforts and reach with each passing year. It has been a delight to follow the accomplishments of these individuals and organizations and we are honored to have played a small part in their journeys along the way. With many just getting started, we look forward to following the contributions and achievements to come.

The evolution of our programs has admittedly surpassed the expectations we had at the early time of the Foundation's establishment. We feel privileged, and above all fortunate, that the Foundation has come this far. Joyce and I must extend our thanks for all the support the Foundation has received from friends, family and others over the last decade. With contributions ranging from time meeting with our Fellows to annual gifts, we are grateful for the impact these individuals have had on our work and are deeply appreciative of the thoughtful generosity shown by so many.

**Our 10-year report reflects on the Foundation's evolution — from the early days of concepts and pilot programs to today's recent updates and achievements — as well as takes a look toward the future.**

**DON RUMSFELD, FOUNDER & CHAIRMAN**



**“ STARTING THE RUMSFELD FOUNDATION WAS ALMOST AUTOMATIC; WE HAD HAD SO MANY OPPORTUNITIES IN OUR LIVES, AND AS WE WERE MOVING INTO THE NEXT CHAPTER, WE THOUGHT, 'HOW CAN WE OFFER OPPORTUNITIES TO OTHERS?'"**

**JOYCE RUMSFELD, FOUNDER**



2017



# MISSION

THE RUMSFELD FOUNDATION ENCOURAGES LEADERSHIP, PUBLIC SERVICE AND FREE POLITICAL AND ECONOMIC SYSTEMS AT HOME AND ABROAD.

ACROSS OUR FOCUS AREAS, WE ARE COMMITTED TO PROVIDING OPPORTUNITIES FOR RISING LEADERS, HONORING SERVICE TO NATION AND TO PROMOTING LIBERTY.

# MILESTONES

2007

The Foundation is established.

2008

The initial session of the Central Asia-Caucasus Fellowship Program takes place.

2009

The initial class of Graduate Fellows is selected and awarded grants.

2011

Rumsfeld publishes his memoir, *Known and Unknown*, announcing all of his profits from the book will support the Foundation's military charity partners.

2012

The 1<sup>st</sup> annual Alumni Conference for the Central Asia-Caucasus Fellowship Program is held in Batumi, Georgia. Regional conferences have continued each summer to date.

2013

The 1<sup>st</sup> annual Graduate Fellowship Conference for the network of Fellows and Advisers is held in Washington, D.C. Annual conferences have continued each fall to date.

2014

The 1<sup>st</sup> CAMCA (Central Asia - Mongolia - Caucasus - Afghanistan) Regional Forum is held in Astana, Kazakhstan alongside the annual Alumni Conference, including a broader international audience interested in the region.

2014

The Central Asia-Caucasus Fellowship Program reaches milestone of over 100 alumni.

2015

The Graduate Fellowship Program reaches milestone of over 100 Fellowships granted.

2016

Rumsfeld releases his Churchill Solitaire app and announces all his profits from the app will support the Foundation's military charity partners.

2017

The Foundation reaches a decade of operations.

# AREAS OF IMPACT

The Foundation's programs and initiatives work in the focus areas of **PUBLIC SERVICE** and **GREATER CENTRAL ASIA**, advancing the mission to encourage leadership, public service and free political and economic systems at home and abroad.

## INITIATIVES

➤ **GRADUATE FELLOWSHIP PROGRAM**  
Supporting graduate level scholars interested in serving the nation

➤ **CENTRAL ASIA-CAUCASUS FELLOWSHIP PROGRAM**  
Connecting talented rising leaders with their regional counterparts

➤ **MILITARY & VETERAN CHARITY GRANTS**  
Partnering with top-rate organizations to assist those who have served in the U.S. Armed Forces

➤ **THE CAMCA REGIONAL FORUM**  
Providing a platform for regional dialogue and cooperation across Central Asia and the Caucasus

## \$14.2 *Million*+ IN GRANTS TO DATE

➤ **\$2.5M+**  
GRADUATE FELLOWSHIP PROGRAM

**\$2.5M+**  
CENTRAL ASIA FELLOWSHIP PROGRAM

**\$5.2M+**  
MILITARY & VETERAN GRANTS

**\$3.7M+**  
GLOBAL MICROFINANCE

# A DECADE IN NUMBERS



114  
Graduate  
Fellows



184  
Central Asia-  
Caucasus  
Fellows



28  
Total  
Fellowship  
Classes



11  
Fellowship  
Alumni  
Conferences



\$14.2+  
Million in  
Grants



4  
CAMCA  
Regional  
Forums



20+  
Military &  
Veteran  
Charity Partners



\$750k+  
In Rumsfeld's  
Book & App  
profits donated

# PUBLIC SERVICE

## *Graduate Fellowship* ENCOURAGING GIFTED SCHOLARS TO SERVE THE NATION



**AT THE START...** The opportunity to serve throughout a decades-long career in and out of government, along with a belief in the significant value of dedicated public servants to our nation, led to the creation of the Foundation's Graduate Fellowship Program. Observing the character and intellectual ability of those he served alongside in the Pentagon, Rumsfeld learned that the advanced academic achievements of some were made possible by a fellowship program which would soon be discontinued. Considering the value of such individuals to the nation, the Graduate Fellowship Program was launched to provide high-potential young leaders interested in serving the country with needed financial assistance for graduate studies.

**OVER THE YEARS...** After several successful years of providing tuition and stipend grants to exceptional scholars and with a growing cohort of past Fellowship recipients, in 2013 the Foundation brought together current and former Graduate Fellows for the first time to provide an opportunity for this collection of talented scholars and professionals to connect. Since that initial gathering, the Foundation has increasingly focused on providing opportunities for interaction among the program's service-oriented professionals. Alongside these network-focused efforts, the Foundation remains committed to providing financial support for incoming Fellows, and in recent years, has added valuable new Fellowship opportunities for graduate scholars pursuing public service internships and postdoctoral research.

# ABOUT THE FELLOWSHIP

Since 2009, Graduate Fellowship candidates have been nominated on an annual basis by faculty Advisers located across the country. Following a competitive review process, an impressive collection of Fellows with financial need are awarded grants for the upcoming academic year in the form of tuition and/or stipend support.

Once a part of the Fellowship network, current and former Fellows are offered continuous opportunities for engagement through network activities and events designed to encourage their connectivity with one another, our Graduate Advisers and notable leaders in the broader public service and policy community.

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## FELLOWSHIP TYPES

MASTER'S AND DOCTORAL DEGREES  
POSTDOCTORAL RESEARCH  
PUBLIC SERVICE INTERNSHIPS

## CANDIDATES OF OUTSTANDING

INTELLECTUAL ABILITY  
INTEGRITY  
MORAL CHARACTER  
LEADERSHIP POTENTIAL

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## IMPACT IN NUMBERS *Since 2009*



\$2.5m+  
IN FELLOWSHIPS  
TO DATE

114  
RISING  
LEADERS

143  
FELLOWSHIPS  
AWARDED

22  
UNIVERSITIES  
& COLLEGES

9  
ACADEMIC  
YEARS

17  
NETWORK  
EVENTS

“Your support, and the generosity of your Foundation, will enable me to continue my work and my research. Without the support of the Rumsfeld Foundation, I would have been unable to continue this work next year... The Fellowship also provides a tremendous opportunity to connect with other like-minded individuals focused on public service.”

- Kyle, 2017-18 Graduate Fellow



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Kyle is a 2017-18 Graduate Fellow at Syracuse University. He is pursuing an M.P.A. from Syracuse's Maxwell School of Citizenship and Public Affairs in conjunction with an M.S. in Cybersecurity from the School of Engineering and Computer Science.

## ADVISERS IN FOCUS

An exceptional collection of now **23** professors across the country serve as our Graduate Fellowship Advisers, individuals vital for their roles as nominators and mentors. Along with significant contributions to U.S. policy, the achievements of these top-rate scholars and practitioners include over 35 distinctions and awards such as the Presidential Citizens Medal, National Humanities Medal and Distinguished Public Service Medal; members of international commissions; presidential advisors and administration officials; former and current agency and center directors; university program and institute directors and more. Advisers are also accomplished authors and editors of over 125 books and journals. We are grateful to our Advisers for their program involvement as well as for their many contributions to our nation.

## FEATURED FELLOWS *Introducing*



**KARI** 2011-12 FELLOW

MISSOURI STATE UNIVERSITY — DEGREE: M.S., DEFENSE & STRATEGIC STUDIES  
CURRENT POSITION: **FOREIGN AFFAIRS OFFICER AT THE U.S. DEPARTMENT OF STATE**

Kari serves in the State Department's Bureau of Counterterrorism overseeing the North Africa and Gulf counterterrorism finance portfolio. Her previous accomplishments include a position in the Minnesota Governor's Office and House of Representatives, as well as other placements across the U.S. State Department.

Like Kari, **25** Fellows work in federal agencies or departments.



**GABE** 2010-15 FELLOW

GEORGETOWN UNIVERSITY — DEGREE: PH.D., GOVERNMENT & INTERNATIONAL RELATIONS  
CURRENT POSITION: **EXECUTIVE DIRECTOR OF THE ALEXANDER HAMILTON SOCIETY (AHS)**

Gabe leads AHS in its mission to promote constructive debate on basic principles and contemporary issues in foreign, economic and national security policy. His previous accomplishments include working as a CSIS research analyst and publications in the *Wall Street Journal*, *The Washington Post* and *Foreign Affairs*.

Like Gabe, **3 in 5** Fellows have been published in notable sources.



**JESSICA** 2011-12, 13-14 FELLOW

HARVARD UNIVERSITY — DEGREE: PH.D., POLITICAL ECONOMY & GOVERNMENT  
CURRENT POSITION: **ASSISTANT PROFESSOR AT THE U.S. NAVAL WAR COLLEGE**

Jessica teaches Policy Analysis and Leadership Concepts at the War College. Her previous accomplishments include an Associate position at the Belfer Center of Harvard's Kennedy School of Government, a Research Fellowship with the Center's International Security Program and an Associate Consultant position at the Boston Consulting Group.

Like Jessica, **over 15** Fellows work with future generations of leaders.

## ALUMNI PROFILES ALSO INCLUDE >

- Nearly **1 in 4** named an institutional "Fellow"
- **5** organization directors and founders
- **15** Fellows in policy roles at think tanks and research centers
- **16** active duty service members, reservists and veterans with tours in Iraq and Afghanistan
- **3 in 5** alumni graduated with distinction
- **13** Fellows in a university or teaching role
- **1 in 2** Fellows worked or studied overseas
- Current and aspiring public office-holders such as a city councilmember, and congressional and mayoral candidates





# NETWORK IN ACTION

Since the initial 2009-10 Fellowship year, Fellows have gone on to a variety of public service and policy positions as well as posts overseas, in local government, military service, at universities and more. The Foundation encourages engagement among this talented group of professionals and supports their service-oriented goals and achievements, to include a growing number of network-inspired collaborations and joint projects.

## ALUMNI GO ON TO SERVE IN >

Departments of Defense, Energy, Justice, State and Treasury  
 Defense Intelligence Agency  
 Federal Bureau of Investigation  
 Federal Reserve Board  
 Missile Defense Agency  
 National Geospatial-Intelligence Agency  
 U.S. Congress  
 U.S. Military  
 U.S. National Laboratory

## NETWORK EVENTS >

Annual Conferences  
 Book Discussions  
 Embassy Receptions  
 Holiday Gatherings  
 Live-streamed Events  
 Networking Receptions  
 Speaker Roundtables  
 Spring Retreats  
 Summer BBQs

75%+

ALUMNI IN PUBLIC SERVICE & POLICY POSITIONS

80%+

ALUMNI EMPLOYED IN DEGREE-RELATED JOB

## SOME LEADERS & PUBLIC SERVANTS THE NETWORK HAS BENEFITTED FROM >

### Amb. John Bolton

*Fmr. Amb. to the UN*

### Sec. William S. Cohen

*Fmr. Sec. of Defense*

### Brit Hume

*Journalist*

### Amb. Zalmay Khalilzad

*Fmr. Amb. to Afghanistan, Iraq and UN (as pictured to right)*

### Judge Michael Mukasey

*Fmr. U.S. Attorney General*

### General Peter Pace

*Fmr. Chairman of the Joint Chiefs of Staff*

### Mira Ricardel

*Under Secretary of Commerce for Export Administration, Bureau of Industry and Security*





“

Thanks to the generous support of the Rumsfeld Foundation, **my goals were achieved and surpassed.** Moreover, the affiliation with the Foundation has introduced me to a number of **great scholars** who have contributed to both my **intellectual and professional development.** These insights would not have been possible without the support of the Foundation and the many conversations, at not only last fall’s conference, but also throughout the year with network colleagues.”

- Luke Perez, a 2016-17 Fellowship recipient, is a Ph.D. candidate in Government at The University of Texas at Austin studying U.S. foreign policy.

# FELLOW REFLECTIONS

## INSIGHTS ON IMPACT OVER THE YEARS

Observations from alumni on the Graduate Fellowship experience in their own words:

“The Fellowship provides a singular opportunity by bringing together students and young professionals inclined to public service. It has been a privilege to be a part of the community of Fellows. As it grows, many of our careers will likely intersect.”

- The Institute of World Politics Fellow, 2014-15

“I have already been encouraged to see so many in the network who have completed their educations to advance to meaningful careers, and I look forward to seeing how this network continues to work in support of each other.” - University of Dallas Fellow, 2016-17

“It becomes clearer to me year after year that the greater value of the Fellowship has been the network and its endless potential.”

- Missouri State University Fellow, 2011-2012



## 2017 in Review...

**20 Current Fellows - \$350K+ in Grants**  
Scholars supported: Ph.D., Masters and Postdoctoral Candidates

### 2017 Graduate Fellowship Conference

Sept 14-15, 2017 - **75+** Attendees  
Theme: *American Leadership - Advancing the Interests of the American People at Home and Abroad*

### 2017-18 FELLOW HIGHLIGHTS

- Recipient of the Defense Intelligence Agency’s **Special Act Award**
- Recipient of the National Geospatial-Intelligence Agency’s **Tradecraft Enhancement Award**
- Nominee for the American Political Science Association’s **Edwin S. Corwin Award for Best Dissertation** in Public Law
- Fellow in the Texas **Governor’s Office**

# PUBLIC SERVICE

## Military Grants

HONORING THOSE WHO ANSWERED THE CALL TO SERVE



**AT THE START...** From a lifetime of involvement in the military community — with experience as a family member, in uniform and in civilian capacities — it was clear to the Rumsfelds at the Foundation’s establishment that supporting those who have worn the uniform of our nation’s Armed Forces would be an important piece of the Foundation’s efforts. In support of the mission to encourage leadership and public service, and to honor this highest form of voluntary service, the Foundation began providing grants to a select number of top-rate military and veteran charity organizations across the country.

**OVER THE YEARS...** Throughout the past decade the Foundation has developed a number of close partnerships in the military and veteran organization community. While the Foundation’s grants have assisted a variety of areas over the years, our efforts remain consistent in supporting organizations and programs with missions dedicated to honoring and providing opportunities for America’s service members, veterans, their families and the families of the fallen. In addition, with the 2011 publication of Rumsfeld’s memoir, *Known and Unknown*, and the development of his app, *Churchill Solitaire*, the Foundation has been fortunate to benefit from additional military grant funding through his donated profits.

# PARTNERSHIPS

Since 2007 the Foundation has been fortunate to work with a variety of terrific organizations focused on honoring and meeting the evolving needs of service members, veterans and military families. In the past decade, we have supported partners offering an array of programs that target essential areas where service members and their families can benefit from outside assistance and opportunities. The organizations we support through our grants are dedicated to tracking meaningful impact and efficacy in their work and we are grateful for their commitment to the exemplary individuals who serve.

## IMPACT IN NUMBERS

*Since 2008*



**\$5.2m+**  
IN GRANTS  
TO DATE

**75+**  
ORGANIZATIONS  
SUPPORTED

**250+**  
GRANTS PROVIDED  
TO DATE

Grants have been made by the Rumsfeld Foundation and Rumsfeld Family Fund

## KEY GRANT AREAS

ASSISTANCE FOR WOUNDED  
VETERANS

EMPLOYMENT & TRANSITION

MILITARY FAMILIES

OUTDOOR REHABILITATIVE  
ACTIVITIES

SPECIAL OPERATIONS  
COMMUNITY

## #KNOWYOURMIL

Less  
than 1%  
of the U.S.  
population serve  
in Armed Forces

**4.8m+**  
Service members &  
mil family members  
(Active, Guard &  
Reserve)

**+/-300k**  
Service members  
deployed

**1.7m+**  
Military  
children

“ The Rumsfeld Foundation’s early investment into our work gave us national credibility, confidence to move forward, and most importantly, the ability to bring more warriors to our therapeutic fly fishing program. Over the last decade, the Rumsfeld Foundation has made it possible for 20 post-9/11 combat veterans to attend a WQW Fishing Experience, leading to better mental health, healthier relationships and a greater sense of purpose. We are so grateful for our partnership.”

- Faye Nelson, Executive Director of Warriors and Quiet Waters (WQW)

Like WQW, 7 current partners specialize in assistance for critically wounded combat veterans.



The Foundation has supported Warriors and Quiet Waters in Bozeman, Montana since 2011. Their mission is to use high-quality outdoor therapeutic programs as a catalyst for positive change in the lives of wounded post-9/11 combat veterans.

## THE FOUNDATION HAS PROVIDED SUPPORT FOR >

- Second service fellowships
- Specially adapted homes
- Flights for families to visit hospitalized veterans
- PTS/TBI Research
- College scholarships for military family members
- Fly fishing retreats for the wounded
- Internship programs and leadership training for transitioning veterans
- Service dogs for wounded veterans
- Mission support to deployed troops
- Emergency financial assistance
- Military caregiver fellowships
- Activities for military kids
- Adaptive winter sports for the wounded
- Retreats for military families and returning veterans

AND MORE...

All of Rumsfeld's profits from the sales of his memoir, **Known and Unknown**, & the **Churchill Solitaire** app, go toward military charity grants, totaling

**\$750K+**

**SINCE 2011**

“OUR NATION IS INDEBTED TO THOSE WHO HAVE RAISED THEIR HANDS TO VOLUNTEER TO SERVE OUR NATION - ALL THOSE WHO’VE SAID, ‘SEND ME.’”

-Don Rumsfeld

## RUMSFELD FOUNDATION RECOGNITIONS >

- Travis Manion Foundation’s 2017 “Community Leadership Award”
- Luke’s Wings 2016 “Community Impact Award” and 2018 “Legacy Award”
- “Hill Vets 100” 2015 & 2016 Honorees

“TMF has been honored to partner with the Rumsfeld Foundation for seven years now. This started as an effort to honor my brother's sacrifice and legacy, but thanks to amazing partners, it's become something much larger and much more profound. It's now about uniting an entire nation and rallying around a message of **character, leadership and service.**”

— Ryan Manion, Travis Manion Foundation President



## 2017 in Review...

**\$821K+** in grants to **15** organizations

Review the Foundation’s **current partners** on our website.

“Your team has been instrumental in helping us to reunite wounded warriors with their loved ones! The words ‘thank you’ don’t begin to express our gratitude, but **thank you!**”

— Lindsay Gill, Luke’s Wings’ Executive Director, Business Development

## 2017 HIGHLIGHT



IN MAY OF 2017, ONE YEAR AFTER THE RELEASE OF CHURCHILL SOLITAIRE, RUMSFELD ANNOUNCED THAT ALL HIS PROFITS FROM THE APP TO DATE WOULD BE PART OF A **\$500,000 GRANT** TO THE **TRAVIS MANION FOUNDATION.**

# GREATER CENTRAL ASIA

## *Fellowship Program*

ENGAGING AND CONNECTING REGIONAL LEADERS



**AT THE START...** During travels throughout his second tour as Secretary of Defense, Rumsfeld noted that the important countries of Greater Central Asia were undergoing challenging transitions from command to freer systems and that they were doing so with modest international attention.

The initial concept behind the Fellowship Program was to undertake a small effort toward bridging that gap by encouraging helpful linkages between rising leaders from the countries of Greater Central Asia and U.S. policy makers and business executives. Groups of selected Fellows, growing from an initial size of five participants to now more than ten each session, would be introduced to American diplomacy, policy-making and business, demystifying the United States and providing valuable insights on leadership and governance to bring back to their own countries.

**OVER THE YEARS...** Successful Fellowship sessions in Washington, D.C., along with a terrific and growing network of friends of the program, have led to a number of program improvements including the increasing caliber of participants, opportunities for Fellows to travel beyond the nation's capital and meetings with leaders from former U.S. Presidents to Fortune 500 CEOs.

Of striking benefit have been the strong bonds and lasting connections formed between participants of the sessions, each representing different countries across the region. Building on the alumni's intraregional momentum, the Foundation arranged alumni gatherings in the region, the first in 2012, to encourage relations and communication beyond the Fellowship. The Fellowship and its active alumni network continue to work towards advances for the benefit of the region.

# ABOUT THE FELLOWSHIP

Twice a year, top candidates who demonstrate a dedication to the development of their nations and the broader region are selected through a competitive review process to attend a six-week Fellowship session in Washington, D.C. Throughout the session, Fellows participate in a series of high-level meetings, offering opportunities to engage with senior leaders across all sectors and exposing them to inside perspectives and a variety of aspects of private and public sector stakeholders in the United States. Fellows spend their fourth week traveling to two additional U.S. cities for meetings with local businesses and government representatives, providing them with valuable insights beyond the nation's capital. Outside of the Fellowship schedule, the program also incorporates opportunities for professional development, research and networking.

## PROGRAM COUNTRIES

AFGHANISTAN    KYRGYZSTAN  
ARMENIA        MONGOLIA  
AZERBAIJAN    TAJIKISTAN  
GEORGIA        TURKMENISTAN  
KAZAKHSTAN    UZBEKISTAN

## FOUNDING PARTNER

**CENTRAL ASIA-CAUCASUS  
INSTITUTE** AT THE AMERICAN  
FOREIGN POLICY COUNCIL

Our appreciation for nearly a decade of partnership with the CACI team

## WHAT IS CA.M.C.A.?

**CENTRAL ASIA**  
**MONGOLIA**  
**CAUCASUS**  
**AFGHANISTAN**

## IMPACT IN NUMBERS

*Since 2008*



\$2.5m+  
TOWARD  
FELLOWSHIP  
PROGRAM

184  
RISING  
LEADERS

19  
FELLOWSHIP  
SESSIONS

10  
ALUMNI  
NATIONAL  
COORDINATORS

6  
ALUMNI  
CONFERENCES

“ It does not matter how many times you have been to the United States, the Rumsfeld Fellowship is your manual and guide to understand America, the pillars of its statehood and the spirit of the American people. The six weeks are overflowing with opportunities, knowledge, experiences and impressions. At the same time, it is your chance to discover the CAMCA region and meet remarkable leaders from neighboring countries.” - Tengiz, Georgian Fellow

Like Tengiz, nearly 1/3 of our Fellows have worked for their nation's government, a third of which worked directly under top leadership.



Tengiz is currently an Advisor-Foreign Relations Secretary to the President of Georgia. He participated in the Fellowship Program in 2017.

FELLOWSHIP ALUMNI FORM AN IMPRESSIVE COLLECTION OF INDIVIDUALS WHO ARE CONTRIBUTING SIGNIFICANTLY TO THE GREATER CENTRAL ASIA REGION. BELOW ARE PROFILES OF A SAMPLE OF FELLOWS FROM OVER THE YEARS.

## FEATURED FELLOWS *Introducing*



**WAHID**

Fall 2014 FELLOW

### **AFGHANISTAN — AMBASSADOR OF THE ISLAMIC REPUBLIC OF AFGHANISTAN TO THE COMMONWEALTH OF AUSTRALIA & NEW ZEALAND**

Wahid represents Afghanistan in Australia and New Zealand as Ambassador. His previous positions include the Director-General for Economic Cooperation at the Ministry of Foreign Affairs; chief negotiator for several transit and transport corridor agreements; Senior Adviser to the Ministers of Foreign Affairs and Finance; and Director of Afghanistan's National Development Strategy and Millennium Development Goals.

Like Wahid, over 25 Fellows work in diplomatic positions, including 3 current and former Ambassadors.



**HIKMAT**

Fall 2011 FELLOW

### **UZBEKISTAN — CHAIRMAN OF THE ASSOCIATION FOR INTERNATIONAL BUSINESS & TECHNOLOGIES**

Hikmat heads a commercial group of companies involved in international business including trade, finance, business tourism, logistics and advisory services. He owns a business center with a co-working space, providing various B2B services serving as a bridge between Uzbek Small and Medium Enterprises (SMEs) and foreign companies. He is also a public speaker and opinion leader with a mission of fostering entrepreneurship in Uzbekistan.

Like Hikmat, over 60 Fellows are involved in business in the region, with nearly half specializing in entrepreneurship/SMEs.



**NINO**

Spring 2015 FELLOW

### **GEORGIA — EXECUTIVE DIRECTOR AT THE ECONOMIC POLICY RESEARCH CENTER (EPRC)**

Nino leads EPRC in its mission to improve the welfare of Georgian citizens through expert guidance to decision makers on various issues including the economy, capacity-building of public institutions and civil oversight of budgetary expenditures. Nino is also a member of the Anticorruption Policy Coordination Council of Georgia. Her previous positions include various roles in the Government of Georgia and international organizations, as well as a radio anchor.

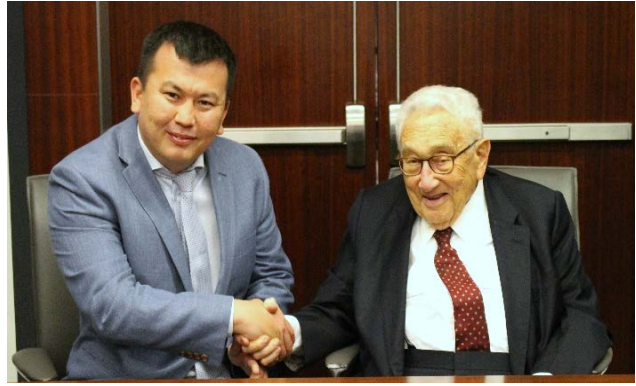
Like Nino, over 55 Fellows hold senior executive or leadership positions, including 5 heads of think tanks or research centers.

## ALUMNI PROFILES ALSO INCLUDE >

- 20 current Chairmen or Board Directors
- 45+ Founders/Co-Founders
- Over 25 C-LEVEL Suite Professionals - 3 in 4 are CEOs
- 215+ advanced degrees
- 1 in 3 in government work for top level leadership
- 4 former Deputy Ministers and 15+ Advisers to Ministers and Deputy Ministers
- Over 1/3 are involved in regional business

**Award recipients** of such honors as the Azerbaijan Diplomatic Academy's Distinguished Attaché Award, TIME Magazine Next Generation Global Leader, Forbes "30 under 30 Asia Influencers in Media," Laureate Award of the International Youth Information Forum, "Young European of the Year" Prize, Knight International Journalism Award, International Press Freedom Prize from *Reporters Without Borders*, Gabriel-Al Salem International Award for Excellence in Consulting, "The Best Entrepreneur of Dushanbe City" award, the Joint Electoral Management Body award from the UN for outstanding service **and more...**





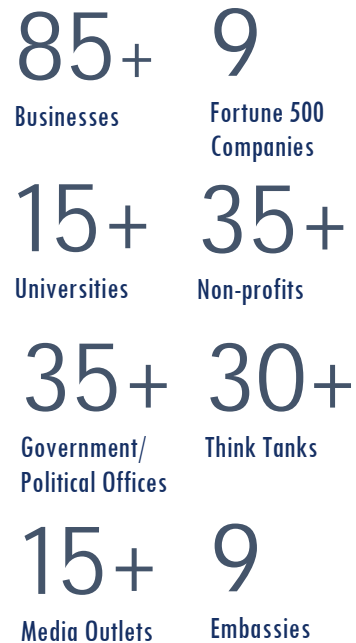
# MEETINGS IN FOCUS

During each Fellowship session, Fellows typically participate in an average of **70** meetings with notable policy-makers, business executives, journalists, academics, government officials, military leaders, non-governmental representatives and regional experts. These in-depth discussions provide Fellows with the opportunity to gain firsthand insights from organizations and individuals that make important contributions across U.S. industry, government and society.

## SOME TOP LEADERS FELLOWS HAVE BENEFITTED FROM >

- President **George W. Bush**
- Vice President **Richard B. Cheney**
- President of Georgia **Giorgi Margvelashvili**
- Chairman of *U.S. News & World Report* **Mortimer Zuckerman**
- Secretary of Defense **James Mattis**
- Secretary of Labor & Secretary of Transportation **Elaine Chao**
- Secretary of Treasury **Steven Mnuchin**
- Supreme Court Justice **Clarence Thomas**
- Secretary of State & National Security Advisor **Dr. Henry Kissinger**
- Federal Reserve Chairman **Dr. Alan Greenspan**

## FELLOWS HAVE MET WITH LEADERSHIP FROM >



“I consider the time spent during this Fellowship as the greatest investment in my personal growth.”  
- SHOAB RAHIM, AFGHAN FELLOW  
DEPUTY MAYOR OF KABUL



“This six-week program is comparable to a high-level Master’s program.”  
- AMB. LEVAN DOLIDZE, GEORGIAN FELLOW  
FOUNDER & DIRECTOR OF THE GEORGIAN  
CENTER FOR SECURITY AND DEVELOPMENT

## FELLOWSHIP FACTS SINCE 2008 >

- 250+** organizations have met with Fellows
- 25+** CEOs have met with Fellows
- 37** current & former Ambassadors have met with Fellows
- 33** total cities visited during programs
- 114** program weeks completed
- 19** Fellowship sessions
- 1,500+** Fellowship applications

# NETWORK IN ACTION

Alongside the Fellowship Program’s activities, an **Alumni Council**, led by **10 National Coordinators**, has developed out of the network’s interest in ongoing alumni engagement and increasing interactions within their own countries and intraregionally. The Council works to promote alumni connections across the region through collaboration in business, academia, diplomacy, conferences and more.

## ALUMNI ENGAGEMENT SINCE 2009 INCLUDES >

- **6** Regional Alumni Conferences with more than **350** attendees
- **50+** visits of alumni to other program countries
- **200+** country team meetings



^Uzbek Fellow, Hikmat, hosting Tajik Fellow, Nazir, at the Technoplaza business center in Tashkent, Uzbekistan.



I feel privileged to become part of the growing Fellows network which, I am confident, will make a change and **greatly contribute towards the integration of the CAMCA region.** The Fellowship lays the foundation of strong professional and interpersonal relationships between the **young leaders of the region and sets a vision for longterm cooperation.** The dynamics and the diversity of the program make participants think beyond their countries, regionally and continentally.”

- Kamala Gafarova was a Fall 2016 Fellow from Azerbaijan. She works as a Resources Team Leader with the Global Projects Organization at BP Azerbaijan.

## 2017 in Review...

**26 Fellows - 10 Countries**  
**165+ Meetings & Events Attended**

### Meeting Highlights

Dr. Zbigniew Brzezinski  
 Rep. Liz Cheney  
 Newt Gingrich  
 Robert Kaplan  
 General Stan McChrystal  
 Greta Van Susteren  
 Senator Roger Wicker  
 Bob Zoellick

### City Visits

Atlanta, GA  
 Cheyenne, WY\*  
 Des Moines, IA\*  
 Hartford, CT\*  
 Memphis, TN\*  
 Philadelphia, PA

\*In partnership with  
 The Open World  
 Leadership Center

### Company Visits

AmerisourceBergen  
 Bank of America  
 CNN  
 Coca-Cola  
 Comcast  
 Delta Airlines  
 Ford Motor Company  
 Lockheed Martin

Receptions hosted at the Embassies of Afghanistan, Azerbaijan and Kyrgyzstan

## 2017 FELLOW PROFILES

- General Director for International Cooperation at the Ministry of Interior Affairs of Afghanistan
- Commander of the NATO-Georgia Joint Training and Evaluation Centre
- Executive Director of the American Chamber of Commerce in Tajikistan
- Chairman of the Research Institute of Renewable Energy Studies of Mongolia
- CEO of the Mongolian Media Corporation
- Deputy Director at the Council for Cooperation with NATO in Armenia

# GREATER CENTRAL ASIA *camca*

## THE CAMCA NETWORK

Initiated by the alumni of the Central Asia-Caucasus Fellowship Program, the concept of the CAMCA Network emerged in 2013. Valuing the alumni's desire to actively continue their regional collaboration as rising leaders beyond and independently from their Fellowship experience, the Foundation supports the development of the evolving CAMCA Network. The Network is a collection of professionals committed to sharing ideas, knowledge, expertise, experience and inspiration across the 10 countries of Central Asia, Mongolia, the Caucasus and Afghanistan (CAMCA). Members of the Network believe in the value of a connected region and are driven to contribute to the progress, prosperity and cooperation of their region through a variety of joint activities and projects.



ca|mi|ca  
network

“For me it is very valuable to belong to the CAMCA Network. It is the **start of a great movement**, united by a number of common values to further the development of our countries.”

*-Rakhim was a Spring 2016 Fellow from Kazakhstan. He is an economist and former Vice Minister for Investments and Development.*

## THE CAMCA REGIONAL FORUM

Since 2014, the Foundation has partnered with the **CAMCA Network** and **Central Asia-Caucasus Institute** to host the annual **CAMCA Regional Forum**. The Forum serves as a platform for region-wide discussions on means of advancing economic growth and social development in Greater Central Asia. A premier convening of rising leaders from all sectors of the 10 countries of the region and the broader international community, attendees include government leaders, stakeholders, policymakers, researchers, private sector executives and civil society representatives. To date, the CAMCA Regional Forum has been held in: **Kazakhstan ('14), Mongolia ('15), Georgia ('16) and Tajikistan ('17).**

## 2017 CAMCA Forum



ca|mi|ca  
Regional Forum 2017  
*Dushanbe*

**130+** Forum Attendees  
**18** Countries Represented  
**Dushanbe, Tajikistan**  
July 1-2, 2017

### Featured Speakers

Dr. S. Frederick Starr, *Chairman, Central Asia-Caucasus Institute*  
U.S. Ambassador Elisabeth Millard, *U.S. Ambassador to Tajikistan*  
Ambassador Bilahari Kausikan, *Singapore Ambassador-At-Large*  
H.E. Davlatali Said, *First Deputy Prime Minister of Tajikistan*  
Mr. Amrullah Saleh, *Fmr. National Directorate of Security of Afghanistan*

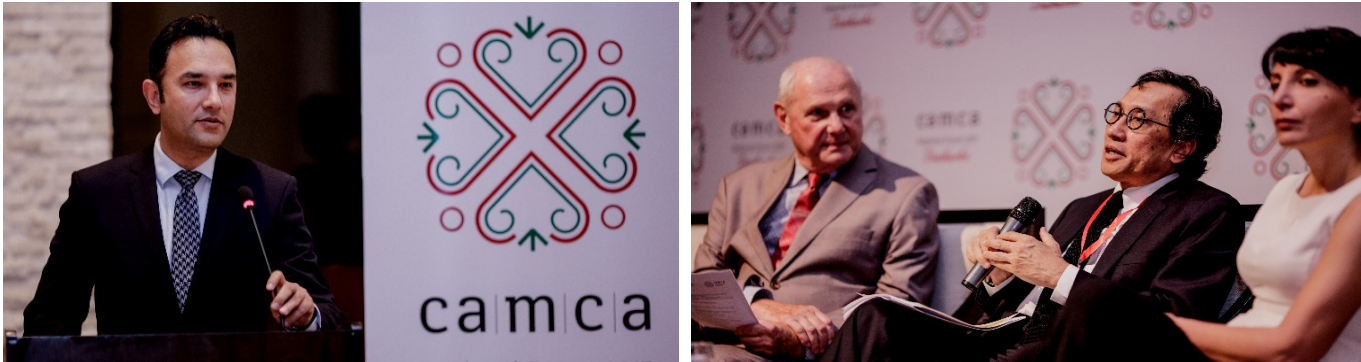
“GEOPOLITICS, GEOECONOMICS,  
SECURITY OUTLOOK, GOVERNANCE +  
CIVIL SOCIETY AND BUSINESS  
OPPORTUNITIES = #CAMCA2017”

- Manduul Altangerel,  
CAMCA Network Member, Mongolia

“THE ABSENCE OF REGIONALLY SCOPED  
PLATFORMS MAKES CAMCA A UNIQUE  
EXPERIENCE FOR ITS PARTICIPANTS AND  
THE REGION AT LARGE.”

- Ambassador Tedo Japaridze,  
Foreign Policy Adviser to the Prime Minister  
of Georgia

# SNAPSHOTS FROM THE 2017 CAMCA REGIONAL FORUM - DUSHANBE



WE LOOK FORWARD TO THE 2018 CAMCA REGIONAL FORUM IN BAKU, AZERBAIJAN



## GLOBAL MICROFINANCE

### LOOKING BACK ON A PREVIOUS FOCUS *2007 - 2015*

As an initial focus area at the time of its establishment, the Foundation provided grants to 5 respected global microfinance organizations working in countries from Afghanistan to Colombia to expand opportunities for entrepreneurship and self-sufficiency. **The Foundation ended its microfinance grants in 2015, but remains supportive of microfinance as an effective route out of poverty for millions around the world.**

#### IMPACT IN NUMBERS

\$3.7m+	20	9	5
IN TOTAL GRANTS	COUNTRIES REACHED	YEARS OF IMPACT	PARTNERS

Initial grants were made by the now discontinued Joyce and Donald Rumsfeld Foundation

# Looking toward the future...

**GRADUATE FELLOWSHIP...** The success and connectivity of the Fellowship network remains a high priority alongside continuing educational support to exceptional graduate students. The Foundation looks forward to following the accomplishments and contributions of its alumni – an impressive cohort of rising public service leaders and policymakers already active in significant posts and organizations – and remains committed to further developing their network.

**MILITARY GRANTS...** In the years ahead the Foundation aims to continue to direct its grants to select organizations that recognize and honor the tremendous service, sacrifice and character of our country’s military and their families. As these patriotic individuals continue to selflessly serve on behalf of our nation, the Foundation will remain an avid supporter of the U.S. military community.

**GREATER CENTRAL ASIA...** With the foundation of a robust Fellowship Program and an active alumni base of rising influencers in the region, in the years ahead the Foundation will continue its support of the important regional relationships that have already formed as well as those yet to come. The Foundation plans to welcome new participants to the program well into the future and looks forward to supporting the development of emerging initiatives that have evolved from the program, the CAMCA Network and the CAMCA Regional Forum. Over time, we hope these connections formed will significantly benefit the region.

“After having the opportunity to spend time with the inspiring young leaders that have participated in the Foundation’s programs over the years, we are eager to follow their journeys and the ways in which they will contribute to the world. Knowing the character, talent and leadership potential of these fine young people, my inherent Midwestern optimism for the future remains strong.” - *Don Rumsfeld*

# WORDS FROM OUR COMMUNITY



The Rumsfeld Foundation's support to our troops and their families has had significant impact. As a direct result of the Foundation's continued partnership with many veteran-serving organizations, wounded veterans have a place to call home, to keep families together, alleviate stress, and speed recovery. These veterans have experienced a renewed sense of accomplishment, comfort, and healing from outdoor rehabilitative activities. Transitioning veterans, spouses, and caregivers have received valuable job training and placement support. These are just a few of the many ways the Rumsfeld Foundation continues to enhance the quality of life for our veterans and their devoted families!" - General Peter Pace, U.S. Marine Corps (Ret.), 16<sup>th</sup> Chairman of the Joint Chiefs of Staff



"It was an honor to speak with this year's Rumsfeld Foundation Fellows this week. It was great to get a chance to talk with bright minds from across the globe from Afghanistan, Armenia, Azerbaijan, Georgia, Kazakhstan, Mongolia, Tajikistan, Turkmenistan and Uzbekistan." - Representative Liz Cheney

"While these students are only a small portion of the supported Fellows, they do represent the clear and demonstrated difference that the Foundation has made in advancing the careers of individuals dedicated to public service. In each case, they could not have gained the academic and real-world experience that has launched them on their studies and careers without Foundation support."

- Vice Admiral Robert Murrett, Graduate Fellowship Adviser



"We're grateful for our friends, Don and Joyce Rumsfeld, and for their unwavering commitment to our nation's Soldiers, Sailors, Airmen, Guardsmen and Marines. With the help of partners like them, Freedom Alliance has supported hundreds of children of fallen and wounded heroes and provided them with millions of dollars in college scholarships."

- Lt. Col. Oliver North, USMC (Ret.), Founder, Freedom Alliance

"Few projects achieve tangible results of developing sustainable working relationships between the United States and the nations of Eurasia. Yet, the Foundation's targeted, result-oriented and efficient approach does just that. The Fellowship helps professionals from our region to build on their success and achievements. In so doing, the Rumsfeld Fellowship provides a perfect platform for enhancing professional development and growth. While the program is an educational experience for the Fellows, for many of us who have had the pleasure to meet and interact with Rumsfeld Fellows, it is also an opportunity to learn from them, their diverse experiences and new perspectives." - Ambassador Elin Suleymanov, Ambassador of Azerbaijan to the United States



“Bringing together young and talented professionals from all segments of social life and from all countries of the CAMCA region provides an excellent foundation to tap the full potential of interregional cooperation and help to endorse a regional identity... We hope the CAMCA Forum will further lend support to the importance of the idea of free economies, as well as accountable and responsive institutions.” - H.E. Giorgi Margvelashvili, President of Georgia



“Spirit of America is citizens serving the nation by supporting the safety and success of America's deployed troops. As an early supporter, the Rumsfeld Foundation was, and has continued to be, a crucial partner in our work. The Foundation's deep commitment to those who serve the nation and its willingness to support innovative ideas and new approaches has allowed SoA to provide impactful assistance that advances security, liberty and opportunity throughout Central Asia and around the world.” - Jim Hake, CEO, Spirit of America

“Encouraging future generations to contribute through public service is without a doubt a vital task and the Rumsfeld Foundation's efforts to do so through its Graduate Fellowship Program are important and valuable. It is heartening to see many of their Fellows dedicating their burgeoning careers to serving the nation, and our country will certainly benefit from young leaders such as these in the years ahead.” - General Michael Hayden



“The Foundation's commitment to future generations is a product of the Rumsfelds' life-long belief in the value of accountability to self and to nation. By imparting these essential values in tomorrow's leaders, the Foundation's Fellowship Programs will undoubtedly pay dividends for years to come. I count myself fortunate to have had the opportunity to engage with the talented young leaders the Foundation supports and look forward to connecting with each new cohort of Fellows.” - Dr. Arthur Laffer

“The impact of the Rumsfeld Fellowship has been enormous, extending far beyond the individuals who have been fortunate to participate. By bringing together rising leaders from across Central Asia, the Caucasus and Mongolia, it has created a venue for interaction among future leaders of a major emerging world region. The Fellows themselves gain first-hand knowledge of American life, become part of a dynamic regional network of like-minded individuals and, through the annual CAMCA Regional Forum, are building a premier, locally run platform for airing regional issues.”

- Dr. S. Frederick Starr, Chairman, Central Asia-Caucasus Institute



# THANK YOU

FOR YOUR SUPPORT OF THE FOUNDATION'S EFFORTS TO PROVIDE OPPORTUNITIES FOR RISING LEADERS, HONOR SERVICE TO NATION AND TO PROMOTE LIBERTY.

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**As we reflect on a decade of advancements,** we recognize with gratitude that a look back at the Foundation's work over the years is not near complete without acknowledgment of a very significant part of the Foundation's story...

The Foundation would not be where it is today without the involvement and generosity of many dedicated friends, partners and supporters. As a small organization, the impact of the Foundation's efforts through our grants and programming is sustained and multiplied by incredible individuals who contribute to our work in so many ways.

For all who have contributed — through donations, time, guidance and so much more — know that we are most appreciative of your valuable and generous contributions.

We are fortunate to have a great team, starting with our staff and Board members, and extending to our terrific partners. We thank them for their dedication, efforts and initiative to always strive to increase and improve the impact of the Foundation's work.

Through your involvement, partnership and support, we are encouraged to further our efforts and investments toward these worthy endeavors in the next decade.

Lastly, thank you to our Fellows and partner organizations for the meaning you bring to our work.

**We're already getting started in 2018 and are looking forward to the developments to come.**

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## WE GREATLY APPRECIATE THE SUPPORT RECEIVED FROM OUR GENEROUS DONORS

*Since 2007*

**\$1.4mil+** IN CONTRIBUTIONS FROM **100+** SUPPORTERS

Contributions can be made to the Foundation on our website or by mail.

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