



# RUMSFELD FOUNDATION

## LEADERSHIP - SERVICE - FREE SYSTEMS

## 2020 Annual Report: A Year of Reflection

### Message from the Rumsfeld Foundation

We are pleased to provide this report on the Foundation's work across our key focus areas in 2020. While this year looked different for our programs in many ways, we were fortunate to be able to continue to advance our mission and to support the networks and communities we serve.

Reflecting on the global hardships and challenges of the past year, we remain inspired by the resilience and courage of the American people. As history has shown time and time again, America has the strength to overcome even the starkest of times. We are particularly grateful to all of the public servants and citizens who have stepped forward across the nation in response to the COVID-19 pandemic.

Among our own networks, we were encouraged to observe the valuable contributions of so many throughout this past year – alumni of our Central Asia-Caucasus Fellowship Program organized COVID relief efforts distributing food and household items in their countries; members of our Graduate Fellowship Network continued to serve in their public service roles within our nation's essential operations; and our terrific military organization partners made creative and swift adjustments providing emergency funds, virtual programming and other critical initiatives for service members and their families.

While some of our typical programming was put on pause, we seized the opportunity presented to spend time on a valuable and in-depth review of our programs – taking stock of how far they have come, discussing where they are headed and carefully considering what improvements and innovations might be implemented to reach our aims moving forward. We are excited about the ideas that surfaced from this effort – many focused on new ways to effectively engage, connect and empower our networks – and we look forward to further developing and implementing them in the years to come. Throughout this report you can learn more about the specific adjustments made to each of our programs in 2020 as well as some reflections on lessons learned that we will be carrying with us into this next decade.

As we reflect on 2020, we are most grateful for the exceptional people involved in all of our programs. While reviewing the following pages, you will see an emphasis on community, partnership and collaboration – our top takeaways from the year. There is no doubt that these tenets and our incredible friends and supporters were at the core of our advancements in 2020. Entering our 14<sup>th</sup> year in operation, we are eager to get back to our programming in 2021 – with renewed purpose and promising improvements in tow – and to continue advancing our mission to encourage leadership, public service and free political and economic systems at home and abroad. Thank you again for your meaningful support.



GRADUATE FELLOWSHIP



CENTRAL ASIA FELLOWSHIP



MILITARY COMMUNITY

## MISSION

The Rumsfeld Foundation encourages leadership, public service and free political and economic systems at home and abroad. Across our focus areas - **PUBLIC SERVICE** and **GREATER CENTRAL ASIA** - we are committed to providing opportunities for rising leaders, honoring service to nation and to promoting liberty.



## IMPACT SINCE 2007

**\$16.5+**

**million**

in total grants

**\$6.2+**

**million**

in military grants

**\$3.3+**

**million**

in Graduate  
Fellowship grants

**\$3.2+**

**million**

in Central Asia-Caucasus  
Fellowship grants

**392**

**Fellows**

**46**

**Network Events**

# PROGRAMS & GRANTS

## Graduate Fellowship Program

The [Graduate Fellowship Program](#) provides financial assistance to exceptional graduate scholars interested in serving the nation. Candidates may be pursuing Masters degrees, Ph.D.s, postdoctoral research or public service-related internships. The Fellowship aims to encourage and advance the next generation of public service leaders and, beyond providing financial assistance, works to support its talented alumni as they chart their careers in public service, policy and beyond through year-round events, communications, networking opportunities and more.

*2020 Reflection* — We were delighted to be able to support a new class of Fellows for the 2020-21 academic year, as well as welcome 4 new talented professors to our cohort of program Advisers. We also transitioned our typically in-person network events online, including our Annual Conference. Network members played an active role in 2020's programming by suggesting topics of interest, presenting on their areas of expertise and leading the overall development of the year's event content. In addition, we were pleased to have our events reach an expanded audience with convenient accessibility for Fellows and alumni located across the country. Looking forward, we are excited to continue to increase alumni involvement in programming and to provide several virtual opportunities to engage our national network in early 2021.

## Central Asia-Caucasus Fellowship Program

The [Central Asia-Caucasus Fellowship](#) is a joint program organized in partnership with the Central Asia-Caucasus Institute at the American Foreign Policy Council. It brings exceptional rising leaders from Central Asia, Mongolia, the Caucasus and Afghanistan (CAMCA) to the United States for a high-level, intensive exchange experience designed to forge enduring personal and professional connections among its talented participants. The Fellowship aims to encourage intraregional cooperation among the program countries as well as to foster stronger relations between the U.S. and the CAMCA region and serves as a starting point for continued dialogue and collaboration among the innovative regional leaders that comprise the program's alumni network.

*2020 Reflection* — We were regrettably unable to welcome our regular two groups of Fellows in Washington, D.C. this past year. Thus, we adjusted our focus to facilitating the connectivity of our program alumni, known as the CAMCA Network. This included new elements like a monthly e-newsletter, virtual events on timely regional issues and "e-CAMCA Week 2020," an online offering with live events and publications in lieu of our annual CAMCA Regional Forum. Throughout 2020, we were particularly pleased to witness significant advancements across the CAMCA Network including active Board discussions, the establishment of working groups and more. Looking forward, we are eager to provide further opportunities to showcase our talented alumni, to continue organizing virtual events and to support the ongoing development of the CAMCA Network.

## Military and Veterans Grants

We honor the service and sacrifices of the men and women of the U.S. Armed Forces through our work with top [military and veterans charities](#) across the country. The organizations we support offer an array of services and programs in areas that we believe are particularly valuable for service members, veterans and their families. Across the board, the work of our grantees aligns with our overarching mission to honor and empower our nation's military community, who represent some of the country's finest models of character and service.

*2020 Reflection* — We were inspired by the creative adjustments of our partner organizations and the array of opportunities they were still able to provide to their communities in 2020. With increased stresses on the military and veteran population during COVID-19, particularly to those families experiencing deployments, the continued support of these organizations was needed more than ever. Looking forward, we are committed to supporting work that builds and strengthens veteran networks as well as promotes and encourages veterans as leaders as they transition to civilian life.



## 2020-21 ACADEMIC YEAR

**17** Fellows

**\$233,000** Awarded in Fellowships

**4** New Program Advisers

## IMPACT SINCE 2009

**161** Fellows

**197** Fellowships Granted

**23** Current Program Advisers

## PARTNERSHIP

**In 2020 we were particularly grateful for the engagement of our Fellowship Network.**

We thank our Advisers whose expert recommendations and dedicated mentorship to the young leaders we support is critical to our program's success. We are also especially thankful for our alumni who stepped up in 2020 to lead events, provide valuable feedback and offer guidance to their peers. **Thank you all!**



## 2020-21 FELLOWSHIP CLASS

Nominated for their **demonstrated leadership potential, outstanding intellectual ability, moral character and academic and civic achievements**, 17 scholars comprise our [2020-21 Graduate Fellowship class](#). Their varied areas of focus include: **Foreign Service, U.S. foreign policy, nuclear strategy, international finance and economics, political theory** and more.

**"The Graduate Fellowship Program offers an opportunity to meet like-minded professionals who agree that public service is a privilege. While the Foundation offers financial support...I value most the opportunity to engage with peers, scholars and practitioners who will challenge my views and beliefs." - 2020-21 Fellow**

## 2020 ANNUAL CONFERENCE

Our **8<sup>th</sup> Annual Conference** held virtually over September 8-11<sup>th</sup> featured **14** unique sessions focused around the theme, **"The Future of Leadership - Facing the Challenges of Tomorrow."**

**"The Annual Conference is a welcome reprieve from the daily work and life schedule. I always enjoy the speakers and the opportunity to spend time thinking about the big picture issues affecting our country. This year was no different." - 2011-12 Fellow**

**Speakers:** 30 professionals from senior levels of government and business – including a former **U.S. Secretary of Defense, Governor, CIA Executive Director, Fortune 500 COO and Director of the National Security Agency** – as well as Fellowship Alumni and distinguished professors from our Adviser Network

**Session Topics:** Civilian and military relations, great power competition, America's founding principles, civil discourse, strategy and futurism in national security, cybersecurity, career and leadership development and more



## FELLOWSHIP ALUMNI NETWORK

Our alumni form an impressive network of rising leaders active in important posts and organizations in service of our nation. Some of these roles include: **analysts at the CIA, FBI, Treasury Department and New York State Police Intelligence Center; professors at U.S. military war colleges; intelligence officers in the National Geospatial-Intelligence Agency and U.S. Navy Reserves; special assistants in various Defense Department offices; policy advisors at the Office of Personnel Management and the U.S. Senate; and more like...**

**>75%**  
**of Alumni**  
**Work in Public**  
**Service Roles**

>> **Ben Kutler**, *Taiwan Advisor and Mongolia Country Director, Office of the Assistant Secretary of Defense for Indo-Pacific Security Affairs* – We supported Ben in receiving his Master's in International Relations & Economics in 2012 from Johns Hopkins University-SAIS

>> **Ashleigh Bartlett**, *Foreign Affairs Specialist, U.S. Air Force (current Presidential Management Fellow)* – We supported Ashleigh in receiving her Master's in International Affairs in 2018 from Syracuse University

>> **Dr. Daniel Strand**, *Assistant Professor of Ethics, U.S. Air War College* – We supported Dan in receiving his Ph.D. in Religion & Ethics in 2014 from the University of Chicago



## 2020 NETWORK ACTIVITY

We hosted **6** virtual events in 2020 on topics ranging from nuclear policy to civil discourse featuring our own Fellows and Advisers as experts and moderators. Event highlights included a conversation on our nation's reserve forces and the importance of leveraging civilian skillsets featuring 3 alumni – **an Intelligence Officer in the U.S. Navy Reserves, an Assistant Professor of National Security Affairs at the U.S. Naval War College and an Executive Officer of the Marine Corps Advisor Company A**, as well as a discussion on conservative internationalism with 2 alumni – **the Executive Director of the Alexander Hamilton Society and a National Security Policy Advisor to a U.S. Senator.**

## CONNECTIVITY

**2020 highlighted the importance of connectivity and community for our Network.**

Current Fellows, Alumni and Advisers engaged with each other throughout the year to share opportunities and to provide career advice and support. These network connections included featuring other alumni in events as speakers, providing guidance on thesis topics, assisting with job searches, co-authoring articles and more like...



*More than a decade after their time as Fellows, two alumni from our first Fellowship class in 2009-10, Sean and Richard, recently connected on career guidance. Sean had been working at the Missile Defense Agency for many years and was interested in potentially making a transition to the Foreign Service where Richard worked. With Richard's advice, Sean ultimately decided to make that leap, and in the fall of last year started at the State Department as a Foreign Service Officer.*



## IMPACT SINCE 2008

**231** Fellows

**23** Fellowship Sessions

**8** Alumni Conferences

## PARTNERSHIP

**2020 demonstrated the invaluable role of our partners and network.**

We are thankful for our long-standing partnership with the [Central Asia-Caucasus Institute](#) at the [American Foreign Policy Council](#) in organizing this program. We are also grateful to all of the professionals that meet with our Fellows during their time in the United States.

**Thank you all for your important contributions to the program!**

## CAMCA NETWORK

Once an alumnus of the Fellowship Program, participants become part of the CAMCA (Central Asia-Mongolia-Caucasus-Afghanistan) Network. Organized and led by program alumni, the [CAMCA Network](#) defines itself as a collection of professionals committed to sharing ideas, knowledge, expertise, experience and inspiration across the 10 CAMCA countries: **Afghanistan, Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Turkmenistan and Uzbekistan**. CAMCA Network members believe in the value of a connected region and are driven to contribute to the development, prosperity and cooperation of the region through joint activities. The Foundation engages with and supports the Network year-round toward these aims.

Members of this active network serve in leadership positions across all sectors in diverse roles including as: **CEOs, entrepreneurs, government ministers and deputy ministers, military commanders, ambassadors and diplomatic staff, university directors and professors, political party leaders**, and more like...

>> **Dr. Almazbek Beishenaliev**, *Minister of Education of the Kyrgyz Republic* – Spring 2019 Fellow

>> **Lotfullah Najafizada**, *Director of TOLONews, Afghanistan's top 24/7 news TV channel* – Fall 2016 Fellow

>> **Amb. Tamuna Liluashvili**, *Ambassador of Georgia to Bulgaria and North Macedonia* – Spring 2018 Fellow (pictured right)



## 2020 NETWORK ACTIVITY

In cooperation with the Central Asia-Caucasus Institute and the CAMCA Network, we hosted **2 virtual events** featuring Network members speaking on the topics of [political developments in Kyrgyzstan](#) and [capital market and regional funding institutions](#).

The **CAMCA Network Board**, the Network's leadership body with representatives from each of the 10 countries, met virtually **16** times throughout the year.

In the fall of 2020, the CAMCA Network established **3 sector-based working groups in Business, Education and Think Tanks/NGOs** for Network members in those sectors to further connect and collaborate, as well as a **CAMCA Media Board** consisting of Fellows with seasoned media experience across the region.



## E-CAMCA WEEK 2020

Hosted in June with our partners at the Central Asia-Caucasus Institute and the CAMCA Network, [e-CAMCA Week 2020](#) was a highlight of the Network's activities in 2020. In lieu of the annual [CAMCA Regional Forum](#), this week-long virtual offering featured interviews and panel sessions with **20** expert speakers, the release of original publications with contributors from over **13** countries and more exclusive content providing the latest updates from the CAMCA region during COVID-19.



**Session Topics:** “[Post-Coronavirus Pandemic Challenges and Opportunities for the CAMCA Region](#),” “[Afghanistan: What Comes First? Peace, Trade or Both Together?](#)” and “[CAMCA Network Report on Intraregional Trade](#)”

Find e-CAMCA Week's publications, session recordings, special releases and more at [camcaforum.org](http://camcaforum.org).

*“For many years, the CAMCA Forum has provided participants with the great opportunity to engage with prominent scholars and leaders in the CAMCA region.”*

*- Amb. Erzhan Kazykhanov, Ambassador of Kazakhstan to the U.S. and e-CAMCA Week speaker*

## COLLABORATION

### **Collaboration among the CAMCA Network expanded significantly in 2020.**

Network members engaged more than ever this year despite being limited to mostly virtual connections. In addition to working on joint projects, tapping into each other's expertise and sharing regular updates and opportunities, members also relayed important resources and information on COVID-19 in their respective countries. Examples of typical network collaboration in 2020 looked like...

- >> A Kyrgyz Network member was appointed as an Independent Board Member for TEAM University, a new entrepreneurial university in Tashkent founded by an Uzbek Network member.
- >> A Kazakh Network member launched an online leadership program in the fall of 2020 that hosted 3 Network members - from Mongolia, Kazakhstan and Azerbaijan - as guest speakers.
- >> An Uzbek and a Kyrgyz Network member met with Kazakh members in Nur-Sultan to learn more about Kazakhstan's Astana International Financial Centre.



Learn more about the Network's activities at [camcanetwork.com](http://camcanetwork.com).

*“Being part of this program has given me a distinct sense of pride and belonging to a diverse group of leaders from the CAMCA region. The CAMCA Network is a powerful resource and capability multiplier, which enables each Fellow to set the narrative in our respective countries instead of catching up with it. Ultimately, the Network is built on trust, competence and leadership.” – Tajik Fellow*





## MILITARY & VETERANS GRANTS

### GRANTS

**\$6.2+ million** in Grants from the Foundation & Rumsfeld Family Fund since 2007

**\$302,500** in 2020 Grants

**18** Organizations Supported in 2020

### PARTNERSHIP

**In 2020 we witnessed our partners collaborate to step up for our nation's military community.**

In adjusting to the challenges presented by COVID-19, we were pleased to see several organizations join forces and develop innovative partnerships to better serve their communities and make sure their needs were met throughout the ongoing difficulties of the pandemic.

### GRANTEES

This year's grantees were selected based on their high-quality and high-touch services, targeted missions and programming, efficient use of funding and their commitment to measurable success. Overall, [our grantees](#) commonly appreciate **the valuable role that returning veterans can play as assets and leaders in their communities and work to help veterans leverage their strengths and experience as they transition to civilian life.**

**"We are honored to be a part of your charitable giving and are grateful for your steadfast commitment to our nation's troops, our veterans and their families. Your support is truly a blessing." - 2020 Grant**

[Organizations supported in 2020](#) included those focused on **veteran employment and transition, assistance for the wounded through outdoor rehabilitative activities, and support for military families and the Special Operations community** like the following partners...



**[Our Military Kids](#)** – *Our Military Kids empowers and enriches the lives of children of deployed service members in all branches, including Reservists, by providing grants for extracurricular activities such as sports, fine arts and tutoring.*



**[Boulder Crest Foundation](#)** – *With retreat centers in Virginia and Arizona, Boulder Crest provides free, first-class rural retreats and outdoor recreational therapeutic activities for severely wounded veterans and their families to reconnect, recreate, recover and reintegrate.*



**[Heroes and Horses](#)** – *Heroes and Horses' unique outdoorsman and horsemanship program in Montana inspires veterans to move beyond the difficulties experienced from years of war, towards a life of restoration and hope.*



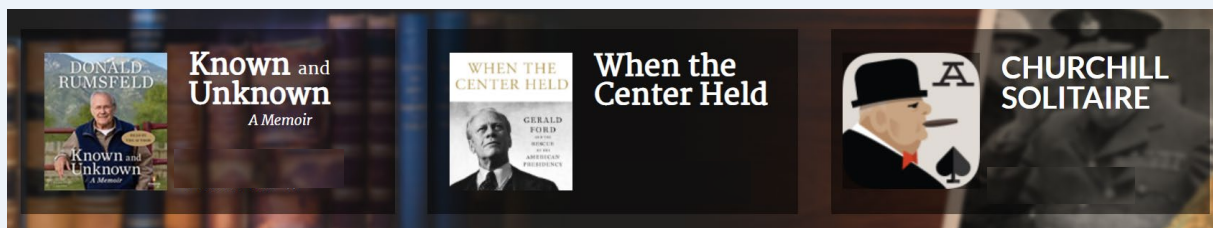


## CONTRIBUTIONS & SUPPORT

All of Don Rumsfeld's profits from the sales of his memoir, [Known and Unknown](#), and app, [Churchill Solitaire](#), are donated to the Foundation in support of our military and veteran charity grants.

In addition, Rumsfeld's profits from the sale of his latest book, [When the Center Held](#), are donated to the Foundation in support of our Graduate Fellowship Program.

**We are thrilled to announce that as of the close of 2020, these 3 projects combined have contributed more than [\\$1 MILLION](#) toward our grantmaking efforts!**



## SUPPORTERS

On behalf of our leadership and staff, thank you! We are deeply appreciative of the contributions our supporters have made to advance our growth and development over the years. This past year particularly demonstrated the important role that our partners and broader community have in our success. We are grateful for and honored by the more than 120 donors that have helped advance our work since our founding.

If you are interested to support our mission, contributions to the Foundation are accepted on our website: [www.rumsfeldfoundation.org/contribute](http://www.rumsfeldfoundation.org/contribute), or by check to our mailing address: 1030 15<sup>th</sup> St NW, B1 #366, Washington, D.C. 20005.

## WORDS FROM OUR SUPPORTERS

**“Congratulations on the tremendous accomplishments and the positive impact the Rumsfeld Foundation is making on so many individuals. We are proud to support the organization.”**

**“It is inspiring to see the sustained impact the Rumsfeld Foundation has had on so many people from all over the world. Secretary Rumsfeld's altruism, relentless passion for public service, and selfless commitment to our country, continues to motivate me every day at work, and in life.”**

## STATEMENTS OF IMPACT FROM OUR NETWORK

With the help of our terrific partners and donors we have been able to support...

### *Rising young leaders dedicated to serving their country*

"Beyond the generous financial investment in these young leaders, their inclusion in the growing network of Fellowship alumni and their opportunity to participate in the various activities throughout their Fellowship year is likely to be an important part of their future success." - Graduate Fellowship Adviser

"There is no way I would be where I am today without the Rumsfeld Foundation's support and I know that the fellowship will ultimately allow me to serve the public and enrich myself in ways that I could never have hoped for otherwise. I will always remain grateful." - Graduate Fellowship Alumni

### *Exposure to the values of free systems for rising leaders in the CAMCA region*

"I would like to express my appreciation for the Rumsfeld Foundation's Fellows program, which its alumni describe as an unequalled chance to see a mature democracy in action, observe both federal and municipal government, and meet some of the best U.S. political minds." - U.S. Ambassador to the CAMCA region

"We were given a fantastic opportunity to learn first-hand about American democracy and governance from decision-makers and policy-makers. I believe that it will affect the thinking and worldviews of future leaders of the region, and positively influence the political landscape of Eurasia in years to come." - Central Asia-Caucasus Fellowship Alumni

### *Service members and veterans who have given so much in service to our nation*

"Your contribution will directly impact the lives of wounded veterans and their families, as they surmount the challenges of transitioning to civilian life after a military service injury. Thank you for supporting our nation's heroes." - Military Charity, 2020 Grant Recipient

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## THANK YOU FOR REMAINING AN IMPORTANT PART OF OUR COMMUNITY

### BOARD OF DIRECTORS

Donald H. Rumsfeld, *Chairman*  
Edward G. Biester, Jr.; Steve Cambone;  
Torie Clarke; Lawrence Di Rita

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Sarah Tonucci, *Executive Director*  
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*Program Coordinator*; Evelyn Heck, *Program Assistant*

### FIND THE FOUNDATION AT:



BLOG: [www.rumsfeldfoundation.org/blog](http://www.rumsfeldfoundation.org/blog)

WEBSITE: [www.rumsfeldfoundation.org](http://www.rumsfeldfoundation.org)

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