

March 2013

Marshall Alumni Newsletter

Marshalls Supporting Marshalls

Editor's Letter



One of the key founding visions of the Marshall Scholarships was to provide “a close accord between our two countries.” This issue features several articles highlighting past, present and future efforts to coordinate our alumni community around facilitating this accord.

An expanded AMS News section details an ambitious new effort to further strengthen the Marshall community by establishing permanently-endowed augmented support for the Marshall Scholarships. Aroop Mukharji also provides a historical perspective on efforts to organize our community over the last several decades—from early alumni gatherings to the AMS in its current form.

Our special cover for this issue is a symbolic representation of the alumni community's ongoing role in contributing to strong US-UK relations. The photos forming the scholarship's logo highlight a selection of alumni images, new scholars and the events that have brought us together over the last several years.

The newsletter team always welcomes your feedback and article proposals. Please get in touch with us at newsletter@marshallscholars.org.

Nicholas T. Hartman, Managing Editor

Nicholas Hartman

Managing Editor

(Pennsylvania State, B.S. 2003; Darwin College, Cambridge, Ph.D. 2008)

Nicholas is a director at the New York City office of CKM Advisors and lives in Westchester.

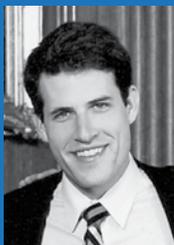
Contributors



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(Northwestern, B.S. 1996, M.S. 1996, Ph.D. 1999; Sherfield Postdoctoral Fellow, Imperial College 1999) After 11 years as a professional editor of biomedical research journals, Ushma is now the Director of the Office of the President of Memorial Sloan-Kettering Cancer Center.



Bryan Leach,

AMS News and Events Editor

(Harvard, B.A. 2000; M.Phil. Magdalen College, Oxford 2002; Yale, J.D. 2005) Bryan is the founder and CEO of Ibotta (www.ibotta.com). Bryan is a Vice President of the Association of Marshall Scholars, member of the AMS Board, and Chairman of the Communications Committee.



Aroop Mukharji,

Special Features Editor

(Williams College, B.A. 2009; LSE, M.Sc.; Kings College London, M.A.) Aroop recently finished his Marshall tenure in August 2012, before which he was a Junior Fellow at the Carnegie Endowment for International Peace. He now lives and works in Washington, DC.



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Online News Editor

(Mercyhurst University, B.A. 2005; St. Andrews, M.Litt. 2006; St. Antony's College, Oxford, M.Sc. 2007) Tim currently lives in Oslo, Norway, where he works as CEO Advisor at Statoil. He is also a student in the Cross-Continent M.B.A. program at the Fuqua School of Business at Duke University.



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(Yale, B.A. 2004; Magdalen College, Oxford, M.Sc. 2005 & M.Sc. 2006; Harvard Law School & Harvard Business School, J.D./M.B.A. 2010) He is an investment professional at Paulson & Company in New York City. Andrew is the Secretary of the Board for the Association of Marshall Scholars and a member of the Executive Committee.



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(University of Wyoming, B.S. 2007; Linacre College, Oxford, M.Phil. 2010) Alyssa is currently an Assistant Research Scientist at the Wyoming Survey & Analysis Center in Laramie, WY where her research focus is on environment and public health evaluation and policy.



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Newsletter design: Lara McCarron

Special Edition of AMS News

A Gesture of Gratitude from the American Marshall Scholar Alumni

AMS President Bob Gray announces an ambitious new fundraising effort to provide alumni-supported permanently endowed augmented support for the Marshall Scholarships.



Dear fellow alumni and Marshall friends,

The Association of Marshall Scholars is pleased to announce the creation of a US-based and alumni-driven Marshall Scholarship endowment fund. The fund is intended to make possible additional Marshall Scholarships endowed by the AMS, thereby demonstrating to the British Government the continuing gratitude of Marshall alumni. This article is to provide additional background on something of an historic moment in the progress of the UK Marshall Scholarship program and it is altogether fitting that it comes on the eve of the 60th anniversary celebrations in 2014, and shortly after the 60th class of scholars has been selected. We believe that this US/UK private/public partnership will have a significant influence on the longevity and perpetuity of this remarkable program.

The Fund

This fund is intended to make possible additional Marshall Scholarships endowed by the AMS, and is made possible by the terms of a Grant Recommendation Agreement between the AMS and Reid Hoffman (Oxford, '90). This effort has not just suddenly emerged, but has been under formal consideration since 2011. The feasibility study conducted to determine its viability was commissioned and conducted during the presidency of Bill Coquillet (Oxford '71), who still serves the AMS

as its treasurer. The agreement made with Hoffman is a matching grant for funds raised on a 4 to 1 basis (each dollar raised up to \$4 million dollars is matched at 25%, for an ultimate total matching grant of \$1 million dollars), through June 30, 2014. Matching funds will be contributed on a quarterly basis for the next eighteen months. Our short-term goal (until June 30, 2014) is to attempt to raise the \$4 million dollars contemplated by this grant, yielding a total sum (\$5 million dollars) calculated to support two scholarship positions in perpetuity.

To be clear about the purposes of the fund, we offer the following description of how the fund will operate:

“The AMS has created the George C. Marshall UK Scholarship Endowment Fund (the “Fund”) as a permanently restricted (endowment) fund for the benefit of the British Mar-

shall Scholarship program which was created by the government of the United Kingdom in 1953, by providing for additional two-year scholarship experiences for eminent young American students. In this regard the Fund aims to:

- Augment rather than replace the ongoing British government funding of the Scholarships;
- Signal to the UK sponsors and administrators of the scholarship the significant, ongoing and fundamental support for this program among its American scholarship recipients (its alumni) in such a way that ongoing UK ministerial, financial, and administrative support is enhanced and solidified;
- Build and secure the long-term viability and prestige of the Scholarship.

The Marshall Scholarship endowment fund will make a contribution to the Marshall Aid Commemoration Commission (the MACC) each year to pay for the largest whole number of scholarships permitted by the spending rule adopted by the Oversight Committee, which will manage the fund.”

The support offered by this fund is not intended to favor a particular region, degree, institution (US or UK), or group. It is intended simply to add to the total number of awards, nationally, that can be offered on an annual basis.

History and Context

As time has gone by, the contemporary stimuli behind the program’s establishment have dimmed a bit and those who were there at the beginning are now gone. The memory of World War II has faded with time, and today’s generation of political leaders were all born well after that conflict. As beneficiaries of the scholarship program, the alumni are enormously grateful for the experience they were provided, but we also know that the current generation of political leaders has a very different set of priorities and issues to deal with, such as massive public debt, anemic economies, high unemployment, and other fiscal and financial challenges.

In the face of the world financial crisis that began in 2007, together with all other British govern-

ment sponsored scholarships, funding was somewhat reduced for the Marshall program a few years ago. But for the UK financial year 2012/13, one third of that reduction was abolished as the government increased funding for the Marshall program by £100,000. And it has maintained that increased level of funding for 2013/14.

Based on my more than 18 years of regular interaction with the officials of the MACC and the diplomats of the FCO, it is my belief that the British government will not and has not ignored the original impulse behind the program, which was to serve as a gesture of gratitude to the American people for the European Recovery Program, commonly known as the Marshall Plan and named in General George C. Marshall’s honor (as reported in the House of Commons questions in the summer of 1952, in connection with the establishment of the regulations for the scholarship program), but Britain’s leaders today must look forward to how the program can be sustained for future generations. These leaders will always recognize and acknowledge the past, I believe, but their focus today must be on the future and the austere economic environment they find themselves facing. That is simply the reality of government service today, on either side of the Atlantic.

The Scholarship Today

The threshold number of scholarships set by the MACC is thirty, and this number is calculated to support fully national outreach in the US based on the current regional selection map of the country, and is a number which will maintain the status and prestige of the scholarship. To accomplish this over another sixty years, in my judgment, will require at least three sources of program funds:

- Core funding from the British government (this will constitute the major fraction and large majority of annual support)
- Partnership arrangements initiated by the MACC with selected institutions (which share and reduce educational costs by waiving fees), which today provide about 24% of all funding;
- Funds from an alumni-led and US-based endowment that will support a small fraction of the total awards granted annually (if successful, at least two scholarships);

We at the AMS believe that multiple pillars of funding, with strong US ties to the alumni as program partners, will secure future generations of ministerial and parliamentary support for the program, and enable the program to endure.

The scholarship has evolved over the last 59 years and no doubt will continue to evolve. It is already a bit different today than it was in the beginning. Today it is a post-graduate opportunity as opposed to an academic path to a second Bachelor's degree. Many scholars now take a two-year research degree, or two Masters' degrees at two different institutions. There is also a one-year option. Long ago the habit of taking scholars to Britain by sea was dropped in favor of the airlines, making the networking and interaction of classes a bit more challenging. That challenge has been addressed on both sides of the Atlantic with a formal send-off program in Washington, DC, that lasts for three full days, with another three days of orientation in London, and by the addition of major social, political, and cultural visits by the scholarship classes to the devolved capitols of the UK on a rotating basis. The Association of Marshall Scholars also contributes to the social connections and networking activities that the classes enjoy by sponsoring an annual Thanksgiving Dinner event (attended by almost 100 persons every November), a play-going event to the new Globe Theater followed by a pub dinner, and group trips to the Scottish Highlands during the summer, to The Burn facility operated by Goodenough College, to name only the most prominent.

Today, selection for the scholarship still rests on a solid foundation of academic excellence but with equal weighting now given to leadership potential – in any field of endeavor – and ambassadorial skills. Fully two-thirds of the selection criteria weighting is based on these latter attributes. This is a noteworthy evolution in the scope of the scholarship's reach and potential impact. The goal today is to find people who will make a difference in any number of fields, not just in academia, so that the scholarship experience touches the widest possible audience and the largest number of people as a force for good in the world.

Conclusion

And that is where we alumni can make a difference, by helping to secure the future of this program as partners in educational excellence, as partners in broad-based intellectual leadership development, in strengthening the enduring bond between our two nations, and in enhancing the US/UK alliance which is arguably the most successful—and strongest—in world history. When Hoffman's gift was announced at the December AMS Board meeting, gifts to the campaign began to flow immediately. Given the limited numbers of Marshall alumni, Bill Coquillette and I will be reaching out to those Marshall alumni who have the capacity to make larger gifts with a special request to make a generous contribution to this endowment fund. We hope many of you will join us in this effort as we attempt to raise what is a small endowment aimed at a very great purpose. We thank Reid Hoffman for giving us the tools, and the incentive, to reach this worthy goal.

Sincerely,

Bob Gray

President, Association of Marshall Scholars

How to play your part:

Contributions to the fund can be made via check payable to "Association of Marshall Scholars":

Association of Marshall Scholars
1120 Chester Avenue, #470
Cleveland, Ohio 44144

or online at marshallscholars.org/dues.html

Please mark your contribution with 'For the Scholarship Endowment Fund' to distinguish your donation from the annual AMS dues contributions. Per the program in this announcement every dollar you donate will result in \$1.25 donated to the AMS. Multiyear pledges will be accepted and counted for the purposes of the match calculation.

The AMS is a 501c3 nonprofit. Donations to the organization are tax deductible.

The Starbucks Initiative

A Look at the History of the AMS

Aroop Mukharji (LSE and Kings '10) explores the history of the AMS and the recent regeneration effort that has led up to the present fundraising effort.



As a former mathematics and political science undergraduate major, I was long under the impression that the initials, AMS, referred solely to the American Mathematical Society. My confusion was palpable when that trio of letters came up at my Marshall orientation in the fall of 2010. “We’re here to support you,” someone from the AMS cheerfully explained to me at a luncheon on Capitol Hill. “When you finish your time in the UK, you’ll automatically be a part of our family. If there’s anything you need in the meantime, don’t hesitate to reach out. We’re here for you.”

It was not clear to me why mathematicians had suddenly hijacked my scholarship from the British government. Soon into the speech, however, it dawned on me that the gentleman at the podium had absolutely nothing to do with mathematics. AMS, it turned out, also stands for the Association of Marshall Scholars, an organization for all Marshall alumni. Celebrating that revelation, I refocused my attention on my delicious mashed potatoes.

Over the next two years of my scholarship, the AMS had a continuing and expanding role in my life, as it generously supported and organized a wide range of events for current scholars, including the annual Thanksgiving dinner and trips to the Globe Theater and the Scottish Highlands. At the same time, the AMS also furthered a sense of a Marshall community through annual meetings and regional events, and it liaised with the British

government as strong proponents of the Marshall Scholarship scheme. While the AMS existed as early as 1971, its structure and range of activities have evolved greatly over the decades. At its core, however, it has remained an organization led by committed volunteers with an abiding appreciation of their time abroad.

A copy of the 1976 newsletter reveals that the AMS was originally called AMSA, or, the Association of Marshall Scholars and Alumni. A Secretary-General and an Executive Committee stewarded



The spring 1976 front page of “Marshall News”, an ancestor to the current Marshall Alumni Newsletter

the organization, which in 1978 had a respectable \$636.70 to its name.

By vote of Class Secretaries, the late Lloyd Berry (Cambridge '58) was the AMSA's first Secretary-General (1971-1975), followed by Patrick Henry (Oxford '60) from 1975-1980. The Association's activities during those early years included distributing a printed newsletter with news and class notes and maintaining an informal bank of names and addresses.

The Association experienced its first renaissance in the late 1980s. At that time, the British government became interested in the legacy of the scheme: who were the most illustrious alumni, who was no longer active in the community, and what was the long-term impact on the UK-US relationship? The late Barbara Eachus, who worked in the Boston Consul-General's office, organized a group of scholars including Kathleen Sullivan (Oxford '76), Marty Kaplan (Cambridge '71), Tom Dougherty (Oxford '70), Paul Brontas (Oxford '54), Rein Uritam (Oxford '61), and others to piece together a formal database of scholars to demonstrate the scheme's success. Countless hours of effort culminated in a re-chartering of the AMS in Massachusetts, the first directory of scholars, and a massive 2-day event in Washington, DC in 1989 to celebrate the 35th anniversary of the scholarship. HRH Prince Charles became the AMS' honorary patron, and the anniversary celebration also featured toasts to the President of the United States and Her Majesty the

Queen by then-judge Stephen Breyer (Oxford '59) as well as allegedly copious amounts of white chocolate mousse cake.

Following the 1989 gathering, Sullivan, a young Harvard law professor at the time, became the first President of the re-organized AMS, and was shortly followed by Frank Trumbower (LSE '59) by vote of the Board of Directors. Thereafter, in 1991, Uritam was voted President and served ten years, until 2001.

Tom Dougherty served as Secretary and then Treasurer. During this period, the AMS primarily aimed to publicize and highlight the accomplishments of Marshall Scholars, organize them at the regional level, and circulate a printed, bound directory once every two years in addition to periodic, individual updates.

The next significant phase of the AMS began with Sir Christopher Meyer's ambassadorship to the United States from 1997-2003. Ambassador Meyer had close connections with Marshall Scholars and strongly encouraged them make gains on the momentum established in 1989. So, in 2001, at the invitation of Ambassador Meyer, Bob Kyle (Oxford '77), a former member of the Clinton administration, assumed the presidency of the AMS and oversaw its transition from print to electronic communication. Under Kyle's watch, the AMS launched its first website and e-newsletter, first edited by Kannon Shanmugam (Oxford '93). Working with



Bob Gray
President

Board Member Profile

In Bob Gray's day, only 24 Marshall Scholars populated a class. He came from the then-Pacific region and matriculated into the University of Edinburgh to read the final two years for an M.A. in English language and literature. His Marshall tenure was the first time in his academic career he didn't have to work summers or semesters to stay afloat, for which he feels enormous gratitude toward the Marshall program.

Like many recent Marshall returnees, Gray debated a range of options upon his stateside arrival. "My path was circuitous," he reflected. "One of the most profound impacts the scholarship had on me was what it did for the rest of my career, which is still not over! It opened doors, and created a level of interest and opportunity that I would have otherwise not had," he said. Gray elected to defer his acceptance to a Ph.D. program, and entered the agribusiness sector. He has been deferring that Ph.D. program since.



A recent AMS alumni gathering held at the Yale Art Gallery

the British Council and Ambassador Meyer, Kyle also developed programs for departing scholars, including a joint reception with Rhodes, Gates, and other UK fellowship winners, overcoming the sometimes-tribal tensions between the different schemes.

During these years, the current iteration of the AMS began to take shape. Ted Leinbaugh (Oxford '75), in particular, played a pivotal role in the development of the AMS as it stands today. Leinbaugh, a professor of English literature at UNC-Chapel Hill, was chair of the Atlanta selection committee in the early 2000s. He worked closely with Meyer, Kyle, and the British Council on the programming for departing scholars by organizing luncheons at Capitol Hill with Rep. John Spratt (D-SC) (Oxford '64), meetings at the State department with then-Under Secretary Bill Burns (Oxford '78) and Deputy Secretary Richard Armitage, as well as keynote speeches from Peter Orszag (LSE '91), Tom Friedman (Ox-

ford '75), Anne Applebaum (LSE '86), Bruce Babbitt (Newcastle '60), Daniel Yergin (Cambridge '68) and Justice Breyer, to name a few. Seeking to further institutionalize the AMS as a self-sustaining initiative, Leinbaugh took the helm of the AMS presidency in 2005. "It was a labor of love," Leinbaugh remarked to me, as he spent upwards of 20 hours/week for over a year on AMS programming, event planning, and fundraising. Highlights included events at Yale Law School, Goldman Sachs, Cambridge University, and the New York Times.

In his capacity as Chair of the Atlanta selection committee, Leinbaugh also served on the Ambassador's Advisory Committee, which met at the end of every calendar year as part of the Marshall Scholar selection process. During a 2006 meeting, Leinbaugh grabbed coffee with Bob Gray (Edinburgh '71), then chair of the San Francisco selection committee, on M Street in Washington, DC, and hatched what

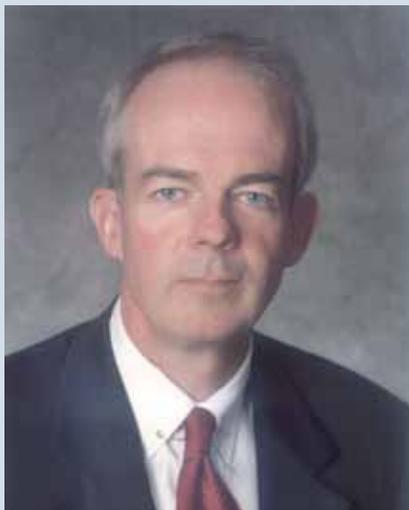
they now call, “The Starbucks Initiative.” There, the two made a pact to join forces, re-write the AMS by-laws, and re-invigorate the Association with an expanded mandate of activity. Leinbaugh would help direct and organize activities, and Gray would help re-structure the organization. Gray recalled, “One thing I’ve always felt that Americans were good at was building institutions. What we had was the leader, but we didn’t have the institution.” The two received support and assistance from British officials, including Sir David Manning, the British Ambassador, Dominic Martin, the head of Political and Press Department at the Embassy, and Caroline Cracraft, Vice Consul (Politics, Press & Public Affairs) at the Consul-General’s office in Chicago, all three of whom played major, reinforcing roles in the Embassy’s relationship with the Marshalls.

Gray and Leinbaugh soon recruited the talents of Bill Coquillette (Oxford ’71), one of Gray’s classmates who had begun work for the Chicago selection committee and was eager to get involved. Gray and Coquillette had experience with non-profits, and Coquillette provided the real legal expertise. “It was remarkable that Bill agreed to get involved,” Gray noted. “While we had communicated seasonally for many years, we had not seen each other in over 33 years, since we had left the UK.” The AMS brought them back together. The next six months were spent creating new by-laws and reorganizing the Board of Directors to reflect generational diversity as well as regional diversity. Regional Board membership cor-



Ted Leinbaugh (foreground) and Sir David Manning

relates with the 8 British consulates (and selection areas) in the US, with 1 seat reserved for a member of each decade. There are 8 additional at-large seats, and an Executive Committee of officers who oversees communications, programming, finances, and other aspects of the Board’s work. To fill those spots and discuss the by-laws, Leinbaugh hosted an annual meeting for Marshalls at UNC in May 2007 at the Padgett Station Coffee Shop in Chapel Hill, North Carolina. Fifteen Marshalls were in physical attendance, including Gray, Coquillette, Andrew Klaber



Bill Coquillette
Treasurer

Board Member Profile

Bill Coquillette’s Marshall experience would be impossible to replicate today. After graduating from Yale, Coquillette pursued a BA in Jurisprudence at Oxford, a degree no longer available to Scholars. Soon afterward, he matriculated into Harvard Law School, clerked for a year in Boston, and then moved to Ohio to join what is now the world’s third largest law firm, Jones Day.

“It was a very interesting time to be at Jones Day, because the law firm evolved from a regional, Cleveland-based firm, to a global one,” Coquillette said. His practice is now centered on middle-market, private equity transactions. Coquillette has equally enjoyed a depth of civic engagement in the Cleveland area. Most notably, he helped found and has served twice as board chair of the Cleveland Foodbank which has grown so that it now distributes over 32 million pounds of food each year.

(Oxford '04) and Ben Spencer (LSE '96), with 100 additional alumni in proxy attendance.

With a newly reconstituted Board and a firmer financial footing for the AMS, Leinbaugh held an organizational meeting in July 2007 at the New York offices of Jones Day, following a discussion event at Goldman Sachs the night before. The group elected Coquillette the next President and Harrell Smith (Oxford '60) Chairman of the Board. As Chairman, Smith assembled a star-studded 15-member Advisory Board, which he began chairing in 2009. The Advisory Board's work includes a range of public diplomacy activities to keep the FCO engaged with the scheme, including, for example, an exchange of letters with Foreign Secretary William Hague. Coquillette arranged for a part-time staff member, Joan McCarthy, to help with database maintenance and other administrative duties, and presided over the AMS until 2011 when Gray was elected President.

Like Leinbaugh before them, Coquillette and Gray both prioritized regional programming for Marshall Scholars, fundraising, and the AMS' relationship with the Embassy, MACC, and FCO. They additionally championed the launch of a glossier AMS Newsletter; many of the originators of the Newsletter remain on the masthead today, including Klaber, Bryan Leach (Oxford '00), managing editor Nick Hartman (Cambridge '03) and the original managing editor Ushma Neill (Imperial '99). The website was also revitalized in a parallel effort

to reach out to current scholars more than ever before by supporting events in the UK and being their conduit to the broader Marshall community. Of particular note, the Board has begun steps to create the AMS's first endowment in order to sustain its activities and support current scholars for years to come (see the accompanying article on page 3). In celebration of the scholarship's 60th anniversary in 2014, the Board additionally plans to distribute a bound, printed directory of Marshall Scholars for the first time in over a decade.

Current president Gray, if re-elected this June, will serve another term until 2015. He notes that while he has greatly enjoyed his service over the past several decades to the Marshall Scholarship, he greets the change in generational leadership with encouragement. "It is healthy for institutions," he says, "for leaders to pass the baton to a willing and energized cohort of volunteers." The AMS Board remains today, as it started over forty years ago, a volunteer-led organization. The connections, reconnections, programs and no less, the idea of a community itself, have been the fruits of a few visionaries and a dedicated corps of individuals. Over the decades, what began as an award of achievement has evolved into an association of experience and appreciation, enriching the meaning of what it means to be a Marshall Scholar in the first place. We owe that thanks to the British government and the Association of Marshall Scholars.



Lauren Baer
Director of Programs

Board Member Profile

During her Marshall tenure, Lauren Baer read Development Studies at Oxford and hoped to combine this interest in foreign affairs with her legal training from Yale. In a funny twist of fate, after a stint in private practice, Baer landed a spot in the precise office of government where the Marshall Plan was hatched over sixty years ago: the Policy Planning Staff of the State Department, which operates as the Secretary of State's internal think tank. There, she has primarily worked on the development and articulation of foreign policy related to democracy, human rights, and civil society.

Baer's involvement with the AMS coincided with the AMS' expansion efforts in 2006. She volunteered to become a regional event coordinator, a year after which she was invited to join the board and then the Executive Committee. As Director of Programs, Baer oversees event planning on a national basis.

Isobel Coleman



**Making
Foreign Policy
Less Foreign**

By Andrew Klaber
(Oxford '04)

Isobel Coleman (Oxford '87), is a Senior Fellow at the Council on Foreign Relations where she directs the Civil Society, Markets, and Democracy Initiative and the Women and Foreign Policy Program. From her early studies on international trade policy to her more recent writings about women in development and the political economy of the Middle East, Coleman has been a strong voice in foreign policy.

It was the fall of 1986, Coleman's senior year at Princeton; she heard about the Marshall scholarship and assembled the required materials to apply for her University's endorsement. She met with the dean who ran the University's internal Marshall scholarship process. He looked at the criteria required to apply for the Marshall and then scanned Coleman's application for her GPA.

"You don't make the cut," he said.

Coleman, who missed the 3.7 GPA cut-off by 2 hundredths of a point, talked fast on her feet and asserted that, if he did not count the Japanese classes on her transcript (Coleman had never managed above a B+ in Japanese), she would be safely above the required GPA threshold.

"You're right. We'll let you slide on this one," her interlocutor replied.

Coleman knew she wanted to go to Oxford; she applied from the New York region and, upon winning the scholarship, submitted an application to New College because a friend had spoken highly of its charm. She landed at Heathrow with her Marshall classmates in the fall of 1987. In some respects this arrival was a homecoming of sorts: she grew up in England as a child and had grandparents and cousins in Britain.

Nevertheless, while some aspects of British life were wonderfully familiar, others customs were less so. For example, upon arriving at New College, Oxford, Coleman assumed she could get a phone in her room. She called British Telecom and was told it would cost £400 and take 3 months for installation. She decided to spring for the phone anyway and, 3 months later, the day before the phone was to arrive, someone mentioned to Coleman that she needed to get permission from the domestic bursar to have the phone installed in her room. Being an ever-dutiful New College resident, Coleman met with the domestic bursar who said, "No, you cannot have a phone in your room. Oxford students have traditionally not had phones in their rooms."

Although Coleman was tempted to point out that Oxford students had traditionally not had electricity in their rooms either, she politely refrained and instead got the American physicist from California who lived next door to install an extra phone jack. As Shakespeare said, all's well that ends well — she got access to a phone and saved 400 GBP to boot.

During her Marshall years Coleman studied International Relations, ultimately writing her dissertation on US-Japanese trade friction in the area of high technology, specifically focusing on three sub-sectors of the economy: construction engineering services, satellites, and super-computers. The big debate at this time—the late 1980s—was over industrial policy. The Japanese seemed to be winning against America on the trade front because the Land of the Rising Sun adopted a "magical industrial policy" whereby the government effectively picked economic winners and losers.

Coleman was skeptical that a government-based approach to picking economic winners and losers would work over the longer term. Consequently, her dissertation argued in favor of a more free market-oriented approach. Soon thereafter the Japanese economy peaked and, when the tide went out, Japan's industrial policies did not seem so daunting after all.

She points out that China today has, in many respects, followed a path similar to Japan's own industrial policy; China's manufacturing prowess, low unit-labor costs, and significant government subsidies currently strike fear in many industrialized countries. Nevertheless, Coleman notes, the historical Japanese example is a reminder to keep China's current industrial policy in perspective. What Japan did with satellites and super-computers in the 1980s is similar to what China is doing with the solar panel industry today. Just as she argued then that America should take advantage of cheap Japanese satellites and super-computers to make the US economy more dynamic by leveraging these technologies for other high-value industries, today Coleman

similarly feels that Chinese solar industry subsidies create an opportunity for the United States to adopt clean energy more quickly and at less cost. Although Chinese government subsidies have an adverse effect on the American businesses that must compete with Chinese manufacturers, she feels a trade war is a lose-lose proposition for both sides. Pressuring China to revalue its currency, as recent administrations have done, is one constructive approach, but trying to match China's industrial policies is not likely to bear fruit. The collapse in solar panel pricing demonstrates again the challenges of picking winner and losers.

Stepping away from the classroom, Coleman's recollection of her Marshall experience is filled with fond memories, from the remarkable friends who have gone on to lead fascinating lives, to the husband she met in the UK, to her travels through the Middle East, Asia,

member of the Council on Foreign Relations. After Coleman sold NursingHands in 2002, CFR President Leslie Gelb encouraged her to become a fellow at CFR.

At CFR, Coleman writes widely on democratization, civil society, economic development, gender issues, and the global challenges of educational reform. In 2010 Random House published her book, *Paradise Beneath Her Feet: How Women are Transforming the Middle East*. This spring CFR is publishing a book that Coleman has edited called *Realizing Democracy*, that discusses the challenges of democratic transitions, with lessons from such countries as Poland, Indonesia, Brazil and Mexico.

She is also finishing up another book on the Middle East – this one examining the challenges of educating the region's youth bulge. As she describes it, one of the most critical issues the region faces is how to deliver quality education to its large youth population. According to

“I was forced to formulate my own opinions and articulate them in a forceful way and this stretched me in uniquely wonderful directions”

southern Africa, and all over Europe (she was there when the Berlin Wall fell). Coleman also feels deep appreciation for the strong relationships she developed with her Oxford dons, as it was at Oxford that she “really learned to think... I was forced to formulate my own opinions and articulate them in a forceful way and this stretched me in uniquely wonderful directions.”

During her second-year on the Marshall, Coleman got a job offer from McKinsey & Company but decided to stay on for an extra year at Oxford to complete her DPhil. She let McKinsey know she would not be accepting the job offer but the recruiter said Coleman should come work for the firm when she finished her DPhil. One year quickly turned into two-and-a-half years (including a doctoral fellowship at the Brookings Institution in Washington) but, the firm kept its offer open. Coleman finally joined McKinsey's New York office in 1992 and stayed for 8 years, becoming a partner in the financial institutions group. Subsequently she became the CEO of the healthcare services company NursingHands in 2000, which she successfully sold to strategic investor Jobson Publishing in 2002.

Throughout her years in the private sector, Coleman remained active in the public policy world, and an active

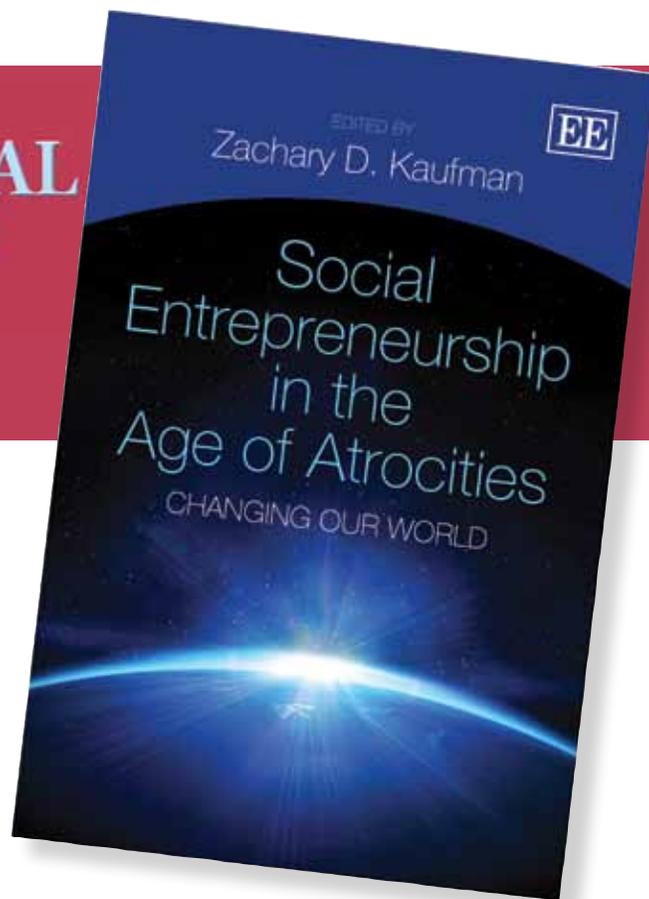
Coleman, although the Middle East has made progress in increasing access to education, quality has sorely lagged. Today, too few have the skills necessary to compete in the global economy, although most have high expectations. The result is that youth unemployment is highest among those with a college education. In her new book, Coleman examines private sector and public-private partnerships that are trying to close the skills gap. Coleman notes that while technical skills are a big issue, the lack of soft skills such as the ability to work collaboratively and be entrepreneurial, is just as important.

Reflecting on how her time as a Marshall has shaped her later work Coleman said, “All of us who were lucky enough to be Marshall Scholars, we all had remarkable experiences in our own way. I remain very grateful to the Marshall Commission. Oxford was a critical experience for me, and has enabled me to succeed in the different paths I have taken.” Indeed, the Marshall community and the greater world—whether struggling financial institutions that need consulting expertise or the most vulnerable populations in the Middle East—are better off because of Isobel Coleman's thought leadership and judgment.



MARSHALLING SOCIAL ENTREPRENEURSHIP

BY YONG SUH (OXFORD '02)



“The Marshall Plan—from which the Marshall Scholarships arose—embodies the ideals of social entrepreneurship,” says my classmate, Zachary D. Kaufman (Oxford '02). In the introduction to his new book, *Social Entrepreneurship in the Age of Atrocities: Changing Our World*, Kaufman provides an overview of social entrepreneurship, documenting the history of and institutions involved in the field. Observing that there is no consensus yet on what the phrase means, Kaufman offers the following definition of social entrepreneurship: “an innovative venture—whether for-profit, not-for-profit, or some combination—which seeks to further a social goal.” Kaufman remarks, “Former U.S. Secretary of State George C. Marshall’s innovative eponymous strategy to further the important social goal of helping to rebuild Europe after World War II reflects the spirit of social entrepreneurship.” One difference, Kaufman notes, is that the Marshall Plan was a government initiative and social entrepreneurship is typically driven by civil society or the private sector.

Kaufman invited other Marshall Scholars to contribute to his new book on social entrepreneurship. The Scholars Kaufman chose were those whose work he knew best, as each was his contemporary at Oxford (where Kaufman was in residence from 2002 to 2005 for his M.Phil. and D.Phil. degrees in international relations)—Ari Alexander (Queens Belfast and Oxford '01), Seth Green (LSE and Oxford '01), Scott Grinsell (Oxford '04), and Andrew Klaber (Oxford '04). Kaufman, Alexander, Grinsell, and Klaber were even in the same residential college, Magdalen, where I also studied. Other contributors to the book include Yale Law School Professor Amy Chua, Ashoka founder/CEO Bill Drayton, and Echoing Green President Cheryl Dorsey.

Social Entrepreneurship in the Age of Atrocities features case studies profiling some of the most innovative and impactful social enterprises. These ventures include Children of Abraham (CoA), which Alexander co-founded and of which he was co-Executive Director from 2004 to 2008; Americans for Informed Democracy (AID), which Green founded, led as chief executive

from 2002 to 2007, and whose Board of Directors he currently chairs; Orphans Against AIDS (OAA), which Klaber founded and leads as president and in which Grinsell is a partner and Uganda project director; and the Kigali Public Library (KPL), which Kaufman was instrumental in building. Kaufman notes, “While these organizations focus in part on genocide and other atrocities, their experiences yield lessons for those seeking to tackle a broad range of social, economic, legal, and political problems, such as healthcare, development, education, and literacy.”

MARSHALL SOCIAL ENTERPRISES

Between 2004 and 2008, CoA facilitated dialogue and connected Muslim and Jewish young people from all over the world using a range of emerging online technologies. 245 alumni from 47 countries graduated from CoA’s Global Discovery Program. The program featured guided thematic exploration of each other’s communities using Wiki, photography, and discussion boards aimed at building mutual respect through understanding. As a result of their experiences, many graduates of the program were inspired to write newspaper articles, conduct radio interviews, form local interfaith groups, stage photography exhibitions, and recruit peers for future programs in the United States, Indonesia, the United Kingdom, Iran, and Egypt.

AID is a network of young people in the United States concerned about their individual and collective roles

in the world. AID members believe that the US should act responsibly and collaboratively to solve the world's greatest challenges. AID members also believe that they, as young people, have the power to build a better world. The majority of AID's more than 50,000 members are college or university students. AID's members also include high school students, graduate students, recent graduates, foreign students, professors, and university staff. AID encourages students to understand and take action on issues in ways that speak to them.

OAA provides children orphaned or made vulnerable by HIV/AIDS with academic scholarships, nutrition, and healthcare. Founded in 2002, OAA, an all-volunteer organization, currently supports the primary and secondary school education of 600 youths affected by the epidemic in Kenya, South Africa, and Uganda.

The KPL is Rwanda's first-ever public library. In 2001, Kaufman founded the American Friends of the Kigali Public Library, a non-profit organization based in Washington DC, that partnered with the Rotary Club of Kigali-Virunga, of which Kaufman is an honorary member, to fundraise and collect books, to raise public awareness, and to build the KPL.

MARSHALL PUBLIC SERVICE PROJECTS

During our first year in the UK, the class of 2002 Marshall Scholars decided to initiate a class project focused

on public service, which was the first of several class projects that have come to be known as "Marshall Scholars' Public Service Projects," or MSPSPs. After considering a number of candidate causes, we made our selection through a class vote. Kaufman recalls that the main reasons that our class chose the KPL as our MSPSP were that "we liked the fact that one of us was already deeply involved in the project, and the project itself was focused on post-conflict reconstruction, just like the Marshall Plan, and so we felt it reflected the ideals of the Scholarship that we had received." We called ourselves "Marshall Scholars for the Kigali Public Library," or MSKPL, and were led by Kaufman, Lauren Baer, and Ben Heinicke. MSKPL members traveled to Rwanda in July 2004 to aid construction of the KPL and also to learn more about the 1994 genocide and developments since. During that trip, MSKPL members delivered a check for the \$15,000 they had raised, worked on the physical construction of the KPL, met with Rwandan government officials and NGO representatives, and traveled around the country and visited genocide memorial sites. In addition, as a project for the US Embassy in Kigali, MSKPL members visited several primary and secondary schools (where they were treated to singing and dancing), delivered school supplies they had collected, and promoted literacy and education, especially concerning women in the sciences. After 11 years, in 2012 Kaufman and his colleagues inaugurated and opened the stunning, three-



MAIN ENTRANCE TO THE KIGALI PUBLIC LIBRARY



PANEL ON SOCIAL ENTREPRENEURSHIP AT THE 2012 ASSOCIATION OF MARSHALL SCHOLARS ANNUAL MEETING AT STANFORD UNIVERSITY.

FROM LEFT: SHALINI NATARAJ, ANDREW KLABER, ZACHARY KAUFMAN, BYRON AUGUSTE, JULIA RAFAL-BAER AND STEPHEN DEBERRY.

story, multi-million dollar KPL, with tens of thousands of books and electronic resources.

After the 2002 class initiated an MSPSP, other classes followed suit. In 2010, the Association of Marshall Scholars asked Kaufman to compile a handbook about MSPSPs. That publication—which includes contributions from Kaufman, then-AMS President Bill Coquillette (Oxford '71), Wayne Lau (Cambridge '79), Assistant Secretary and Head of Scholarship Administration for the Marshall Aid Commemoration Commission Mary Denyer, Sameer Ahmed (SOAS and Oxford '04), Dan Weeks (Oxford '06), Betsy Scherzer (Cambridge and Oxford '07), Ben Carmichael (Oxford '08), and Alice Sverdlik (LSE and UCL '08)—is available on the AMS's website, under "About AMS" → "Programs & Initiatives." The AMS has also invited Kaufman to speak about MSPSPs at the Marshall Scholars' annual orientation program in Washington, DC.

The AMS has promoted social entrepreneurship in other ways. The 2012 annual meeting of the AMS, held at Stanford University, included a panel on social entrepreneurship. In addition to Kaufman and Klaber, the panel—moderated by Shalini Nataraj (Global Fund for Women)—featured Stephen DeBerry (Oxford '96) of Bronze Investments, Byron Auguste (Oxford '89) of McKinsey & Co., and Julia Rafal-Baer (Cambridge '06) of the New York State Education Department.

OTHERS IN OUR MIDST

Kaufman emphasizes that there are many other social entrepreneurs in the Marshall Scholarship community, as well, including Zak Kaufman (LSHTM '10) (no relation), Nancy Lublin (Oxford '93), and Andrew Mangino (Oxford '11). Lublin, who was profiled in the September 2012 issue of this newsletter, is the CEO of DoSomething.org, which engages millions of American teenagers in public service campaigns. In December 2012, *Forbes* recognized both Zak Kaufman and Mangino as among the top "30 Under 30" social entrepreneurs. Zak Kaufman co-founded Vera Solutions, which manages

and organizes critical data to help nonprofits. Mangino co-founded The Future Project, which helps children reshape their schools and discover their passions.

Social Entrepreneurship in the Age of Atrocities is Zachary D. Kaufman's second book. As with his first book, *After Genocide: Transitional Justice, Post-Conflict Reconstruction, and Reconciliation in Rwanda and Beyond*, Kaufman is donating all of the book's royalties to charity, including social enterprises. He and the other contributors to *Social Entrepreneurship in the Age of Atrocities* are currently on a book tour, with stops at universities in the United States and abroad, as well as at think tanks and other institutions. If you wish to support Kaufman, Alexander, Green, Grinsell, and Klaber visit <http://www.socialentrepreneurship-book.com> to learn more about the book and the book tour.

In January, Kaufman left the international law firm O'Melveny & Myers LLP, through which he served as *pro bono* counsel to Ashoka, to pursue a full-time career in academia. After teaching part-time over the past two years as an Adjunct Professor at George Washington University's Elliott School of International Affairs, Kaufman is currently a Fellow at Yale Law School, Yale School of Management's Program on Social Enterprise, and Yale University's Genocide Studies Program and a periodic Visiting Faculty Member at New York University. In addition, Kaufman continues to work on the KPL and other social enterprises, including serving on the Advisory Board of Indego Africa, which connects African women artisans with global markets and education.

During a period of significant economic dislocation, Secretary Marshall introduced the Marshall Plan as policy "directed not against any country or doctrine but against hunger, poverty, desperation, and chaos." Marshall's legacy lives on in the work of Kaufman and other Marshall Scholars who are wielding the tools of social entrepreneurship to propel us, to borrow Marshall's words, "toward a constantly higher level of civilization."



1976

Carol Lee

cldjs55@gmail.com

Carol Lee is now Senior Counsel at Taconic Capital Advisors, a hedge fund manager in New York City with approximately \$7 billion under management. Previously she was General Counsel for nearly six years. Last year, she was elected as a member of the Council of the American Law Institute, the governing body of a 90-year-old organization of lawyers, judges, and law professors that is dedicated to the improvement and clarification of the law. Her husband David J. Seipp (Merton College Oxford 1977-79, St. John's College Cambridge 1979-80) is a professor at Boston University School of Law. His principal scholarly interest is medieval English legal history. Carol and David each gave a lecture in June at the Peking University School of Transnational Law in Shenzhen, Guangdong province; the school provides an American-style legal education to Chinese students in the English language.



SETH AND SUZETTE MASTERS

1981

Suzette Brooks Masters

sbrooksmasters@gmail.com

Suzette Brooks Masters writes, Your class secretary has an entry to submit this quarter! My husband **Seth Masters** (also an '81 Marshall) and I are still living in New York City and have recently joined the ranks of the empty-nesters. Seth works at Alliance Bernstein in a senior asset management role and I oversee the immigration grants program at the JM Kaplan Fund, a family foundation. Our daughters Nina (21) and Julia (19) are at Princeton and the University of Pennsylvania, respectively, and making their parents proud. We would love to hear from our Marshall classmates when they are in the area.

1985

Song Tan

sxt30@psu.edu

Richard Heck received a B.Phil. from Oxford in 1987 and a Ph.D. from MIT in 1991, both in philosophy. He taught at Harvard from 1991 until 2005, when he moved to Brown University, where he is Romeo Elton Professor of Natural Theology. His work focuses on the philosophy of language, logic, mathematics, and mind, and he is an expert on the philosophy of Gottlob Frege. He recently published two books: *Frege's Theorem* (2011) and *Reading Frege's Grundgesetze* (2012). Richard maintains close connections with Oxford, where he gave the 2006 Gareth Evans Memorial Lecture. He lives in Canton, Massachusetts, with his wife Nancy Weil and daughter Isobel (who is a freshman at Brown), and their five cats.



RICHARD HECK



CAROL LEE AND DAVID J. SEIPP



BENJAMIN SPENCER

1993

Loren Siebert

loren@siebert.org

Michelle Mello is working as a professor of law and public health at the Harvard School of Public Health, trying to keep up with sons Evan (4) and Austin (2). She recently returned from 10 kid-free days on safari in Rwanda and South Africa, a 40th birthday present from her husband, Rakesh.

Eileen Hunt Botting had a few reunions with Cambridge Marshall alumni in 2012, serving as the discussant for Sylvana Tomaselli's lecture on Wollstonecraft at the NYU History of Modern Philosophy conference in November and hosting another friend and Johnian Justine Parrott and her family in South Bend at Easter. She is looking forward to the 20th reunion of the 1993 class.

1996

Aroop Mukharji

aroopm@gmail.com

Benjamin Spencer (LSE '96) was recently appointed Associate Dean for Research and Director of the Frances Lewis Law Center at the Washington & Lee University School of Law. Ben also recently had his seventh child, Adam Ben-

jamin Spencer, Jr. Ben lives outside of Charlottesville, Virginia with his wife, Marlette, and their other children Isabella, Mya, James, Mary Alice, Emma, and Alyssa.

1999

Tad Heuer

tadheuer@gmail.com

Dan Benjamin was recently granted tenure by the Cornell University Economics Department. His recent research includes analyzing typical errors people make in drawing conclusions from data, searching for genes related to human behavior, and exploring how survey data on people's happiness might be used to guide policy-making. Although happily living in Ithaca with his girlfriend, Dan's main hobby is traveling to warm places, preferably with beaches.

Liz Evenson is coming up on five years living in Brussels, where she is a senior counsel at Human Rights Watch monitoring developments in international criminal justice. In August 2012, she took a leave of absence to spend five weeks in Libya working on transitional justice issues, and left with a real appreciation for sunshine, dates, Roman ruins, and the hopes and struggles of a newly free country. She would love to catch up—over a beer, of course—with any Marshall classmates passing through Belgium!

Evan Young is practicing law in Austin, Texas at Baker Botts LLP, focusing on trial and appellate litigation. He writes that in the previ-



DAN BENJAMIN

ous Term of the U.S. Supreme Court, he was fortunate enough to be appointed by the Justices to brief and argue *Setser v. United States*, a case about federal sentencing law. Evan's advocacy won the case, in a 6-3 decision authored by Justice Scalia (with **Stephen Breyer**, Marshall class of 1959, authoring the dissent).

Jillian Cutler and her husband, Chip Turner, welcomed Max Turner Cutler and Nora Turner

Cutler on March 16, 2012. They join big brother Luke (age 3). When not experiencing adventures in extreme parenting, Jillian practices plaintiff-side employment law in Seattle, and Chip teaches political science at the University of Washington.

2003

Michael Aktipis

aktipis@gmail.com

2012 was a big year for the Class of 2003 with a number of new additions to Marshall families. **Collin O'Mara** and **Lindsay Crawford** welcomed a daughter, Riley Elizabeth O'Mara, in January. October was a particularly



THE CUTLER CHILDREN



MICHAEL AND STEPHANIE AKTIPIS WITH SON THEODORE

busy month on the baby front with three new additions: **Tomás Carbonell** and Caitlin Boon welcomed a son, Felipe Johan Carbonell-Boon; Shelley Hasty Woodruff and **Josh Woodruff** welcomed a daughter, Charlotte Mae Woodruff; and Stephanie and **Michael Aktipis** welcomed a son, Theodore William Aktipis.

Seth Johnston completed his D.Phil. in International Relations at Oxford and is now teaching at West Point. He was also recently selected for promotion to Major in the US Army.

Parker VanValkenburgh was married to Silvia Chiang (a pediatrician specializing in infectious diseases) in May 2012 in Cambridge, MA. He also completed his Ph.D. in anthropology from Harvard. In August, they moved to St. Louis where Parker is an Andrew Mellon Postdoctoral Fellow in Modeling Interdisciplinary Inquiry at Washington University. Parker has been excited to find a booming craft brewing scene and one of the country's best (and nicest!) group of archaeologists. He continues to run an archaeological excavation project in Peru every summer, and interested volunteers are heartily encouraged to be in touch at parkervan@gmail.com.

Mark D'Agostino, his wife Lara, and their son Tyler split their time between New York City and Washington, DC, and would love to hear from you and catch up if you're passing through either city markdagostinomd@gmail.com.

2006

Daniel Weeks
dmweeks@gmail.com

Jamie Gianoutsos and husband Jessy are pleased to announce their new baby boy, Samuel

where Jessy has already been working as an assistant professor in the Philosophy Department for several years. Here's to new members of the Marshall family and to partners getting to work in reasonable proximity to one another, not something we Marshalls can take for granted...



SAMUEL THEODORE GIANOUTSIS

Theodore! He was born bright and early on November 5, 2012 weighing in at a healthy 8 lbs 9 oz. As if a baby wasn't good news enough, Jamie also reports that 2012 brought the good fortune of a new appointment as assistant professor of European history at Mount Saint Mary's University in Emmitsburg, Maryland, which (very fortunately) is

On September 9, 2012, our resident public interest lawyer **Heidi Boutros** did what lawyers do and married another lawyer, Alex Gesch. In the land of lawyers (Washington, DC) no less. The couple enjoyed a wonderful celebration with family and friends (including a few of the Oxford lot) and is now happily



HEIDI BOUTROUS AND ALEX GESCH

settled into lawyerly life in the nation's capital. Senior Marshalls beware: Heidi has joined the corruption-fighting unit at the DOJ. During their honeymoon in South Africa, the couple brilliantly succeeded at not getting sat on by an elephant, an improvement on Heidi's last trip to the rainbow nation with classmate **Rachel Denison** during her Oxford days...

2008

Katie Huston

katiehust@gmail.com

Sarah van der Ploeg, ever a glutton for academic punishment, finished her second masters in June – a degree in Opera Performance from Northwestern University. She's now a full-time freelance musician/starving artist, teaching and singing around Chicago and the New York area while auditioning for opera companies and developing



ALYSSA WESCHLER

independent projects. She's hopeful her work will send her back to London soon to visit music colleagues and eat plain chocolate McVitie's. Visitors are always welcome at her place in Chicago.

Alyssa Wechsler still works at the University of Wyoming's Survey & Analysis Center, where she has begun to focus her research interests on sustainable food systems and community-based participatory research. In her newest project, she will be assisting the Food Dignity project, www.fooddignity.org, with research design and evaluation of a pilot study assessing home gardens as health interventions. In her spare

time, Alyssa enjoys the recreational opportunities of the mountain west. She joined the Laramie roller derby team, the Naughty Pines, where she goes by the alias Malice-a Lassie. She also completed a 111 km mountain bike race in July 2012, and (as she writes this note in February 2013) is preparing for a backcountry ski trip in the Canadian Selkirks.

Emma Kaufman and **Eric Gardiner** celebrated their Marshall marriage in Brooklyn last August, where they celebrated with many friends from the UK, including **Ben Carmichael**, **Sarah Horn**, **Viktorya Vilik** and Andrew Zaharia. **Matt Linsley** was underwater in a submarine off of Guam, but was present in spirit. Since August, Eric has finished Naval Special Warfare Training and is now stationed in Virginia Beach, VA, while Emma is in her second semester at Yale Law School.



ERIC GARDINER AND EMMA KAUFMAN

AMS ELECTION OF BOARD MEMBERS AND OFFICERS

The AMS will be electing officers and members of the board of directors at its Annual Meeting in June. If you have interest in becoming involved in the AMS as an officer, board member, or volunteer please contact Benjamin Spencer at spencerb@wlu.edu.

Contact Joan McCarthy with any questions about membership, updating your profile, or paying your dues

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