



RUMSFELD FOUNDATION

LEADERSHIP - SERVICE - FREE SYSTEMS

2021 Annual Report

Message from the Rumsfeld Foundation

On behalf of the Rumsfeld Foundation's leadership and staff, we are pleased to provide this report outlining our efforts over the past year as well as some important updates that will be guiding our direction in this next chapter.

2021 was a significant year for the Foundation. First and foremost, it included the loss of our visionary leader. As we enter the new year, while we continue to mourn Secretary Rumsfeld's passing, we are also inspired to charge ahead with the same fervor and enthusiasm that he had for the Foundation's work. On a personal note, it has been an honor to assume the role of President of the Foundation's Board. Needless to say, the Secretary left big shoes to fill, but I am grateful for the opportunity to contribute towards carrying forth his very special legacy of leadership and service and to advance the mission and values that he championed.



The Rumsfelds surrounded by CAMCA Fellows at the inaugural Alumni Conference in Batumi, Georgia in 2012

As someone who had the benefit of knowing Secretary Rumsfeld quite well – during our years serving in the Pentagon, as well as a cherished friend in the years to follow – I can attest that he was truly passionate about the Foundation's work and, in particular, the potential of the talented leaders that comprise its Fellowship networks. Like Secretary Rumsfeld, engaging with these impressive groups over the years has certainly made me optimistic about the future. That said, as we head into 2022, we are particularly excited to turn the Foundation's full attention to further developing and engaging these networks.

Reflecting on the past year, we are exceptionally grateful for the outpouring of support received. We thank you for joining us in honoring our remarkable founder and for your continued interest in our efforts.

- Victoria Clarke, Board President



Don Rumsfeld with a Graduate Fellow and Board Members, Victoria Clarke and Dr. Steve Cambone



Don Rumsfeld with Executive Director, Sarah Tonucci



DONALD H. RUMSFELD

July 9, 1932 - June 29, 2021

Donald Rumsfeld led a life defined by service and of deep appreciation for those who serve our nation. Throughout his lifetime, he was involved in public service in a wide variety of capacities, including roles both military and civilian, domestic and international, legislative and executive. His many important contributions, both personally and professionally, will not be forgotten.

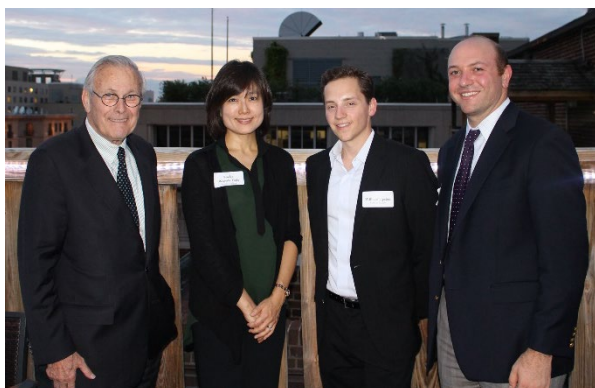
OUR FOUNDER'S IMPACT

After concluding his second tour as U.S. Secretary of Defense, Don Rumsfeld, and his wife, Joyce, turned their focus to cultivating their own philanthropic aims. In 2007, they established the Rumsfeld Foundation.

Throughout their lifetimes, the Rumsfelds had witnessed and benefited from the tremendous opportunities that free political and economic systems provide for individuals, as well as had a profound respect for the honor and dignity of public service. They had also seen the significant value of high-quality leadership and understood the critical need for individuals of moral character and integrity to step up and serve in all sectors and walks of life, both in the United States and around the world. These beliefs and experiences shaped the Foundation's mission – to encourage leadership, public service and free political and economic systems at home and abroad – as well as our broader focus areas: [Public Service](#) and [Greater Central Asia](#).

In the time since its establishment up until [Don Rumsfeld's passing](#), the Foundation experienced nearly 14 years of growth across our activities and among our networks. As would come as no surprise to all who knew him, Rumsfeld worked diligently with the Foundation's staff and Board over the years to review and improve our programs to shape them into the robust activities that they are today. That said, while our efforts are no doubt a direct product of Rumsfeld's unique and strategic vision, vibrant energy and tireless dedication, it is important to note that, above all, he truly valued the feedback provided by those the Foundation served to help guide its long-term trajectory.

Rumsfeld thoroughly enjoyed his work with the Foundation, and in particular spending time with our Fellowship recipients – he delighted in interacting with them and following their progress and successes. He often noted that his inherent optimistic nature was routinely bolstered and encouraged by the accomplishments of our program participants and those of our partner organizations, firmly believing in their ability to make a valuable impact. As we look toward the future, we look forward to seeing the many avenues of our founder's generosity and leadership unfold across the Foundation's vast network, continuing to inspire our mission and efforts every day.



IMPACT SINCE 2007

\$17.2+
million
in Total Grants

215

Graduate
Fellowships

231

CAMCA
Fellowships

350+

Military
Charity
Grants

PROGRAM UPDATES

Military & Veterans Charities

As we move forward, following the wishes of our founder, the Foundation will be transitioning our efforts and funding to fully focus on further developing our two Fellowship Programs and their evolving alumni networks. With this sole focus on our own programming in the period ahead, the Foundation will no longer be providing annual grants to military and veterans charities beginning in 2022.

Secretary Rumsfeld was always grateful to follow the important work our partners were undertaking in support of our nation's military and veteran community. Growing up with a father serving in the military, his respect for and dedication to the military community began at an early age and continued throughout his lifetime, with his own service in the Navy, his wife's experience as a military spouse and, of course, his tenures as U.S. Secretary of Defense. His own personal experiences greatly influenced our public service-oriented mission and inspired our longtime partnerships with numerous military and veterans charities.

Through those partnerships, the Rumsfelds have been pleased to donate more than **\$6.5 million** over the years to a variety of organizations providing valuable assistance to our nation's service members and their families. The Foundation looks forward to continuing to follow the efforts of these terrific partners in the years to come.

CAMCA Fellowship Program

Our Central Asia-Caucasus Fellowship Program will furthermore be known as the **CAMCA Fellowship Program**. As the program has evolved over the years, the acronym "CAMCA" (Central Asia-Mongolia-Caucasus-Afghanistan), initially conceived by our alumni, has taken on a life of its own and transformed from a mere abbreviation of the 10 countries involved in our efforts, to becoming synonymous with a dynamic group of rising leaders in this unique region. We are pleased to formally incorporate "CAMCA" within the Fellowship name and to continue to work toward the region's development and success alongside our program alumni within the CAMCA Network.

MOVING FORWARD

In the time before his passing, Rumsfeld thoughtfully prepared the Foundation's Board to provide continuity and guidance in this next chapter, including asking several Board members to step into new leadership positions. Read more about this transition in our release titled, "[Foundation Board to Carry on Rumsfeld's Vision.](#)"

In the coming years, the Foundation looks forward to investing in the continued growth of our Fellowship Programs, with a particular emphasis on advancing alumni connectivity and engagement, where Secretary Rumsfeld always felt there was tremendous potential. We plan to work hand-in-hand with our alumni networks to see this vision through.



GRADUATE FELLOWSHIP PROGRAM

2021-22 ACADEMIC YEAR

18 Fellows
\$310,820 Awarded in Fellowships
19 Program Advisers

IMPACT SINCE 2009

178 Fellows
215 Fellowships Granted
40+ Network Events

2021-22 FELLOWSHIP CLASS

Our program Advisers teaching in universities across the country nominated our [2021-22 Fellows](#) for their demonstrated leadership potential and commitment to public service, outstanding intellectual ability, moral character, and academic and civic achievements.

18 scholars comprised the [2021-22 Fellowship cohort](#), with areas of focus including **counterintelligence, national security and deterrence, international security policy, public administration, political philosophy** and more.



9th ANNUAL CONFERENCE Sept. 23rd-24th, 2021

We were delighted to be able to host our [2021 Conference](#) in-person in Washington, D.C., gathering our Fellows and Advisers face-to-face for the first time since 2019!

Speakers: Leaders from senior levels of government and business – including a **Fortune 500 Chief Information Security Officer, a think tank President, a former Deputy Assistant to the U.S. President, and former President of the World Bank Group, Bob Zoellick (pictured right)** – as well as Fellowship Alumni and distinguished professors from our Adviser Network



Session Topics: The history of U.S. foreign policy; U.S.-China relations; the balance of hard and soft power in U.S. foreign policy; civil discourse in academia; the future of cybersecurity; think tanks and innovation in domestic policy; lessons from 9/11; and the U.S. withdrawal from Afghanistan

“I am so grateful for the opportunity to participate in the Fellowship Network and attend the conference. Thank you for your efforts and support to sustain the organization’s commitment to the ethics of public service and the pursuit of public good.” – 2019-21 Fellow

“The expert speakers and networking events are great. The Fellowship’s strength is in its people and connecting those people, Fellows and Advisers alike, so bringing us all together is always great.” – 2020-21 Fellow

ALUMNI NETWORK

Fellowship alumni form an impressive network of rising leaders active in important posts and organizations in service of our nation.

Over 75% of Fellowship recipients have gone on to work in public service roles like: **analysts at the CIA, FBI, Treasury Department and U.S. Air Force; professors at U.S. military war colleges and the Harvard Kennedy School; special assistants in various Department of Defense offices; advisors to the U.S. Senate and Joint Staff; Presidential Management Fellows; and more like...**



- **Sam Blumenthal**, Foreign Affairs Officer, U.S. Department of State – We supported Sam in receiving his Master's in International Economics & Strategic Studies in 2021 from Johns Hopkins University-SAIS.
- **Stephanie Koeshall**, Senior Policy Analyst, Office of the Under Secretary of Defense for Policy, U.S. Department of Defense – We supported Stephanie in receiving her Master's in Defense & Strategic Studies in 2010 from Missouri State University.
- **Dr. Luke Perez**, Assistant Professor, Arizona State University School of Civic and Economic Thought and Leadership – We supported Luke in receiving his Ph.D. in Government in 2017 from The University of Texas at Austin.

"It has been a pleasure for Joyce and me to be supportive of your impressive academic pursuits. We are confident that you will go on to do important things for our county and look forward to following your progress in the years ahead." – Don Rumsfeld as shared with the Graduate Fellowship Network

2021 NETWORK ACTIVITY

In addition to our in-person conference, we hosted 7 virtual events throughout 2021 on topics ranging from the current political divide to foreign policy challenges facing the new administration, featuring guest speakers as well as our own Fellows and Advisers. Top speakers that offered insights to our network included **General Jim Mattis, Secretary Bob Gates, Dr. Arthur Brooks** and other experienced leaders and public servants.

Outside of our organized events, current Fellows, alumni and Advisers continued to develop their peer-to-peer relationships throughout the year by sharing professional opportunities, providing career advice and more. In 2021 network activity included featuring other alumni and Advisers in events as speakers, assisting Fellows with job searches and even co-authoring articles together. We look forward to offering initiatives to further facilitate and enhance this network engagement in 2022.

"Secretary Rumsfeld once said that 'the energy that results from bringing together so many bright, dedicated minds grows with each new Fellow and continues to develop as these impressive leaders join our Fellowship Network' – and that is part of the value of us being here today. By being here and investing our time in this network we are continuing to invest in his vision and continuing that vision into the future." – Theresa, Fellowship Alumni & 2021 Conference Speaker



Words shared by Graduate Fellows on our founder's impact...

"I am so immeasurably grateful for the role he played not only in our country, but also in my education. I have been forever touched by Secretary Rumsfeld's immense generosity and vision."

"Receiving the Rumsfeld Fellowship was a huge relief to me in graduate school, making possible my continued studies and setting me up for a successful and gratifying career in public service. I will always be grateful to Secretary Rumsfeld for his vision for the Foundation, including this support and the community of scholars and public servants that has followed."

"Secretary Rumsfeld leaves behind an incredible legacy. I'm thankful for the opportunities that I have had, which have come because of the Foundation."



PROGRAM UPDATES

- Our in-person Fellowship programming remained on pause in 2021. We hope to resume Fellowship operations in the spring of 2022 if possible.
- Following the U.S. military withdrawal from Afghanistan, our Fellowship alumni and staff worked to support our Afghan Fellows and their families as best able. Currently all of our Afghan Fellows are relocated safely outside of the country. This past fall we were pleased to gather with some of our Fellows located in D.C. (pictured right)

IMPACT SINCE 2008

- 231** Fellows
- 23** Fellowship Sessions
- 8** Alumni Conferences
- 14** Years of Partnership with the Central Asia-Caucasus Institute

CAMCA NETWORK

The Fellowship's alumni group, called the [CAMCA Network](#) (Central Asia-Mongolia-Caucasus-Afghanistan), is 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**. The Foundation continues to engage with and support the Network year-round in their activities, to include events, newsletters, trainings, working group meetings and more.



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



- Tamar Kekenadze**, Chairperson of a political party in Georgia
- Bobur Karimov**, First Deputy Chairman at the Antimonopoly Committee of Uzbekistan
- Nargiz Nasrullayeva-Muduroglu**, Adviser to the CEO of the State Oil Fund of Azerbaijan
- Ambassador Sergey Minasyan**, Ambassador of the Republic of Armenia to Romania
- Abdullo Kurbanov**, Chairman of the Board of Alif Capital, one of the highest valued fintech startups in the region



2021 NETWORK ACTIVITY

- In cooperation with our partners at the Central Asia-Caucasus Institute and the CAMCA Network, we organized several virtual events featuring Network members speaking on topics such as, "[Afghanistan After the Taliban Takeover](#)" and "[Uzbekistan's Emerging Private Business Development](#)."
- The [CAMCA Network Board](#), the Network's leadership body with representatives from each of the 10 countries, met virtually **13** times throughout the year.
- Following the U.S. military withdrawal from Afghanistan, the CAMCA Network Board released a statement voicing their support for the people of Afghanistan, their condemnation of the Taliban's human rights violations and their encouragement for neighbors in the region to bolster humanitarian aid to the country and its refugees. Additionally, many Network members have been working individually and collectively to assist Afghan refugee resettlement in their countries and to provide support to their Afghan friends and colleagues.

In addition to working on joint projects, tapping into each other's expertise and sharing regular updates and opportunities, typical network collaboration in 2021 looked like...

- *Uzbek, Kazakh, Georgian and Kyrgyz alumni gathered together at a conference in Bishkek, Kyrgyzstan (pictured right.)*
- *Tajik and Kyrgyz alumni provided internship opportunities at their offices for the students of a Kyrgyz Network member.*
- *The Network's Education Working Group helped to organize a virtual workshop for CAMCA Network members on developing negotiation and communication skills led by The United Nations Institute for Training and Research.*



Learn more about the Network's activities at camcanetwork.com.

2021 E-CAMCA FORUM

Hosted virtually in June with the Central Asia-Caucasus Institute and the CAMCA Network, the [2021 e-CAMCA Forum](#) was a week-long virtual conference featuring interviews and panel discussions with **35+** expert speakers from **12** countries including keynote sessions with [Dr. Sergei Guriev](#), former Chief Economist at the European Bank for Reconstruction and Development; [Secretary Carlos Gutierrez](#), former U.S. Secretary of Commerce; [Saad Mohseni](#), Chairman and CEO of Afghanistan's leading media group, MOBY Group; and [Douglas Becker](#), Founder & Chairman of CINTANA Education. The Forum also included the release of original publications and additional content providing the latest updates from the CAMCA region.

Theme: Economic Prospects of the CAMCA Region

Session Topics: U.S. Withdrawal from Afghanistan; Impediments to Foreign Investments in CAMCA; the New Entrepreneurial Class in CAMCA; Education Systems and New Labor Market Demands

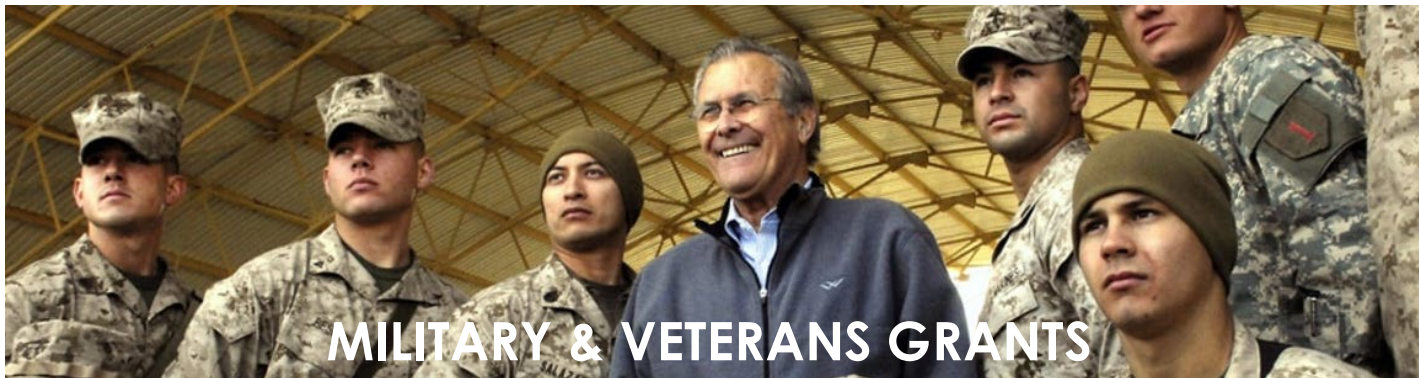


Find the 2021 e-CAMCA Forum's publications, session recordings, releases and more at camcaforum.org.

Words shared by CAMCA Fellows on our founder's impact...

"Secretary Rumsfeld was such a friendly man, passionate about our region and supportive to each individual within the alumni family. I will never forget his kindness towards the program. I hope we all are able to carry on his legacy – the Foundation – in a way that he dreamed, and I hope that we all in the CAMCA Network are able to collaborate in a way that represents him and his legacy in the way that he deserves."

"Becoming a Rumsfeld Fellow has been one of the most important experiences in our lives, and we are immensely grateful to Secretary Rumsfeld and the Foundation. The world has lost an extraordinary statesman, but we have lost an inspiring mentor and role model. A strong and active CAMCA Network is a testament to the astonishing presence of Secretary Rumsfeld. We are eternally grateful."



MILITARY & VETERANS GRANTS

GRANTS

\$6.5+ million in Grants from the Foundation & Rumsfeld Family Fund since 2007

\$287,000 in 2021 Grants

13 Organizations Supported in 2021

GRANTEES

The Foundation has supported organizations with high-touch programming that help service members and their families thrive and empower returning veterans during their transition to civilian life. Organizations that have received grants align with our belief that our nation's troops and veterans are valuable assets to be leveraged as leaders in their broader communities.

In light of the past year's events in Afghanistan and in honor of Secretary Rumsfeld's deep appreciation for all who have served there, \$100,000 of [grants made in 2021](#) were awarded to organizations working to support the resettlement of evacuated Afghans, many of whom risked their lives serving alongside U.S. troops and diplomats. Read more about these unique recipients below:

[Spirit of America](#) (SoA) works alongside deployed U.S. service members and diplomats around the world to improve their safety and success by targeting and addressing critical needs for local communities. As the U.S. withdrawal from Afghanistan was announced, SoA's team worked to support ongoing evacuations from Kabul. Following the immediate evacuation period, SoA has been assisting refugees with necessary items like food, water, clothing and hygiene products at various U.S. military installations in the region.



[No One Left Behind](#) (NOLB) helps Afghan and Iraqi translators who worked alongside U.S. troops to gain their U.S. Special Immigration Visas and ensures that they are properly resettled in America. Since the U.S. withdrawal from Afghanistan, NOLB's team has continued working toward this mission while taking on additional efforts to support all Afghan refugees that have resettled across the United States.



CLOSING A CHAPTER

As we close out our final year of grants to military and veterans charities, we reflect with gratitude on the depth of the relationships developed over this past chapter. We have been fortunate to work with some of the best outfits in the military community – who have shown steadfast dedication to organizing thoughtful, high-quality programming that empowers our nation's service members, veterans and their families. It has been an honor to play a small part in supporting the terrific work accomplished by our partners and to watch their programs grow and evolve to meet the needs of the communities they serve. We will no doubt continue to track their efforts with great interest and wish their talented teams full success in the years to come.

It is our hope that as our nation's military members continue to be called upon in service around the world that these important organizations and their terrific staffs and generous volunteers will be there to support them along the way.



THANK YOU

THANK YOU for your interest and support throughout the past year and as we enter this next chapter. We look forward to continuing to honor Secretary Rumsfeld's lifetime of service throughout our work and greatly appreciate all our friends, partners and supporters for your important role in the Foundation's future.



Rumsfeld's funeral procession at Arlington National Cemetery on August 23, 2021.

CONTRIBUTIONS

We are grateful to the more than **140** donors that have helped us grow our efforts since 2007. We thank you for your generosity and belief in the importance of our work.

For those interested in helping us carry forward the Rumsfeld Foundation's mission, tax-deductible contributions can be made on our website at www.rumsfeldfoundation.org/contribute/overview or by check to our mailing address: 1030 15th St NW, B1 #366, Washington, D.C. 20005.

"We feel privileged, and above all fortunate, that the Foundation has come this far. Joyce and I must extend our thanks for all of the support the Foundation has received over the last decade. With contributions ranging from time meeting with our Fellows to annual gifts, we are deeply appreciative of the thoughtful generosity shown by so many." – Don Rumsfeld, Foundation 10 Year Report

RUMSFELD PROJECTS SUPPORTING OUR WORK

In his lifetime, Rumsfeld's profits from the sales of his memoir, [*Known and Unknown*](#), and the [*Churchill Solitaire*](#) app contributed over **\$1 million** to military charities supported by the Foundation.

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

TRIBUTES TO SECRETARY RUMSFELD

Find a full collection of tribute pieces written about our founder on our website page, [Founder Tributes](#).

FROM THE FOUNDATION'S NETWORKS...



(Rumsfeld shaking hands with troops stationed in Iraq)

“We have been honored to be supported by the Rumsfeld Foundation over the years and we are grateful to have been affiliated with so many good causes you support. You have impacted the lives of so many service members, veterans and their families through our programs.” – Military Charity

“Donald Rumsfeld was one of the most influential leaders in government and business of the past half-century. However, his work as a philanthropist has also left an important mark, showing how much a donor can accomplish with a clear vision, sound strategy, good people and persistence.” – Graduate Fellowship Adviser

“It’s been such an amazing chance to be able to hear the Secretary tell stories, to invite us into his home, and to, most importantly, learn from his example of service.” – Graduate Fellow



“Donald Rumsfeld was a visionary man. Among so many other things, he deepened the knowledge and understanding of America in our part of the world through the incredible efforts of the Rumsfeld Foundation.” – CAMCA Fellow

(Rumsfeld visiting with Graduate Fellows in his home on the Eastern Shore during an annual program retreat)

“He was such a remarkable public servant and mentor for so many of us that it is difficult to capture the scope and sheer impact of his contributions to all of us, and to the entire nation. His lasting impact here and in so many other places will continue, as we carry that forward well into the future.” – Graduate Fellow

“Secretary Rumsfeld has been a great example of leadership, statesmanship and patriotism. Thanks to him we were introduced to global and regional leaders and decision-makers. Over the last decade, his continuous support for young leaders of the CAMCA region has placed a strong foundation for our regional partnerships and friendships.” – CAMCA Fellow

FROM THE INTERNATIONAL COMMUNITY...



“For years, [Rumsfeld] not only preached the importance of American interests in Central Asia and the Caucasus. He took promising leaders from the region and showed them the ropes in Washington... Secretary Rumsfeld let them make the case for their relevance, teaching them how. He opened their horizons and helped them to immerse themselves in the American worldview, creating a unique network of values and solidarity. Secretary Rumsfeld left a unique piece of CAMCA legacy, the legacy for the future generations to build-on, enlarge and develop. In serving his country, he served ours like none of us could.” – Former Foreign Minister of Georgia

(Rumsfeld receiving the Order of the Golden Fleece Award from then President of Georgia, Giorgi Margvelashvili)

“For a decade now, I have been consistently impressed by the work of the Rumsfeld Foundation. It is a result of Secretary Rumsfeld's vision and his unique understanding of Eurasia...Few projects achieve tangible results of developing sustainable working relationships between the United States and the nations of Eurasia. Yet, the Rumsfeld Foundation's targeted, result-oriented and efficient approach does just that...Donald Rumsfeld has done an incredible job bringing the region together and has helped so many gain a better understanding of Azerbaijan and the entire region of Central Asia.” – Former Ambassador of Azerbaijan to the United States

“We are saddened by his loss and we are so grateful to him for the years of support toward a peaceful and secure Afghanistan. We deeply respect his work in developing the next generation of the region's leaders and of course his incredible career in public service.” – Friends of the American University of Afghanistan

FROM FRIENDS AND COLLEAGUES...

“Too many politicians seek fame, popularity, and personal benefit from public service — not Donald Rumsfeld. Rumsfeld was a serious man in a city that is regularly unserious about the people's business. He made tough calls, took responsibility, and worked tirelessly on behalf of the country he loved.” – Senator Ben Sasse



**“He was a great man, who excelled in so many ways, not only through his decades of distinguished public service, but as a private citizen. He lifted others up. We think of the bright, eager-to-learn young people from Central Asia that he brought to our house one day and imagine all the others who have an expanded view of the world thanks to the foundation that he and his beloved wife, Joyce, created.”
– Vice President Richard B. Cheney**

(Vice President Cheney visiting with the Fall 2018 CAMCA Fellows)

“A man of intelligence, integrity, and almost inexhaustible energy, he never paled before tough decisions, and never flinched from responsibility... He was a faithful steward of our armed forces, and the United States of America is safer and better off for his service...In a busy and purposeful life, Don Rumsfeld was a Naval officer, a member of Congress, a distinguished cabinet official in several administrations, a respected business leader – and, with his beloved wife, the co-founder of a charitable foundation...We mourn an exemplary public servant and a very good man.” – President George W. Bush



(President Bush and Rumsfeld in the Oval Office)



“America has lost a true patriot with the passing of our dear friend, Donald Rumsfeld. Don served America over a span of six decades with dignity, selflessness and honor, as an aviator in the U.S. Navy, three-term Congressman, Secretary of Defense for two presidents, among his many leadership roles. Don was a servant leader, positively impacting the lives of countless people, not only through his distinguished public service career but also through the outstanding work of the Rumsfeld Foundation.” – Senators Bob and Elizabeth Dole

(Don Rumsfeld with Joyce on the day he was commissioned an ensign in the U.S. Navy, 1954)

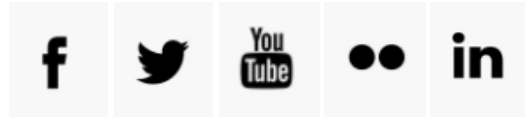
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FIND THE FOUNDATION AT:



MAILING ADDRESS:

1030 15th Street NW, B1 #366
Washington, D.C. 20005

WEBSITE: www.rumsfeldfoundation.org

BLOG: www.rumsfeldfoundation.org/blog

Visit our blog, "[Orienting the Gyroscope](#)," which features a unique collection of 35+ posts authored by the changemakers of our Fellowship Programs, university presidents, White House photographers, CEOs and Founders, and more.



**"PATRIOTISM IS NOT SHORT, FRENZIED OUTBURSTS
OF EMOTION, BUT THE TRANQUIL AND
STEADY DEDICATION OF A LIFETIME."**

- ADLAI STEVENSON, RUMSFELD'S RULE