

Marshall Alumni Newsletter

Winter 2014

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Editor's Letter

Shortly after completing my Marshall tenure in the UK, I was at a flea market in Pennsylvania browsing through a pile of old magazines when I came across a copy of *Time* Magazine from July 29, 1940 featuring then Army Chief of Staff George Marshall on the cover. The framed issue now hangs in the hall outside my bedroom. While I'm greeted by General Marshall nearly every morning, like most Marshall alumni I've never met him and know little about him beyond what's in the history books. Charles Maxwell is a rare exception and in this issue he reflects on a fascinating personal visit with George Marshall at home just a few weeks before he died.

The newsletter team, including our newest addition Nabihha Syed, has compiled a lot of other great content in this issue as the AMS continues to mark the 60th anniversary of the Marshall Scholarships. As always we welcome your content, ideas and feedback 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.

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Profiles Co-editor

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Profiles Co-editor

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On the cover: Vintage poster advertising the Marshall Scholarships
Newsletter design: Lara McCarron

Views represented in this newsletter are those of the authors and do not necessarily represent the views of the AMS or the Marshall Aid Commemoration Commission (MACC).

News from the AMS

By Michael Aktipis ('03 LSE)

2014 MARSHALL SCHOLAR SEND-OFF

On September 15th Marshall alumni and friends gathered at the residence of British Ambassador Sir Peter Westmacott to meet the 2014 class of scholars and continue the 60th anniversary celebrations. White House Legislative Affairs Director Katie Beirne Fallon ('98 Queens Belfast and LSE) was the evening's guest of honor and featured speaker. Retiring US Deputy Secretary of State William Burns ('78 Oxford) was also honored with a George C. Marshall Medal, presented by Ambassador Westmacott.

Following the completion of the DC send-off program, the 2014 class flew to London for the UK welcome ceremony before departing for their respective universities.

AMS BOARD STRATEGIC PLANNING COMMITTEE

The AMS Board's Strategic Planning Committee (SPC) has nearly completed the first phase of its work. Members of the SPC, supported by a pro-bono team from McKinsey, have interviewed 35 stakeholders from key constituencies including alumni from all decades, current and former AMS board members, and representatives of the British government. In January, the SPC will be reaching out to all alumni via an online survey to provide input on the AMS's mission, value proposition, and priorities for the next five years. The AMS Board looks forward to hearing your thoughts on the future of the alumni network. If you would like to get involved with this effort or provide feedback directly to the SPC, please contact the co-chairs directly: Saj Cherian ('97 Oxford) at sajcherian@gmail.com or Annina Burns ('03 Oxford) at annina.burns@gmail.com.

ALUMNI EVENTS IN SAN FRANCISCO AND DC

On November 13th, 20 alumni and the San Francisco regional selection panel gathered at a local pub to celebrate another successful year of Marshall candidate interviews. Brave souls toasted with IRN-BRU, generously shared by a nostalgic St. Andrews alumna. Also in November, several alumni joined a panel discussion hosted by local Rhodes alumni on "Housing and High Tech in the Bay Area: What's going on and how do we

fix it?" The event, held at Bloomberg Beta, focused on the historical and acute factors leading to SF's housing crisis, widening income inequality, and marginalization of lower-income minority communities. Local and regional policy options were discussed, though techies in the audience were urged to be a little less solutionist and more empathetic.

DC area alumni gathered on September 23rd for the third installment in a new series of small group dinners, which featured Shadi Hamid ('06 Oxford) from the Brookings Institution, and Carolyn Barnett ('10 SOAS) from the Center for Strategic and International Studies. They discussed Middle East policy opportunities and challenges through anecdotes from their own experiences as well as through a historical lens. Ten alumni and guests attended the dinner, and the short presentations were followed by lively discussion. The small group dinner series was conceived to highlight the diverse careers of Marshall alumni living in the Washington, DC area, and to spark discussion on a wide range of issues. The organizers welcome feedback on the dinner organization, as well as ideas for future topics. Please contact Kate Weber ('07 Cambridge) (katie.weber3@gmail.com) or Anna Quider ('07 Cambridge) (aquider@gmail.com) with suggestions.

FINANCIAL SUPPORT FOR ALUMNI GATHERINGS OUTSIDE MAJOR METRO AREAS

In an effort to ensure that programming reaches members throughout the country, the AMS will now be offering financial support to alumni-organized gatherings of five or more alumni anywhere outside of the New York, Boston, Washington, DC, or San Francisco regions. If you are interested in organizing such a gathering, please email admin@marshallscholars.org (cc.lauren.baer@gmail.com and jdgoldman@gmail.com), providing a brief description of the planned event and a proposed budget. The AMS can also assist in identifying alumni in your region. Alumni who live in the New York, Boston, Washington, DC, and San Francisco regions should continue to look out for the range of innovative programming.

A close-up portrait of Wallace Kaufman, a middle-aged man with grey hair, a mustache, and round glasses. He is wearing a dark blue suit jacket, a light-colored shirt, and a colorful, patterned bow tie. The background is dark and out of focus.

Janeway's Way

By Wallace Kaufman ('61 Oxford)

Venture Capital for the Innovation Economy

For protestors and even for the White House, Wall Street has become America's cold-hearted, greedy villain. Yet one of Wall Street's most successful venture capitalists, Bill Janeway, is both a champion of financial ethics and a firm believer that government is an indispensable partner in investing. Few people demonstrate the folly of the Wall Street stereotype better than Janeway. As a partner in Warburg Pincus, Janeway led financing for key developers who made the internet and world wide web into a powerful new infrastructure of a communications democracy. He also foresaw both the dot.com crash and the 2007 global financial crisis.

Typical and revealing about Bill Janeway is how he remembers his interview for the Marshall scholarship in the winter of 1965—"the best interview I have ever had in my life."

Janeway told this publication's features editor, Aroop Mukharji, that receiving a Marshall, "was a remarkable branch in the road, and I owe it—not necessarily all—but a very great deal to an extraordinary woman, Mrs. MacKintosh" (MacKintosh held a Ph.D. but insisted on not using her title). The Marshall Commission didn't deliberately choose retired Barnard College president Millicent MacKintosh to interview Janeway, but it could not have found a better fit—for two reasons. MacKintosh, like Janeway's novelist mother Elizabeth, was ahead of her time on social issues and in welcoming independent thinking. And MacKintosh, like Janeway, had studied classical Greek, surprising Janeway because she saw "how it would relate to thinking about essential sciences." That is to say she saw the kind of intelligence that would make Janeway both a leading theoretician and a highly successful investor, and, of course, a Marshall Scholar.

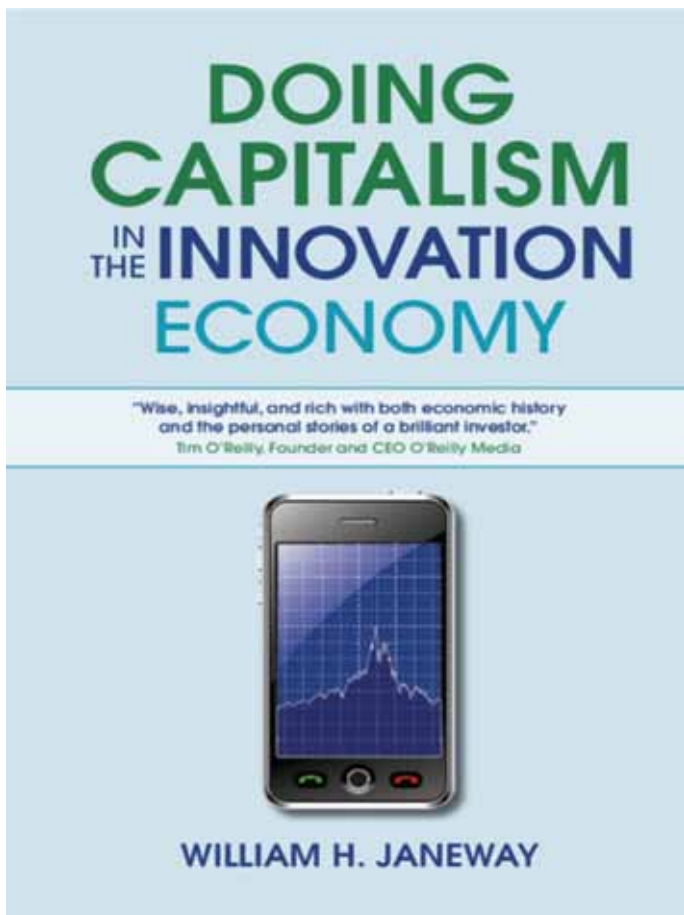
Janeway says three things that happened during his years at Cambridge gave him an "unfair advantage" in life after his degree. The first advantage he calls a "prospective value," the ability to see ahead. "First, my education in the economics of Keynes effectively disqualified me for the career in academic economics that I had anticipated." Academic economics at the time was turning more and more toward mathematics, treating economic forces as if they were the kind of measurable quantities physicists capture in formulae.

His second advantage came from his thesis topic, the Labour government's response to the economic collapse of 1929-1931. That work left him with a keen awareness of "the inherent volatility of financial markets and fragility of financial systems." Finally, his insight into government's failed response to the beginning of the Great Depression "delivered a more general lesson about the dependence of private sector markets and institutions on the state whose own health, in turn, depends on their relative robustness."

The result? "Forty years of successful practice as a venture capitalist turned on by the extraordinary opportunity granted by the Marshall Program." Bill Janeway is as much historian as financier or investor. In almost every public appearance and written commentary, he teaches history—the history of how the interplay of business, finance and government changes the quality of life we all live and impacts our prospects. Acknowledging the moral hazards of the investment world, he is grateful that before his Wall Street career began, his years at Cambridge "provided the cultural space in which to absorb the obligation to triangulate a morally defensible course through a world of contingency and chance."

Janeway's success as a venture capitalist can be measured in dollars of his philanthropy. In 2001 he and his wife Weslie donated \$10 million to create the Cambridge Endowment for Research in Finance. The evidence of his success also makes for hours of good reading. *The Financial Times* has called his 2012 book, *Doing Capitalism in the Innovation Economy*, one of the best books of that year. And John C. Bogle, founder of Vanguard Funds underscores the value Janeway puts on the prospective advantage he gained at Cambridge when he writes that the book is "... a history that too many have forgotten ... or never knew."

G. Leonard Barker, a veteran venture capitalist with Sutter Hill Ventures, also recognizes Janeway's rare blend of theory and boots-on-the-ground experience. "Many venture capitalists write memoirs; many academic economists write theories of innovation with little understanding of what actually happens in the messy, micro-economic world. Janeway is a rigorous economist, a thorough historian, and a successful deal-



maker. This makes his perspective rare. The fact that he writes well make the book exceptional.”

BUILDING ON A SOLID FOUNDATION

Someone has said that success is being ready to take advantage of good luck. As an economist, Janeway had exceptional good luck in mentors, beginning with his parents. His father, Eliot Janeway, graduated from Cornell University at age 19 with a degree in economics and a gift of word craft that won him fame as a journalist. His mother, Elizabeth Hall Janeway, was a successful novelist and champion of women’s rights. Bill Janeway says dinner table conversations were often about economics. From his father, who was continually writing about the interface of politics and business, he developed insight into government’s role in shaping markets. From his mother he learned the power of narrative and story.

He describes the first half of his book, *Doing Capitalism*, as a bildungsroman, a novel in which the hero describes his own growing up. When he describes the benefits of his years at Cambridge, he recalls that reading Dickens’ novels gave him a

powerful sense of how economic decisions and policies made at the highest levels of a society shaped the lives of even the poorest.

Reading Janeway’s books and articles and listening to him speak on a panel, in an interview, or from his own podium, one gets a strong sense that this man with the boldly colored bow ties and a right hand orchestrating unseen melodies sees economic events not as random explosions or implosions or mysterious convergences, but as a story. His neat curtain mustache that descends slightly on either side of his mouth conveys a permanent skepticism. Yet there’s also a playful assertiveness in the bowtie colors or a bright purple plastic watch that suggests he is as interested in reaction as he is in persuasion.

Sometimes he is telling the story of a game dominated by three players—government, entrepreneurs, and the capitalists who finance the entrepreneurs. At other times the story is grander. The words evolution and evolutionary and ecosystem provide the architectural metaphor of his story, complete with monsters doomed to extinction. Referring to economist Joseph Schumpeter’s proposition that capitalism creates new wealth only by destroying the old, Janeway says, “Schumpeter’s process of creative destruction can only proceed by trial and error. We see that which is created through the lens of survivors’ bias and ignore the ‘hopeful monsters’ that economic evolution has spawned and left behind in metaphorical emulation of Darwin’s process of natural selection.”

Janeway says his father and his father’s friend Ferdinand Eberstadt influenced his academic focus on economics in times of crisis. Both men had very strong and very public views on the role of government in aiding and retarding economic development. Eberstadt had been a lawyer for investment bankers before setting up his own firm at the beginning of the Depression. He had been a mentor to Janeway from boyhood on into university. “He instilled in me the idea that Wall Street and Washington were and are ever are locked into mutual interdependence.” Janeway has called libertarians naïve for wanting government to stay out of finance and banking. And though almost all of his political donations in the past 20 years (more than \$1 million) have gone to liberal Democrats, including Barack Obama, he is outspoken against government micromanaging the economy and choosing individual companies to subsidize.

When Janeway left Cambridge with his research finished—excluded from academia, determined not to get sucked into Washington’s politics—he found his way to Wall Street almost by default. In 1970 he “stumbled into” the investment banking firm founded by the brilliant and dictatorial Eberstadt, who had died only a year earlier. Janeway had entered the firm at the beginning of its difficult transformation. As he learned the ropes, Eberstadt & Co. began to fall apart, and its flagship mutual fund [Chemical Fund] followed recommended stocks like IBM, DuPont, Xerox, Pfizer “and the other ‘Nifty Fifty one-decision’ stocks over the cliff and into the abyss of the 1973-1975 bear market.”

Eberstadt’s crisis forced Janeway and others “to evolve from investment banking agents into venture capital principals.” Wall Street bankers, who were once a kind of private club acting as a cartel, suddenly found themselves in a fiercely competitive world where innovation was necessary, but often fatal. Janeway says that fortunately, “Eberstadt was not too big to fail. We knew that in time of need our survival would depend on access to the cash owned by our best clients. So we learned to do what we had to do in order to deserve access to that cash.” For Eberstad & Co. that meant parlaying a once small research service into its cash cow. Janeway, with his academic years at Princeton and Cambridge, led the transformation. It was also his own transformation into a venture capitalist.

Before the business seriously fell apart, Janeway learned how to value corporations, how to conduct the offering of stock and debt, and the mechanics of mergers and acquisitions, both friendly and hostile. In 1975 Ed Giles, a senior partner, asked Janeway to begin producing regular research reports on the political economy. “In this back door manner, I had the opportunity to align myself with the ‘smart guys’ in the firm as the old investment banking franchise into which I had been hired was fading away.” Before the firm split up in 1979, Janeway was a major player in selling unregistered stock in emerging companies to institutional investors willing to take the risk in order to have an early stake in a promising new company.

To develop trust in their offerings required the expertise Janeway had developed in valuing corporations. In this work he reconfirmed his sense that the multiple methods of economic modeling and the precision they pretended to was very dan-

gerous. “The layers of judgment embedded in each of these methodologies for valuating companies were as evident then as they are now. In a financial universe transformed institutionally beyond imagining from that of the early 1970s, the same techniques remain central to the discipline, and they are just as dependent on judgment as ever, regardless of the reservoirs of data and massive computing power brought to bear.” Janeway says, “Practice drove any belief in a single, verifiable fair or fundamental value out of my brain long before I seriously thought through the theoretical impossibilities of the Efficient Market Hypothesis and its assertion that market prices could be relied on to represent accurately that fair and fundamental value. I was fortunate to learn so early in my career the value of viewing the ‘fundamental’—a central building block of modern finance theory and neo-classical economics alike—with suspicion.”

VENTURING INTO THE INTERNET

When Janeway moved to Warburg Pincus in 1988, the internet was almost twenty years old, but Tim Berners-Lee had not yet convinced anyone to fund a system he would later call the world wide web. Most businesses still conducted correspondence by paper mail or fax and few citizens owned personal computers. Everything changed in the next three years as the web began operating, sales of personal computers soared, email became common, and businesses began establishing web sites. The age of information technology caught fire. Janeway’s job at Warburg Pincus was to lead a team that would put the firm in the forefront of financing the internet revolution. As the firm’s vice chairman, he managed over \$48 billion in assets.

With a careful and cautious eye on the potential value of these new companies, and his ever-present sense of history, Janeway guided investments in new companies, in companies restructuring themselves for this new economy, and in buyouts. Among the many successful investments was BEA Systems, which connected software to internet databases and returned a reported \$6.5 billion on an investment of \$54 million over six years. An \$8 million investment in Covad Communications turned into \$1 billion in two years.

Equally important as these successful investments was the firm’s ability to avoid most of the consequences of the dot.com crash of 2000. As a student

of bubbles and crashes throughout history, Janeway saw the dot.com bubble had stretched to the breaking point. “In 1998 we discovered that we were being valued at prices that were bizarre.” In *Doing Capitalism* he has a chart that compares Veritas software and BEA systems to the chart of RCA in the 1920s. “They were identical.” In 1999, he guided Warburg Pincus’ liquidation of its tech/telecom portfolio.

In 2006 he once again saw history repeating the familiar bubble phenomenon, this time in housing prices. All three of the key economic players were about to suffer the unintended consequences of the bubble they had created. “By the summer of 2006, listening to my partners tell me about the terms or the lack of terms in the leveraged loan market, it was clearly silly. You don’t need modern finance theory to generate silly prices.”

The two bubbles, however, were quite different in the consequences and in that difference, Janeway sees an important lesson. The dot.com/telecom bubble of the late 1990s destroyed many stock portfolios large and small, but Janeway says it did little damage to either the US or world economy. The 2008 housing bubble, however, brought the world to the brink of another Great Depression because the speculation driving the bubble was not limited to the stock market. The bubble in housing prices was supported by massive leverage in the banking system where mortgages were seldom kept by local lenders but packaged, sold, and resold and became the basis for financial instruments that no one could value accurately, including the government mortgage agencies that encouraged much of the poorly collateralized lending.

Janeway says this happened because belief in the power of mathematical models “was a kind of religious movement, a willed suspension of disbelief.” The assumption was that mathematical models reflect the real world and that all the actors are rational. Then if everyone share[s] the same model for transforming that data into actionable information, and if [they can assume] this entire model is true, then at the end of the day, leverage should be infinite.

Financiers were acting as if they could practice their science with the precision of physicists, but Janeway says they lacked the skepticism about their own data that characterizes good science. “We can blame the crisis on failed physicists; they had all of the math but none of the instincts of good scientists that would enable them to be good physicists.”

The crucial lesson Janeway draws from these complex crises is simple. “When they infect the banking system as they did in 2008,” Janeway says, “then the bubbles are unequivocally negative and their consequences can be disastrous.”

The nature of economic bubbles lies at the center of Janeway’s argument with what economists call the Efficient Market Hypothesis. For Janeway, bubbles are a natural and can be a necessary and creative force in economic change. A few years ago in the ongoing agony of worldwide recession, at a 2009 panel on “The Future of Quantitative Finance” at the Isaac Newton Institute for Mathematical Sciences, Janeway recognized a legitimate concern with speculation. He warned, “There’s a very large baby swimming in this bathtub.” Economics that fits what he calls our Innovation Economy “will incorporate the notion that bubbles and crashes are endogenous phenomena. Those bubbles and crashes are absolutely what is necessary to accommodate the waves of technological innovation that require massive amounts of capital to be thrown at building networks of railways and fiber and electrification grids before you know what you’re going to do with them; and equally massive amounts of capital to be thrown at the hopeful monsters, only a few of which, a very few of which, will turn into Amazon and Google, and the rest of which will disappear, but not without a trace. They will disappear leaving a trace of very substantial losses on the part of investors.”

The investments in “hopeful monsters” and companies that turn out to be losers may seem very inefficient and wasteful, but Janeway says, “We worry far too much about efficiency. In a capitalist economic system driven through time by technological innovation one could actually argue that waste is the virtue, the ability to afford evolutionary processes, trial and error, and error and error, in order to end up with more productive [systems] and higher real income.”

Once again his confidence is based on his knowledge of history. He sees the new digital economy as “maybe the 4th new economy we’ve had in 250 years.” He compares the great boom in cloud computing services to what happened with electricity a century ago. Although electricity began with a lot of cumbersome technology like switches and generators that users had to tinker with, its delivery systems and technology soon became almost invis-

ible. The new digital economy with its social networks and information technology is “friction free economically. It’s not friction free politically.”

Nor is investing friction free morally. Janeway harks back to Dickens, whose stories demonstrated that trying to identify a stable set of principles is difficult in any line of work, but particularly at the frontier of innovation. Entrepreneurs, he says, do not play by rational rules of business investment. They are driven by a belief in their product to take risks most investors would consider unacceptable. Entrepreneurs often believe they are going to change the world. But the world pushes back, Janeway says. The frontier is a minefield for investors. “At the frontier of innovation and entrepreneur truth is often the first casualty. Entrepreneurs believe so strongly in their reality and destiny they can often convince others, including investors, in their reality. “What a reality distortion field Steve Jobs could generate,” Janeway recalls. He knew Jobs from the days when Next computer was failing. “All entrepreneurs lie,” Janeway says, “and the ones that get you into trouble are the ones who know they are [lying].” Janeway recalls one version of an oft-repeated Hollywood proverb about integrity. “Once you can fake that you can fake anything.”

For the investor hoping to back and profit from new companies, like Uber, the car on-demand company, Janeway says, the best strategy is, “try to get in really really early. The only way to do that: spray and pray. Lots of little bets on lots of little wannabes. These are the kind of Darwinian hopeful little monsters that spring up.” Simply having a well thought out plan is insufficient insurance against failure. He quotes words attributed to boxer Mike Tyson, “Everyone has a plan until he gets punched in the mouth.” To insulate oneself from disaster, he says, he learned long ago “that the sole hedge against the inescapable uncertainty of financing startups is cash and control: unequivocal access to enough cash to buy the time necessary to find out what is going on, meaning what has gone wrong, and enough control to change the parameters of the problem.”

Although Bill Janeway has said over and over that predicting the future is a fool’s game, he is optimistic enough about the potential of the Innovation Economy that he might in this way be the opposite of his father, whose dire predictions earned him the nickname “Calamity” Janeway.

JANEWAY AT A GLANCE

Princeton University:

- Valedictorian, Class of 1965
- Currently Teaching Visitor at the Princeton University Economics Department
- Advisory Board of the Princeton Bendheim Center for Finance

Cambridge University:

- Marshall Scholar, Ph.D. in Economics 1971
- Founder with wife Weslie of the Cambridge Endowment for Research in Finance, 2001, donating \$10 million
- Currently Visiting Scholar in Economics
- Chairman of the board of Trustees of Cambridge in America
- Member of the Board of Managers of the Cambridge Endowment for Research in Finance (CERF)

Eberstadt Fleming Inc.:

- Executive Vice President, 1979 to 1988

Warburg Pincus:

- Developed and led one of the world’s most successful venture capital investment teams, financing key internet developers including BEA Systems, Veritas Software and Nuance Communications
- Senior Advisor and Managing Director

Directorships:

- Magnet Systems
- Nuance Communications
- O’Reilly Media
- Roubini Global Economics (Board of Managers)
- Social Science Research Council
- Institute for New Economic Thinking (INET) Governing Board
- MIT-Sloan Finance Group

Media:

- Commentator, Bloomberg TV

Made Commander of the Order of the British Empire (CBE) in 2012 “for services to education in support of Cambridge University and to UK/US relations”

The meltdown in 2008 might have been the beginning, he thinks. The idea of a rational market that can be described and captured in mathematical models “was a fantasy that blew up in 2008.” For economics, he says, “2008 was the gift that keeps on giving because it has forced the economists and financial theorists to reckon with the actual context in which economic and financial decisions are made.” Behavioral economists and psychologists like Daniel Kahneman (*Thinking, Fast and Slow*) are beginning to capture not only how real world decisions incorporate not only prices, values, interest rates, and sales figures but also human emotions and responses to hope and risk built into the brain during thousands of years of evolution.

LOOKING FORWARD

The digital economy now has sufficient financing from the private sector. But what he sees as a necessary new economy—a low carbon economy—still requires leadership. Here he sees a proper role for government in funding basic research and perhaps in building infrastructure even before all of its uses are known. At the same time, he says, “America is suffering the consequences of a generation-long effort to render the state illegitimate as an economic actor. Europe is mired in its oxymoronic commitment to ‘expansionary fiscal austerity.’”

Janeway signed the 2010 “Patriotic Millionaires” letter to President Obama asking that he raise their taxes. The letter qualified why they wanted taxes raised—not just so government would have more money to spend but “to pay our debts and build for the future.” For Janeway, building for the future in an Innovation Economy requires the same kind of role government played when it made large investments in railroads, canals, the Interstate Highway System, and nuclear power. The Innovation Economy, he says, “begins with discovery and culminates in speculation.” It will require “massive investments to construct networks whose value in use could not be imagined at the outset of deployment. And so at each stage the Innovation Economy depends on sources of funding that are decoupled from concern for economic return.”

A “mission-driven politically legitimate state” that can mobilize resources has always been one of the great engines of economic growth, he maintains. “Through the 80s and 90s right to into the

bubble, all of us, the venture guys and the entrepreneurs we were backing, were dancing on a platform that had been constructed for us by the federal government.”

For over 25 years, he says, agencies of the Department of Defense had been investing in the science and technology that enabled the digital revolution. He credits the National Institute of Health (NIH) with “pouring in the money to create the possibility of a biotech industry. Venture guys can’t fund science.”

Once entrepreneurs begin to use basic research to build commercially viable business, funding then comes from financial speculators and investors willing to take on risks and make long-term bets. “First, it might just turn out to be Google or Facebook... but they are also playing in liquid financial markets. These are absolutely crucial; access to the public stock market is crucial for ventures to be able to raise money at scale in order to be able to mobilize capital, even if over the long-term, the project is not economically viable.”

Janeway has little respect for technological pessimists. He says the fourth generation of computer architecture is just beginning, with natural language understanding and a maturing cloud/mobile computing culture. Huge potential lies in mining information and extracting meaning from the rapidly growing mega databases. As is evident throughout history, change and gain will bring pain. Janeway reminds us, “The processes of creative destruction continue to play out. Five years ago, Nokia and Motorola ruled the mobile world, with Blackberry as the leader in the enterprise market. Where are they now? Even Apple’s extraordinary success is beginning to look transient in the post-Jobs age.”

Perhaps clearly defining and justifying historically important roles for both government and speculators is Janeway’s most immediate contribution to societies strongly polarized between a Tea Party distrust of government and a MoveOn.org and Occupy Wall Street fear of capitalism. Meanwhile, he and his wife divide their time between the US and Cambridge, where Janeway continues to prepare a new generation of investors, entrepreneurs, and government officials.



Marshalls ~~Can't~~ Can Jump

By Aroop Mukharj ('10 LSE and KCL)

In the summer of 1952, two years before the Marshall Scholarship began, Sir Roger Makins, the scholarship's primary architect in the British Foreign Office, solicited the advice of Sir Maurice Bowra, Vice-Chancellor of Oxford University. "The vital thing," Bowra wrote back to Makins, "is to see that the standard of the Scholars is from the start as high as possible. Otherwise, the Colleges may be unwilling to take them, as was the case of the first Fulbright Scholars, who were selected in a random and haphazard way."¹ In another letter, Bowra, speaking on behalf of the Council of the Senate, reiterated the importance of scholarly performance. "If the scholarships are to be mainly for postgraduate work the stress should be primarily on academic and not on athletic achievement."²

Bowra's suggestion was one of several factors that led academic distinction to become the primary criterion of selection upon the Marshall Scholarship's enactment in Parliament. Popular stereotypes followed, as Marshalls developed a booky, brainy reputation to the Rhodes Scholars' smooth and strapping foil. "If you're a Marshall scholar, you walk into the room and you can lift the table with your mental force," one Rhodes Scholar mused in 1989 in *The New York Observer* "The Rhodes Scholar, on the other hand, would lift the table with the strength of biceps honed by manly sports, then consider what would be the most socially useful place for the table, and put it down there."³

In reality, Marshall selection committees have long sought candidates with extracurricular interests and leadership, including in athletics. The first Marshall Olympian was the late Monty Hoyt ('67 Oxford), a figure skater turned journalist who placed 6th in the 1962 world championships and 10th at the 1964 Olympics. Paul Gompers ('87 Oxford), currently a Harvard Business School professor, and Dan Schlesinger ('77 Oxford), an artist responsible for illustrating the Japanese editions of the Harry Potter series, were world-class runners. Both marathoners, Gompers was an alternate for the 1988 US Olympic

team and Schlesinger finished 3rd place in 1982 New York City marathon. Anne McClain ('02 Bath) has played semi-professional rugby, Patrick Byrne ('88 Cambridge) was once a semi-professional boxer, and Mauricio Gonzalez Sfeir ('78 Oxford), who, incidentally, also owns a soccer team, played tennis for the Bolivian Junior Davis Cup team. During their tenures, Sophie Rutenbar ('07 KCL) swam the English Channel, and Geoff Tabin ('78 Oxford), a former captain of the Yale tennis team and profiled in an earlier issue of the Newsletter, climbed Mount Everest (Tabin has since become the 4th person to climb the 7 summits on all continents). Numerous others were varsity athletes at home and abroad, several even winning national championships while in the UK.

Two other notable athletes on the Marshall roster, Susan Rea Peterson ('00 Cambridge) and Josh West ('98 Cambridge)—the former a Premier League FA Cup winner and the latter an Olympic silver medalist in rowing in 2008—were both science Ph.D.s who represented Cambridge University athletics concurrently.

FA STINTS AND STENTS

Peterson grew up in California and was a double-varsity recruit to Princeton, where she played soccer and basketball. Upon winning her Marshall Scholarship to study materials science, she reached out to the same two university teams at Cambridge, expecting, quite naturally, that she may continue athletics in some form while abroad. In fact, Peterson ended up playing for 13 different sports teams over the course of her next few years, including, curiously, a Cambridge University men's engineering soccer team.

With some notable exceptions (crew and rugby, for example), university sport is a less intense time commitment in the UK than in the US, even at less competitive divisions in the NCAA. "It's much less of a business in the UK," Peterson says, "and more student-driven and recreational." Students were often *de facto* coaches even at the biggest universities. But for Peterson, a two-thirds reduction in practice time from Princeton to Cambridge was only a bonus. "If I had stayed in the US for grad school, I wouldn't have been able to play at the university level. There was less

1. The New York Observer, Dec 28 1992–Jan 4 1993

2. Letter from Sir Maurice Bowra to Sir Roger Makins, 25 July 1952, UK National Archives (Kew Gardens), file: FO 371/97650.

3. Letter from Sir Maurice Bowra to Sir Roger Makins, 15 July 1952, UK National Archives (Kew Gardens), file: FO 371/97650.



Susan Rea Peterson while a member of the Cambridge University Women's Association Football Club (left) and holding the FA Cup while on the Charlton Athletic Women FC (right).

Photos: Courtesy Susan Rea Peterson

division at Cambridge between grad and undergrad students, so I actually got more court time [in basketball] there than I ever did at Princeton." A more successful soccer player than basketball player, Peterson feels she learned more at Princeton about "the flipside of not being a starter on the basketball team but still contributing to it." By contrast, after her first season of basketball at Cambridge, she was recommended to participate in an all-star game (called the British University Games) between the top university students from England, Wales, Scotland, and Northern Ireland. Her team won.

Peterson couldn't seem to get enough sports at Cambridge. She not only played on both university varsity teams, but also on both intramural college teams, the engineering team, and,

on a few occasions, the men's basketball team, where she met her husband, Ash. Her immense exposure to British sport, however, didn't come without her fair share of cultural faux pas. There were the relatively minor American mistakes of referring to "soccer, shin guards, and cleats," rather than "football, pads, and boots." But, there were also the more incriminating offenses. "I found out you don't 'shag' the balls downfield in England, which just means 'collecting them' in the US," Peterson giggles. Indeed.

Despite her gaffes, Peterson was soon recognized as a standout on the soccer field, helping her team win every Oxford-Cambridge Varsity match in which she participated (once even scoring all three of Cambridge's goals). After her first year playing basketball for the British University Games, she switched to soccer at the event and learned about the Premier League tryout process from other serious footballers she met. As if her Ph.D. thesis and the myriad university sports commitments were not enough, Peterson decided to add professional soccer to her weekly routine. "I was busy," she says. "But I've prob-



The English basketball team for the British University Games.

ably been busy all my life. I enjoyed the things I was doing, so I didn't mind it."

Her tryouts with London area teams ultimately resulted in a starting spot on the relatively new Charlton Athletics women's team, a Premier League outfit (UK's highest soccer echelon) in south London. In addition to the opportunity to play professional-level soccer, the Premier League gave Peterson a view into a slice of British society far removed from her university experience. Peterson recalls her team representing a "rougher," less well-off side of London. The vast majority of its members were either full-time athletes or fitness trainers. Racially, too, it was radically different. "I had more black British teammates than I saw in Cambridge."

To play for Charlton, the commute from Cambridge took two trains, a tube ride, and a 15 minute walk (totaling an hour and a half) and Peterson made the round trip journey at least twice a week, plus a game that often took place even farther away. But the beach plums were worth the battle. In her first year playing for Charlton, she and her teammates made the finals at the FA Cup (the top honor within the Premier League). Peterson stayed on a fourth year in Cambridge as a post-doc, which allowed her another season on Charlton, during which they reached the FA Cup finals once more and then won it. Beyond

playing in front of thousands of fans, their victory was televised on BBC.

Following her FA cup victory, Peterson left the UK in 2004 to pursue a career in the medical industry. She joined Medtronic's R&D team in Santa Rosa, California, where she has been based for the last ten years. Now a Product Development Manager, she works with a group of engineers to deliver next-generation endovascular devices to prevent aneurysms. Previously working mostly on stent grafts, she has expanded her focus to peripheral devices like drug-coated balloons to deliver a therapeutic agent to a diseased portion of a vessel without leaving a permanent implant behind. The promising results of these balloons lead Peterson to believe they may start to feature more in the toolkit of vascular surgeons and interventional cardiologists.

ROWING AND ROCKS

At 6'9", Josh West ('98 Cambridge), an Olympic medalist, still claims the mantle of the tallest oarsmen ever in the history of the Oxford-Cambridge boat race, which dates to 1829⁴. Unlike Peterson, West was genuinely unsure about continuing varsity athletics in the UK. He had only picked up crew as an undergraduate at Yale and describes himself as having been only a medium-level athlete



Photos: Cambridge University Boat Club and the British Olympic Association

Josh West as a member of the Cambridge University Boat Club (left) and Team GB (right).

in high school. Ironically, in his interview for the Marshall, when asked whether he would consider rowing crew in the United Kingdom if awarded the scholarship, he replied, “Oh, probably not.”

West blossomed late and suddenly. But for endurance sports like crew and cycling, this is not unusual. “Most peak relatively late for professional athletes,” West says, “By which I mean, like 28.”

Rowing for the Cambridge Heavyweight Blues, furthermore, demanded more time than the Varsity boat at Yale, where athletes trained 7 times a week to Cambridge’s 11. But the chance “to really get embedded in something so quint-essentially part of the English tradition,” West says, “only comes around once.” He tried out for the team and made the Varsity boat four years running, winning twice against Oxford.

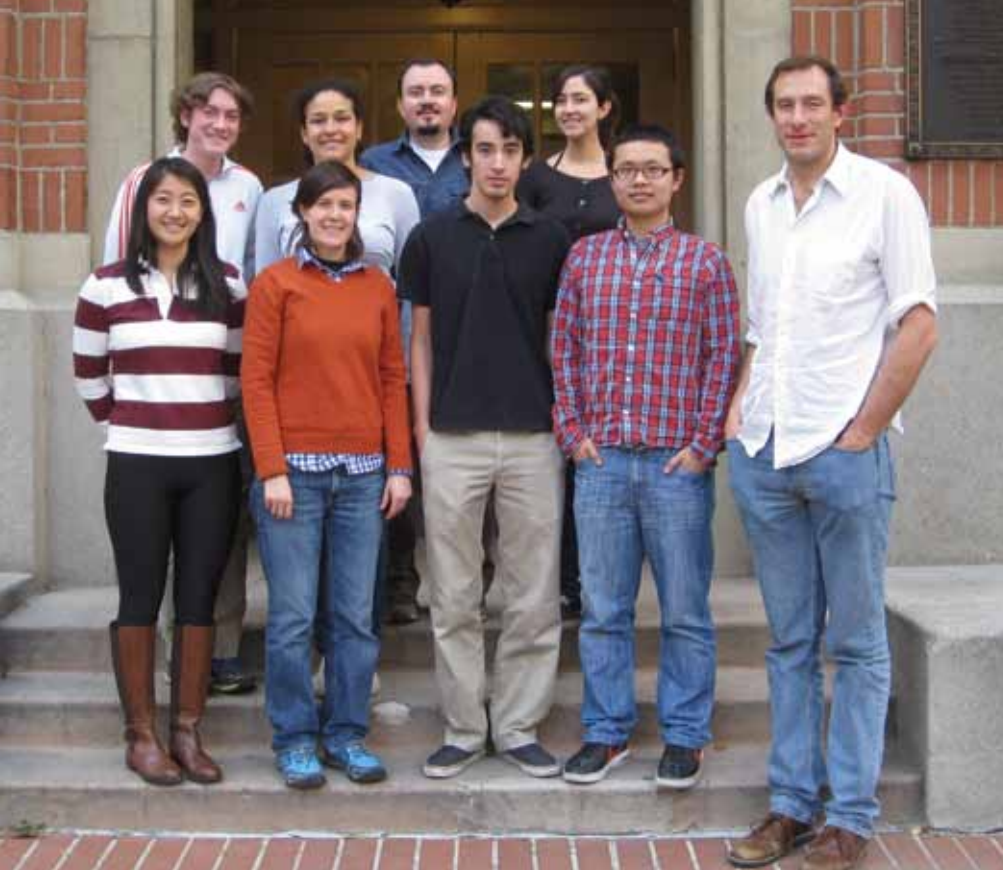
West pinpoints the moment he realized he could “go pro” at the end of his second year when he was watching the Sydney Olympics with another Marshall Scholar. A former Cambridge teammate of his won a gold, which led West to think, “Maybe I could do that.” He rowed one more year with Cambridge (exclusively) and then tried out

for the national team. The British national team, that is, and not the American one; West had been born a dual citizen to an English father.

Rowing for Britain over the United States was not trivial for someone who had spent his entire life in the US. Ultimately though, practicality won out. West admits that his first couple of races representing the UK team felt a bit odd, but he had also been immersed in British rowing for the previous three years. Cambridge had improved his rowing tremendously and the UK team had great momentum. Besides, returning to the US would have meant giving up his Ph.D. research, something West—in true Marshall form—was not willing to sacrifice.

Making the Olympic training team while continuing 11 sessions a week with the Cambridge Heavyweight Blues and simultaneously finishing a geosciences Ph.D. with lab requirements presented a logistical nightmare, akin, perhaps, to Peterson’s multi-team weekly athletic production. West thankfully found flexibility in all corners of his pursuits, though he admits that the balancing act was “pretty insane.” From 2001-2003, West commuted to the training facility in Henley-on-Thames 2-3 days a week to practice with the national team and then spent the rest of his time in Cambridge, training twice a day and catching

4. West was not the first Marshall to row in the boat race. Kris Kobach ('88 Oxford), current Kansas Secretary of State, rowed for the Oxford Heavyweight Blues, and Seth Lesser ('83 Oxford), a partner at Klaffer Olsen & Lesser LLP, coxed for the same team.



Josh West (right) with his research group at the University of Southern California in 2013.

After the disappointment, West gave rowing a full year's rest and focused on finishing his Ph.D. at Cambridge. A year later, in 2005, he began a post-doc at Oxford and decided to make another run at the games in Beijing. So began another few years of intense training and, once again, for a full year before the event, he paused his academic life for Team GB. This time he left the games a silver medalist, retiring completely from rowing in 2009.

Credit: Jonowatkins (CC BY-SA 3.0)

up on lab work. When the 2004 Athens Olympics was one year away, he moved full time to Henley and put his Ph.D. on temporary hold. Training began at 7:30 am and lasted almost 9 hours. The 11-session weeks at Cambridge had ripened to upwards of 20 and included 2-week trips every 6 weeks for even more intense cross training. "I never used to count my calorie intake," he says. "But usually it would have been somewhere around 6000 plus a day."

To make matters more nerve wracking, a seat on the Olympic boat was not even guaranteed until a few weeks before the competition. The constant flow of new recruits, injuries, the coach's gut instincts about a group's chemistry—these circumstances all played into the mix and went well beyond the control of any individual athlete. But the extreme collective conditioning also generated camaraderie, and the most intense moments were also West's fondest memories. During this time, he competed in the men's four, winning silver medals at the 2002 and 2003 world championships. But in Athens, when West earned a seat in the men's eight, bad luck befell the team. An oarsman got sick on the eve of their heats, and despite a substitute, they were not able to make the finals.

Today, West spends less time on the water than he does pondering how the water got there in the first place. As a geosciences professor, he describes his research in layperson's terms as, "what makes Earth a habitable planet" over geological timescales of billions of years and what that suggests for our human interactions with the natural environment today. Inspired by a few classes he took at Yale, West wishes to solve this outstanding puzzle of earth sciences—why, after 4 billion years, our climate has not changed to the point of Mars or Venus and what that implies about the sustainability of our world and other planets. After 11 years in the UK, and representing the country on the world's stage, it was not easy moving back to the US, but he welcomed an exciting teaching and research opportunity at USC. When asked about the connection between sports and academia, West says he finds them mostly separate. Sport has developed his skill to stay focused and deal with circumstances outside of his control, but his competitive drive is limited to athletics. "I know many academics who are more competitive than me," he jokes.

Sure. Just like he was a medium-level athlete in high school.





Bon Voyage

Class of 2014 starts their Marshall adventure

The Marshall Scholarship class of 2014 gathered in Washington DC in late September for the traditional departure program. Highlights included a trip to the White House and the annual reception at the British Ambassador's residence, hosted by Ambassador Sir Peter Westmacott.

On arrival in London, the scholars were welcomed with an arrival reception at the Foreign and Commonwealth office. After the conclusion of the arrival proceedings, scholars dispersed to their respective universities around the United Kingdom.

Profiles of the 2014 scholars are included after the event photos.



The 2014 Marshall Scholars with Ambassador Sir Peter Westmacott

Event photos: British Embassy in Washington
Flag photo: shutterstock.com

Ambassador Westmacott (right) presents the George C. Marshall Medal to US Deputy Secretary of State William Burns ('78 Oxford). The Marshall Medals were established a decade ago during the Marshall Scholarship's 50th anniversary celebrations and are awarded in recognition of distinguished service to US/UK relations. Previous recipients included former Secretary of State Colin Powell, former Senator George J. Mitchell, and Nannerl Keohane ('61 Oxford).



White House Legislative Affairs Director Katie Beirne Fallon ('98 Queen's Belfast) was the evening's keynote speaker. Prior to her move to the White House, Fallon was a member of Senator Chuck Schumer's senior staff.

The Marshall Scholarship Class of 2014

Shama Ams *Saint John's University*



Texas native Shama Ams is a Government & Politics major at St. John's University. He has worked at the Office of Congressman John A. Culberson as a Bill Archer intern and as a summer intern at the Office of Senator Kirsten E. Gillibrand. As a McNair Scholar, Shama's research focuses on the institutional, economic, and social context of healthcare problems in the developing world. Mr. Ams is a Public Policy and International Affairs Fellow at The Woodrow Wilson School of Public and International Affairs at Princeton University and Thomas R. Pickering Foreign Affairs Fellow at the US Department of State.

John 'Russell' Beaumont *University of Texas - Austin*



Raised in Albuquerque, New Mexico, Russell Beaumont studied architecture and Plan II Liberal Arts Honors at the University of Texas at Austin. During his studies he focused on disaster relief architecture and spent 12 months living in South America researching how communities recovered from the 2010 earthquake and tsunami in Chile. After graduating he received the Oglesby Traveling Fellowship to research vernacular building traditions in Peru and Chile in the context of post-disaster reconstruction. He plans to study Urban Design and International Development to prepare for a career in relief and recovery for communities affected by conflict and natural disasters.

Alyssa Bilinski *Yale University*



Alyssa Bilinski graduated summa cum laude, Phi Beta Kappa from Yale in 2013 with a degree in Political Science. A Presidential Scholar and Yale Global Health Fellow, she is interested in how data analysis and mathematical modeling inform health policy and development. She has done extensive fieldwork in South America and Africa and co-authored multiple publications on public health issues. She currently serves as a data analyst in Monitoring, Evaluation and Quality at Partners In Health. She is also president of Water Ecuador, a non-profit that builds water centers in rural Ecuador. Alyssa enjoys running, baking, and watching romantic comedies.

Alexander Brammer *United States Military Academy*



Alex Brammer, from Arizona, graduated from West Point in May of 2014 with a degree in Economics. After deploying three times to Iraq between 2006 and 2008 as an Army Ranger, Alex enrolled in West Point, where he is focusing on post-conflict development economics. While at West Point, he spent time in Costa Rica and Ghana working on community development projects. As a Marshall Scholar, Alex will investigate ways to enhance and generalize successful microfinance initiatives so that they can be applied across a broad swath of development contexts. After Oxford, Alex will fly helicopters as an Army aviator.

Andrew Bulovsky *University of Wisconsin - Madison*



A Lodi, Wisconsin, native, Andrew Bulovsky graduated from the University of Wisconsin – Madison with a degree in Political Science and Communication Arts. Andrew served as the Student Body President and was recognized for service to campus with initiation into the On Wisconsin Society. He spent one summer in London interning with the British House of Commons and another in Washington, DC interning for the American Enterprise Institute. Andrew loves playing hockey, running, and weight lifting, and plans to pursue an MSc in Comparative Politics at the London School of Economics and Political Science.

Rhaina Cohen *Northwestern University*



Rhaina Cohen graduated from Northwestern University with a degree in American Studies. Her interests in journalism and political communication have led her to internships at ABC News, CBS News, US Senator Kirsten Gillibrand's office and campaign and to a position as production coordinator for the public affairs show "This Week with George Stephanopoulos." She works as a research assistant on two forthcoming books: a biography and a book about single women in the United States. To deepen her understanding of policies that mitigate gender, economic and racial inequality, Rhaina will study Comparative Social Policy at the University of Oxford.

Tantum Collins *Yale University*



Tantum Collins graduated from Yale University in 2013. A Global Affairs major with an interest in the design of supranational institutions, he has studied, worked and conducted research in Jordan, China, India and Qatar. Currently he is working with Gen. Stanley McChrystal on a book about the transformation of the Joint Strategic Operations Command in Iraq from 2004 to 2009, and its implications for the future of organizational adaptability. At Oxford he will pursue an MPhil in International Relations with a concentration in Global Institutional Design.

Patrick Donnan *Auburn University*



Patrick Donnan, from Auburn, Alabama, graduated from Auburn University in May 2014 with degrees in Physics and Music with a minor in Mathematics. A Goldwater Scholar, he has conducted research on antihydrogen and Rydberg atoms at Auburn and ultracold plasmas at the Max Planck Institute for the Physics of Complex Systems in Dresden, Germany. Patrick is an avid promoter of undergraduate research and is active in the Society of Physics Students. He plays the bassoon in the Auburn Symphonic Winds, Community Orchestra, Woodwind Quintet, and Bassoon Ensemble. Patrick will pursue a DPhil in Atomic and Laser Physics at Oxford.

Natalia Emanuel *Yale University*



Natalia Emanuel studied economics at Yale, largely focusing on issues of domestic policy. Her thesis explored foster care's effect on maltreated children. She has worked in the Commissioner's Office at the NYC Department of Correction and taught inmates in a New Haven jail. During her 2011-2012 gap year, she worked for Professor Jeffrey Liebman, implementing Social Impact Bonds for Massachusetts aimed at reducing youth recidivism. Following graduation, she worked for Professors Claudia Goldin and Lawrence Katz, exploring the emergence of the gender-based wage gap over the career trajectory.

Maily Fidler *Stanford University*



Maily Fidler, from Bloomington, Indiana, attends Stanford, where she studies the intersection of technology and policy. She completed a thesis on governance of the "Internet of Things," interviewing experts in eight countries. Her second thesis investigates security implications of the global trade in "zero-day" software exploits. Elected as a junior to Phi Beta Kappa, Fidler was a policy consultant at Google and interned at the US National Telecommunications and Information Administration. She founded the Stanford Computer Science & Society speaker series and co-founded the Stanford Journal of Public Health. At Oxford, Fidler plans to pursue an MPhil in International Relations.

Chelsea Glenn *Northwestern University*



Chelsea Glenn graduated Phi Beta Kappa and summa cum laude in Economics and International Studies from Northwestern University. A Fulbright-Garcia Robles Scholar, she researches consumer credit in Mexico City. She held fellowships at the Northwestern Center for Civic Engagement and Center for Global Engagement and directed the Northwestern Conference on Human Rights. Her past internships include Human Rights Watch and Institute for Human Development, a Bolivian NGO. Her interest in development led her to Ethiopia to research refugee camp economies and the London School of Economics. She plans to pursue an MSc in Economics for Development at the University of Oxford.

Bradford Hackert *United States Air Force Academy*



Bradford Hackert, an enlisted veteran, conducted counterterrorism and counterinsurgency operations in Iraq and Afghanistan. He graduated from the US Air Force Academy with a B.S. in Political Science. He traveled to Eastern Europe to study Nazi and Soviet occupation and oppression, provided humanitarian relief in Japan and Haiti, and competed as a decathlete. He plans to pursue a M.A. in War Studies and a M.A. in Public Policy at King's College London. Brad aspires to understand holistically the changing character of warfare in the 21st century and apply the correct lessons learned in the future within Special Operations Command.

Erin Hylton *University of Maryland - College Park*



Erin Hylton, of Rockville, Maryland, graduated with a B.S. in Civil Engineering from the University of Maryland, College Park. A Udall Scholar, Erin interned at the US Environmental Protection Agency, led her campus chapter of Engineers Without Borders, and conducted research on hydroelectric development in the Amazon. She has competed as a national level gymnast and enjoys practicing capoeira. Currently, she is studying Portuguese as a Boren Scholar in Rio de Janeiro, Brazil. Erin has deferred the start of her Marshall tenure until 2015, but plans to pursue an MSc in Hydrology at Imperial College London and in Water Science, Policy and Management at the University of Oxford.

Wei 'David' Jia *Stanford University*



A native of Gainesville, Florida, David Jia graduated in 2013 from Stanford University, where he studied mathematics, computer science, and poetry. He has conducted research on connectomics at MIT and computer systems at Stanford. A serial entrepreneur, David has founded or co-founded several companies, winning the MIT \$100K Entrepreneurship Award in Web and Information Technology and the MIT Linked Data Prize. He is currently an NSF Graduate Research Fellow at Stanford University. In his spare time, David writes poetry and is active in the sport of powerlifting. As a Marshall Scholar, David will study Neuroscience at the University of Oxford.

Catherine Koch *Massachusetts Institute of Technology*



Cleveland native Kate Koch is a Biology major with a passion for research and visual arts at MIT. She has conducted research at the Cleveland Clinic, MIT and the European Molecular Biology Lab in Rome, Italy. Currently, she works in David Sabatini's lab at the Whitehead Institute conducting cancer metabolism research. Her long-term goal is to complete an M.D./Ph.D. and become a physician-scientist. At Oxford, she will complete an M.Sc. in Radiation Biology. Outside of academics, Kate is a goalie on the men's ice hockey team at MIT and enjoys photography, running and traveling.

Dixon Li *Princeton University*



Dixon Li will graduate from Princeton University with a degree in English and minors in African-American Studies and American Studies. Interested in overlaps between art, philosophy, and social justice, Dixon is writing a senior thesis on race and the senses. On campus he is involved with the University Art Museum, the University Writing Center, the center for Civic Engagement, and the LGBTQ center. He plans to study forms of reparation in psychoanalysis and political theory while at Queen Mary's of London and notions of orientation and inclination while at Goldsmith's College. He enjoys writing, design, running, cooking, kitsch, and tea.

Brandon Liu *Harvard University*



Brandon Liu, from San Jose, California, will graduate from Harvard with a degree in computer science. He founded Tech in the World, a global health fellowship for top computer science students, and built Remindavax, an electronic medical record system deployed in rural India. Brandon worked at various technology startups and was Chief Information Officer at Kensho Technologies. His academic work includes leading Harvard's competitive programming team, serving as a teaching fellow for Harvard's algorithms course, and conducting research in development economics and computer science. He plans to study development studies at SOAS and history and philosophy of science at Cambridge.

Colleen Loynachan *Massachusetts Institute of Technology*



A native of Los Angeles, Colleen Loynachan graduated from MIT in Materials Science and Engineering. Fascinated by the way nanotechnology is revolutionizing medicine, Loynachan plans to use her materials science background to design disease therapies. A Goldwater Scholar, she has undertaken research on infectious disease at Children's Hospital Los Angeles, fuel cell technologies at UCLA, deformation of nanoscale materials at Caltech, and hydrogel tissue expanders while studying abroad at University of Oxford. Her current research project, in the Bioelectronics group at MIT, involves designing minimally invasive treatments for neurological disorders. She will bring her passion for science and outreach to Imperial College London while pursuing an MRes in Biomedical Research. Colleen enjoys improvisational tap dancing, darkroom photography, and rowing.

Matthew McMillan *Wheaton College*



Matthew McMillan graduated from Wheaton College, Illinois, with a Bachelor's degree in Mathematics and Physics and an honors thesis on embedded contact homology. At Wheaton, Matthew designed signal conditioning electronics to study magnetic reconnection in plasmas and presented the results at national meetings of the American Physical Society. He modeled neutral beams in fusion reactors at the Princeton Plasma Physics Laboratory, studied measure theory and quantum logic in Budapest, and explored symplectic embedding problems at UC Berkeley. Matthew plans to take Part III of the Mathematical Tripos at Cambridge and the MSt in Philosophy of Physics at Oxford.

Ahmad Nasir *United States Military Academy*



Ahmad Nasir graduated from West Point with a degree in Comparative Politics and Arabic. A Truman Scholar, Ahmad is the founder of the Alaskan chapter of Team Red, White & Blue—a national veterans reintegration organization. At the Academy, Ahmad served as a Regimental Executive Officer and President of the West Point Relay for Life. Additionally, Ahmad worked as a military fellow at the Pentagon, studied in Morocco and Oman, and was a member of the Army football team. Upon graduation, Ahmad will commission as an officer in the US Army and will study Modern South Asian Studies at Oxford.

Mike Norton *University of Arkansas - Fayetteville*



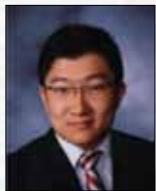
Mike Norton graduated summa cum laude from the University of Arkansas with a B.S.A. in Agricultural Economics and B.S. in Poultry Science. He is a former White House intern where he worked under the Senior Policy Advisor for Rural Affairs, has published research for an Accra, Ghana-based NGO that provides cocoa farmer training throughout West Africa, and studied abroad at the London School of Economics. A fifth generation Arkansan, Mike's comes from a family that has been involved in the poultry and beef cattle business for over fifty years. He is also a 2012 Truman Scholar. Mike will pursue an MPhil in Politics at the University of Oxford.

Samantha Olyha *Cornell University*



A Poughkeepsie, New York, native, Sam Olyha graduated from Cornell University in May 2014 with a degree in Biological Sciences with a concentration in Neurobiology. She has conducted research at the Harvard Stem Cell Institute on embryonic stem cell-derived cardiac muscle cells and at Cornell on the effect of stem cell differentiation defects on muscular dystrophy. Outside the lab, she is a pentathlete/heptathlete on the track and field team, a biology student advisor, a leader for the comparative physiology study group on campus, and an activist for turtle conservation. At Oxford, Sam will pursue an MSc by research in Oncology.

Derek Park *Yale University*



Derek Sungho Park, from Weston, Massachusetts, graduated magna cum laude in May 2013 from Yale University with an intensive B.S. and honors in Biology. As a student, Derek was a Beckman Scholar and an active, publishing researcher in evolutionary biology looking at gene expression and oncolytic virotherapy. For side interests, he was the nationally-ranked captain of Yale's Pistol Team. After graduation, Derek decided to pursue his interest in research at the interface between clinical and basic science at Moffitt Cancer Center in Tampa, Florida. Based in the Department of Integrated Mathematical Oncology, he has been involved in modeling breast cancer dynamics. With the Marshall Scholarship he hopes to continue studying the dynamic evolutionary processes involved in cancer growth at the University of Oxford and ultimately bring novel therapies to patients.

Craig Pearson *Michigan State University*



Craig Pearson attended Michigan State University as an Alumni Distinguished Scholar, majoring in neuroscience, biochemistry, and English. He is a Goldwater Scholar and Phi Beta Kappa member. Pearson's research focuses on targeted drug delivery to treat genetic blindness, and he also serves as undergraduate lab manager for the MSU Digital Humanities and Literary Cognition Lab. Pearson is the student managing editor for the *ReCUR* research journal and recently founded *Exceptions: The Art and Literary Journal for Students with Visual Disabilities*. He will enter the doctoral programme in Clinical Neuroscience at Cambridge and pursue his passion to discover cures for blindness.

Rebecca Peters *University of California - Berkeley*



Rebecca graduated from UC Berkeley with degrees in Society and Environment, International Development Economics, and Global Poverty. She started a Water and International Human Rights class and served as President of the Berkeley Water Group. Her international social justice research and activism has included working in Bolivia as a Berkeley Law Human Rights Fellow and Institute for International Studies Scholar. She will pursue MScs in Poverty and Development at Manchester and Water Policy at Oxford.

Joana Petrescu *Villanova University*



Joana Petrescu, a Presidential Scholar at Villanova University, graduated with a B.S.H. in Biochemistry and French and Francophone Studies. Awarded a Goldwater Scholarship for her work at the Children's Hospital of Philadelphia, Joana conducts research which seeks to understand the interactions between viruses and the cellular DNA damage response. In addition, Joana has coordinated opportunities for interdisciplinary discussion of the ethical, economic, and legal implications of proposals for healthcare reform. Joana will pursue research in cancer biology at The University of Cambridge in preparation for a career as a physician scientist.

Nicholas Picon *Georgia Institute of Technology*



Nicholas Picon, of Boca Raton, Florida, graduated from Georgia Tech with a degree in Aerospace Engineering and a minor in Computer Science. At Georgia Tech, he co-authored papers on satellite design and constellations while doing research on space solar power transmission. Nicholas was a member of the Lacrosse Team, Project Leader for an Engineers Without Borders project in Honduras, and Student Body President his senior year. Nicholas has also worked in the aerospace industry at Rolls-Royce and with Boeing as a part of the Missile Defense National Team. Nicholas will be studying Autonomous Vehicles at Cranfield University and International Conflict at King's College London.

Madeline Sands *Arizona State University*



Madeline Sands graduated from Arizona State University with a B.A. in Anthropology and a M.A. in global health. She is interested in children's health in developing countries, specifically the effectiveness of health interventions in reducing mortality rates. In addition to conducting fieldwork in Guatemala, Madeline works with fellow ASU students to develop affordable technology capable of detecting contaminated water sources. Currently, she serves as a student director for a community initiative that provides health services to those experiencing homelessness in Arizona. Madeline plans to pursue an MPhil in Disease Control at the London School of Hygiene and Tropical Medicine.

Emily Shearer *Cornell University*



Emily Shearer graduated from Cornell University with B.A.s in Biology and Government and a minor in Health Policy. Invited to join Phi Beta Kappa as a junior, Emily has researched health policy at California Department of Public Health and Kaiser Permanente. At Cornell, Emily is the captain of the varsity cross country and track teams, as well as a policy analyst for the campus think tank. In her free time, she volunteers as an EMT. Emily plans to study public policy at Cambridge and medical anthropology at Oxford, after which she will return to the US for medical school.

Kirin Sinha *Massachusetts Institute of Technology*



Kirin Sinha studies Theoretical Mathematics and Electrical Engineering/Computer Science, with a minor in Music, at the Massachusetts Institute of Technology. After years of tutoring and teaching, she founded SHINE, a community service organization targeted at encouraging 7th grade girls to pursue the study of mathematics through a unique combination of dance and math. Kirin conducts research in hydrodynamic quantum analogs and performs with a professional Bharatanatyam troupe in Boston, in addition to having danced with numerous competitive groups on campus. She will pursue Part III of the Mathematical Tripos at Cambridge and hopes to expand SHINE internationally.

Phillip Tucciarone *State University of New York - Buffalo*



Phillip Tucciarone graduated from the State University of New York at Buffalo in May 2014 with a B.S. in Chemical and Biological Engineering. A Goldwater Scholar, Phil has dedicated much of his research to the synthesis and application of novel silicon nanoparticles. In the community he mentors students to develop scientific interest and literacy through the NSF funded Interdisciplinary Science and Engineering Partnership. Phil spends much of his free time playing rugby as the starting wing for UB's rugby team. At the University of Oxford, Phil will study for a DPhil in Materials Science, pursuing graphene research.

Jacob Wellman *University of New Mexico*



Jacob Wellman graduated with degrees in economics and political science from the University of New Mexico in May 2013, where he researched the political economy of climate change. In college, he was active in the Alpha Tau Omega Fraternity and served as the student member of the Board of Regents. He is currently a Truman-Albright Fellow in Washington, DC at the Department of Health and Human Services, where he studies policies designed to improve economic self-sufficiency among low-income families. An Eagle Scout, Jake's passions include outdoor recreation and conservation. He will pursue an MSc in Environmental Economics at the LSE.

Anna Wherry *Johns Hopkins University*



Anna Wherry graduated from Johns Hopkins University with a B.A. in Anthropology and Public Health. As an undergraduate research fellow, Anna conducted fieldwork on reparation policies for victims of armed conflict in Colombia. She has also interned at The Brookings Institution and led public health research in South Africa. In Baltimore, Anna founded and organizes a community garden and serves as a resource coordinator with Health Leads. She will study forced migration at Oxford and anthropology at University of Edinburgh. Anna ultimately hopes to become an anthropologist studying intersections of law and displacement, influencing policy debates through ethnographic analysis.

Grace Young *Massachusetts Institute of Technology*



Grace Young graduated from MIT with a B.Sc. in Mechanical & Ocean Engineering. She is especially interested developing technology to explore and manage sustainably the oceans' resources while conserving their fragile ecosystems. In addition to developing software for CERN and MIT, her work experience includes helping to design, build and test submersible robots for NOAA and Woods Hole Oceanographic Institution. An avid sailor and scuba diver, Grace is a four-year letterman on MIT's sailing team. She is also active in the arts community as a former ballerina and Arts Editor for MIT's student newspaper, *The Tech*. Grace will pursue a DPhil in offshore geotechnical engineering and robotics at Oxford.

George C. Marshall

A Personal Remembrance

By Charles Maxwell ('54 Oxford)



Charles Maxwell (Oxford '54) is a member of the first class of Marshall Scholars and one of the few within our community to have met the program's namesake. During the most recent annual meeting of the AMS, Maxwell reflected on a 1959 visit to Marshall's home in Leesburg, Virginia. Here we share the text of his remarks for the benefit of those who were not in attendance.

In the early autumn of 1959, while visiting Washington, DC on business, and having read a newspaper report on General George C. Marshall's retirement to nearby Leesburg, VA (home of Virginia Military Institute, his alma mater), the thought struck me that the General may not have had much, or any, contact with either the Marshall Scholarship Commission—resident in London—or with American Marshall scholars such as myself (a group of scholars had returned from the UK several years after commencing the scholarship program in 1954). However, did General Marshall, instigator of the formal plan to aid European economic recovery through much of the post-war period, know how the scholarship in his name had been put in place, and how it was operating? Did he want to know these things, now that life for him was a little less strenuous in retirement? This thought gave me the wild idea to seek him out now that I was close by.

I found the General's telephone number in the Leesburg directory, a good sign. I called his number, and his wife Katherine answered the phone. She conferred with the General and returned to tell me that, though her husband was not in the best of health, he was up to a short visit. She also conveyed his interest in the progress of the Marshall Scholarship program and said that he would be intrigued to talk to someone in its inaugural group. We agreed on a late afternoon meeting. As it turned out, the home venue would be a large bed set up on an outside porch

against the strong September heat. The General would be dressed in his pajamas so as to stay cool. It was a promising start.

I arrived on time to the very minute. General Marshall would certainly note that, I was thinking to myself. I was led onto a lovely first floor porch overlooking a small, well-tended garden. His wife asked me to limit my visit to twenty minutes as the General was having an indifferent day. The General was smaller than I expected, but he was propped up by pillows in a large bed. His eyes and expressions were also a lot more lively than I had anticipated. His handshake was firm but welcoming.

I answered his early questions about the Marshall Scholarships: who had them, and where they were placed in the different British universities. To his specific inquiry, I told him that our group found a warm reception and a helpful one in Britain, contrary to the stories one occasionally heard back then.

Then, having picked a subject that I hoped would interest him, in a sector of the globe that had yielded him some of his deepest diplomatic anxieties, I nudged the conversation toward Southeast Asia. I felt that he might have had enough of questions about Europe and Russia, and it seemed to me that Asian developments were being under-reported and might carry more weight in his memory. The General moved immediately to advance his positions here, and the line of fire quickened. I remember we started



off with Lord Mountbatten in Burma and India, and continued on to Vinegar Joe and the earlier Burmese retreat (1942-43). We moved on to aviator Claire Chennault in China, Chiang Kai-shek and his Madam, the other Soong sisters, and on to the negotiations with the other camp, involving Mao and Chou En-Lai. General Marshall generally spoke about what these men were like, how they reacted to events, what appeared to be their vulnerabilities, and what they were attuned to. There must have been some woeful social and historical points to our conversation. But I cannot, after 60 years, remember the details. The General pursued the character of these men, and to me his thoughts appeared to be balanced and free of hindsight judgments. To take Thucydides' line, I can give remembered impressions of the man in general terms: open-minded, not assertive and not dominating in conversation, but trading comment back and forth (and moving around to answer questions still not covered), ever curious if something was not fully understood, and with a wry humor applied to friends and foes alike.

When Mrs. Katherine Marshall finally came in, to my surprise she signaled me to continue and sat down. I was delighted to be in the company of these two people. The General was enjoying images of the many personal and diplomatic edifices he had had a hand in building. His wife was his muse, listening intently, but never commenting.

It was a span of time without measurement. Then, she got up to help him settle back while adjusting his pillows. Rising, I took his hand to say goodbye. It had been 50 minutes, over before I knew it.

The last rays of sun illuminated the garden, now showing patterns of shadow over the flowerbeds. Mrs. Marshall accompanied me to the door. She stopped me and thanked me for awakening the sleepy afternoon with events that had been close to her husband. I apologized for having stayed so long. But she said something about engagement and keeping the General active and alive. I was ushered down the steps, took a short walk to my borrowed car, and left Leesburg for the city.

If this kind of event were ever to be paralleled again in my life, I would know to take a piece of paper and get all this conversation down. I am now sometimes asked, "Well what did he say about Stilwell? What did he say about Chou En-Lai?" As noted before, I cannot be accurate about such events after so many years. I am reminded again of Thucydides' words about framing historical narrative in a way that benefits future generations. He said that the narrative had to be of a true event (but who can remember them all?). It must have been seen or lived by the participant. It must be set down without obvious bias, as we all have our biases, seen or unseen. Further, the narrative must be recent enough that the author's memory is still sharp—I cannot remember what I had for lunch two days ago. And the narrative should be executed by a person with a record of reliability. I wish I could add something to the present configuration of history with this story. But, I cannot.

I do carry a meaningful image of this slightly-built man, with quick, alert eyes, dressed in striped pajamas on a white field of pillows on a porch that opened to a garden. General George Catlett Marshall died some 6 weeks later on October 16th, 1959.



Marshalls in the News

Two Marshalls Named McArthur ‘Genius’ Fellows



Mark Hersam

Mark Hersam ('96 Cambridge) is a professor in the Department of Materials Science and Engineering at Northwestern University where he researches nanomaterials and their potential applications in biotech, energy and computing.

Hersam holds the Bette and Neison Harris Chair in Teaching Excellence and is also the director of Northwestern's Materials Research Science and Engineering Center.



Joshua Oppenheimer

Joshua Oppenheimer ('97 U of Arts London) is documentary filmmaker based in Denmark. His recent work, *The Act of Killing*, was nominated for an Academy Award as a documentary feature for its depiction of the Indonesian killings of 1965-66. His most recent work, *The Look of Silence*, further explores this period by focusing on some of the survivors of the Indonesian genocide.

In addition to his filmmaking, Oppenheimer is director of the Centre for Documentary and Experimental Film at the University of Westminster in London.



CARNEGIE
ENDOWMENT FOR
INTERNATIONAL PEACE

William Burns ('78 Oxford) was named as the 9th President for the Carnegie Endowment for International Peace. Burns recently retired as the Deputy Secretary of State. He was only the second career diplomat to hold the position. He will assume his new role in February 2015.



Warwick Sabin

Warwick Sabin ('98 Oxford) was named as a 2014 Aspen Institute Rodel Fellow. The Institute selects 24 rising political stars to “bring together elected officials who have demonstrated an outstanding ability to work responsibly across partisan divisions and bring greater civility to public discourse.”

Sabin is the State Representative for Arkansas's 33rd District. He is also the executive director of the Arkansas Regional Information Hub.

AMS Board Member Profile

W.N. Harrell Smith ('60 Oxford)

I see a parallel between the post-War times in which I grew up in Washington, DC, and the spirit in which a number of Marshall alumni connect to Britain today. Dean Acheson wrote a book about the period in Washington called “Present at the Creation.” Columnists now call it a “golden age.”

I attended St. Albans School, where Acheson and his contemporaries frequently spoke, and many classmates entered the Foreign Service. Then to Williams College, to Oriel College Oxford to study Modern History and to Harvard Law School with emphasis on international subjects.

What struck me as a young lawyer was a common sense of enthusiasm and interest to make things work. I recall a client who developed a high quality gauge for making freeze dried coffee, who suddenly had an uptick in international orders. I made inquiries and it seemed it was also useable for uranium gas centrifuges. A short meeting with relevant authorities worked out a handshake arrangement of information sharing on possible proliferation and timely licensing of exports for commercial use.

Much of my career involved international trade law, including how to approach trade between market and non-market economies, managed trade, managed currency values, multilateral trade negotiations — in which all parties were finding their way. My wife began her career at the World Bank in equally seminal times.

I got involved in AMS because it was made clear there was a connection between a vigorous alumni association and continued support for the Marshall Program as effective public diplomacy. The Advisory Board was asked by the British Embassy to send a letter to the Foreign Secretary in 2010, during a comprehensive budget review favoring “front line” diplomatic work, and I reported not only financial support but a broad array of informal connections between members of the Advi-



Harrell and his wife, Mary, in Cappadocia earlier this year.

sory Board and British institutions on constitutional courts, stem cell research, finance, educating third world leaders at British and American universities, starting a public policy institute at Oxford—that were little known or unknown, but I thought of great value, and got the feel of “Present at the Creation” again.

The pressure on the Marshall Program to diversify sponsorship may be something of a permanent fact of life. To preach a bit, the bottom line for AMS is that, to do our part to keep the Program going, we must develop a significant trust fund, increase annual giving by a large majority of Marshalls and lose no opportunity to give back in our professional lives. These collaborative opportunities will expand as AMS develops.

To round out the bio, my wife and I are retired, and she has started a foundation to bring Iraqi women scientists to US universities for a year, and they return to Iraq. Oxford has expressed interest in becoming a host university. She has joined the Board of the American University in Iraq in Sulaimani (AUIS), where Tom Friedman gave the Commencement Address.

1954

Phyllis Piotrow

phypiotrow@tds.net

Phyllis Piotrow is now writing a biweekly column for her local weekly newspaper and enjoying it no end. She writes, "Being a pundit, even a small frog in a very small puddle, is challenging. So far I have written about the Affordable Care Act in New Hampshire, which now has twice as many applicants as expected, over 40,000; about education—stop blaming teachers for what they cannot control; and about young adult books like *The Hunger Games* in which kids have to save societies that adults have screwed up." Next on her agenda is a review of Thomas Piketty's *Capital in the Twenty-First Century*. "It is much more fun to hold forth myself rather than just to read what others have written!"

1955

Robert Berdahl

berdahl143@aol.com

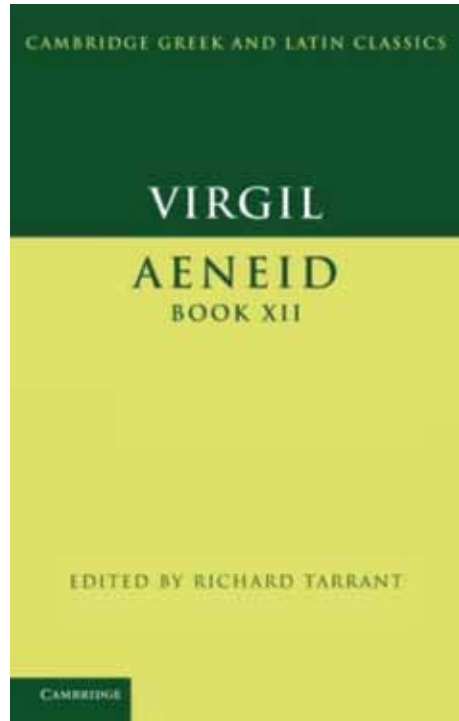
Jane Baltzell Kopp recently lectured on "The Contemplation of Beauty As Spiritual Practice" as part of a series in Vermont called "Perspectives on Spirituality." She will also give the C.G. Jung Society of Colorado lecture in Denver on December 12 on symbols of wholeness in the medieval art of Christmas. Next March, she will be teaching a course at the University of Colorado called "The Desert Was Brilliant and It Was Hard: Gender, Race, and Power in the Settlement of the Southwest," which promises "an overview of the fascinating historical rendezvous of Amerindians, Euro-Americans, and African Americans in a difficult time and place."

1956

Shirley Johnson-Lans

sjlans@vassar.edu

Diane Vreuls sends warm greetings to all her colleagues in the Class of '56



RICHARD TARRANT'S LATEST BOOK

and reports that although she is retired from her professorship at Oberlin College, where she taught creative writing, she is busy publishing poetry and is now preparing a book of her collected poems which will be entitled *After Eden*. She also continues her ministry at the local hospital and to shut-ins in her parish.

Richard Cooper writes that he is still teaching economics at Harvard University, with emphasis these days on China, given its enhanced role in the world economy. He has enjoyed becoming a hockey dad as his 12-year-old son William has become an avid ice hockey enthusiast, playing in the eastern Massachusetts league. In addition to teaching at Yale and Harvard, Richard served several stints in government: as Undersecretary of State for Economic Affairs (for which his studies in the UK helped tremendously), as chairman of the Federal Reserve Bank of Boston, and as chairman of the National Intelligence Council.

Shirley Johnson-Lans has gradually realized that she is formally retired from her economics professorship at Vassar after 47 years on the faculty. "As my department's search, in which I actively participated, did not succeed in hiring a tenure-track labor/health economist, I am still teaching my course in 'The Political Economy of Health Care' this semester. I have, however, moved out of my huge office and now occupy a tiny adjunct one." She has also undertaken the editorship of a new book series at Palgrave/MacMillan, *Wealth, Distribution, and Inequality*. Shirley continues in her role as president of the Harvard/Radcliffe Club of the Hudson Valley, to serve on the board of an NGO that funds health care and girls' education in rural Rajasthan, and to sing in her beloved New York City Episcopal choir. She concludes, "I also swim laps in the Vassar pool 4-5 times a week, so I plan to continue to maintain residences in both the Mid-Hudson area and in New York City."

1966

Diana Coogle

dicoog@gmail.com

Richard Tarrant's most recent book, a commentary on Book XII of Virgil's *Aeneid*, has received the Charles J. Goodwin Award of Merit from the American Philological Association (now rechristened as the Society for Classical Studies). In April, he was elected to the American Philosophical Society, the country's oldest learned society.

Diana Coogle celebrated her seventieth birthday with an Alice-in-Wonderland party at her home on the mountain. All the guests dressed in white (very beautiful, flitting through the woods) and brought their own wacky mallets and balls for a crazy game of croquet on the mountain-side. Diana was the Queen of Hearts.



DIANA COOGLE

1974

David Moskowitz

dwmoskowitz@hotmail.com

Arthur Johnson reports that he recently spoke at a conference in Stamford, CT, entitled “Titans of Direct Response,” where he was one of four folks billed as “The Mount Rushmore of Current Copywriters.” “Usually, I don’t do this stuff,” he writes, “but I won’t pretend it wasn’t fun, and there were plenty of opportunities for one-on-one mentoring—something that I’d like to explore more.” Arthur has also had “a couple of songs published this summer” by his “long-time-ago collaborator, David Hicks, as part of a project to bring the music of rock band Phaedra to 21st century listeners.”

1976

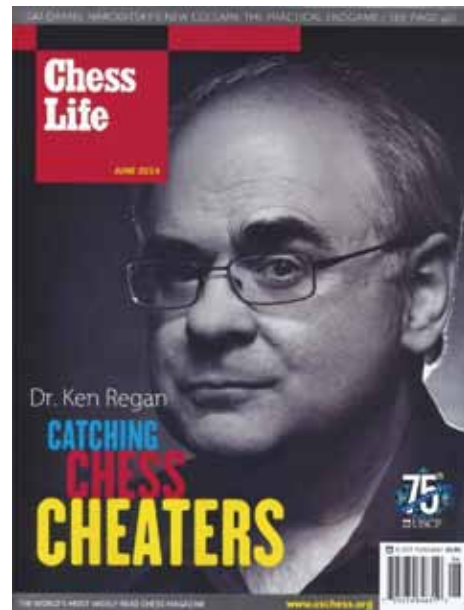
Carol F. Lee

cfldjs55@gmail.com

Four women from the class of 1976 – **Mary Edgerton, Jane Hawkins,**

Kathleen Sullivan, and class secretary **Carol Lee** – had the chance to visit at the first Women Marshall Scholars Reunion at the British Ambassador’s Residence on June 20, 2014. Jane is in Washington, DC, this year at the National Science Foundation and will return to teaching mathematics this fall at UNC Chapel Hill. Her daughter is doing a Ph.D. in Environmental Engineering at Berkeley. Mary, visiting from Houston, will become an empty nester this fall when her youngest daughter starts college at the Colorado School of Mines. Kathleen had just returned from a trip to the UK. In London, she moderated a panel discussion on 40 years of coeducation at Oxford. In Oxford, she became an honorary fellow of Wadham College, the college at which she was a student during her Marshall Scholarship.

Parker Shipton, professor of anthropology at Boston University, was a visiting fellow at All Souls College, Oxford in Trinity Term 2014. He and his wife, Polly Steele, enjoyed being back in Oxford. This coming academic year, Parker will be on sabbatical at the Center for Advanced Study in the Behavioral Sciences at Stanford.



KEN REGAN

Their daughter Susannah rowed on the Princeton women’s varsity eight, which won the Ivy League title this year, and then graduated from Princeton in May with an AB in history.

1981

Suzette Brooks Masters

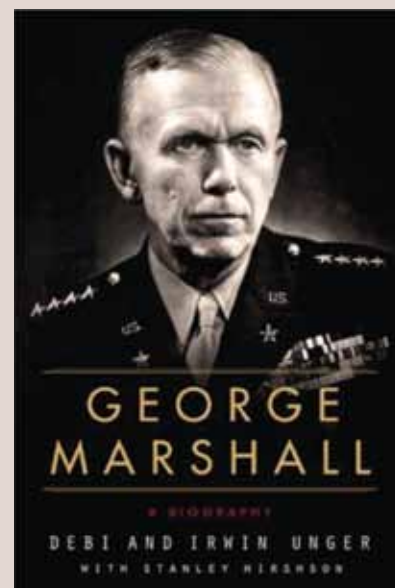
sbrooksmasters@gmail.com

Ken Regan reports that his chess-related research and anti-cheating

A New Marshall Biography

Debi and Irwin Unger and Stanley Hirshson have written a new biography of George Marshall.

The hardcover edition was released at the end of October and is published by HarperCollins.



CLASS NOTES

work was featured on NPR last June, as the cover story for *Chess Life Magazine*, and also in *Slate*'s "The Gist" podcast on Sept. 2. He just gave a TEDxBuffalo talk (see #6 at <http://www.tedxbuffalo.com/tedxbuffalo-2014-live-stream/>).

Ken also reports that he has a son who is a junior at Union College and a daughter who is applying to college.

1985

Song Tan

sxt30@psu.edu

Janet Feigenbaum is currently a Senior Lecturer at University College London in the Department of Clinical, Educational, and Health Psychology and the Clinical and Strategic Lead for Personality Disorder Services for North East London. She earned her DPhil in experimental psychology at Oxford in 1988, where her research into



JANET FEIGENBAUM

the electroneurophysiology of spatial memory led to her postdoctoral work with Nobel Laureate John O'Keefe at UCL. She and her husband, Martin, a professor of aging and mental health, live in Epping Forest just outside of London with their two daughters (the oldest of whom has just started university). When not working, Janet continues to be involved in amateur dramatics and singing, and travels as often as possible (most recently taking her 82 year old mother to India).

1991

Stanley Chang

sschangca@yahoo.com

Julie Tarara is still conducting research on grapes and berries for USDA's Agricultural Research Service, in a small town in eastern Washington State. She is investigating new career directions, ideally remaining tied to agriculture. Outside of work she continues to hike, backpack, play soccer, and be a member of a local volunteer ski patrol.



JULIA TARARA

1993

Loren Siebert

loren@siebert.org

Jane Bocklage is enjoying living in Vienna, Austria, with her husband, Michael, and their 4-year-old son, Edmond. As a Foreign Service Officer for the Department of State, she is currently serving as Political Chief in the US Embassy in Vienna. She and her family are taking full advantage of their time in Europe, skiing, hiking, and traveling as often as work allows. Always happy to hear from fellow Marshalls, she can be reached at: janebocklage@hotmail.com.

2002

Esther Freeman

esther.freeman@gmail.com

Andy Ozment left the White House to serve as Assistant Secretary for Cybersecurity at the Department of Homeland Security. Somewhat unusually, he's almost exactly fulfilling the goal he set out in his Marshall Scholarship essay: to work for the government protecting critical infrastructure against cyber threats.

2006

Dan Weeks

dmweeks@gmail.com

Fresh off his America's Got Talent audition in Madison Square Garden (Heidi Klum loved him; Howard Stern didn't), **Blake Brandes** recently completed a successful 3-year term as Chief Program Officer for a national non-profit and launched his youth motivational speaking and hip-hop education career. With a Ph.D. in hip-hop, Blake speaks to students at schools and colleges about how to "remix your reality" to be more engaged in academics and more suc-



Washington, DC, Alya looks forward to meeting you.

2008

Ben Carmichael

b.h.carmichael@gmail.com

Stephen Silvius continues to work at Three Ring, now as COO. He says, “We are building software that allows everyone in the education process to securely save multimedia evidence of student learning, share it appropriately, and use it whenever it is needed.” He now lives in Arlington, VA.

Megan Galbreth Murton moved back to Cincinnati, OH, after six years

ANDY OZMENT

successful in life. Blake is also running a weekly motivational blog called “The Up Beat,” where he writes and posts rap videos about topics like dealing with loss or with difficult people. You can check out Blake’s work at www.BlakeBrandes.com.

Maher Bitar and Astrid Dorelien were joined on September 11 by a

7 lbs 6 oz wonder, Alya Dorelien Bitar (علياء دوريليان بيطار). Alya’s been feeding and napping like a boss, except at night when she insists on keeping everyone awake and exploring the world. Several Marshall alumni have already visited Alya, including **Ali Alhassani** (2008) and **Yusufi Vali**. For all those in



ALYA DORELIEN BITAR



BLAKE BRANDES

in the UK. She says, “Ironically, the instigator of the move was my British husband, who received a scholarship to do a Masters in orchestral conducting at the College Conservatory of Music at the University of Cincinnati.” Megan reports, “The reverse culture shock was pretty severe at first, but it’s getting better — I’m balancing the sadness of losing pubs, trains, and the NHS against the joy of rediscovering favorite junk foods and being a short drive from my family.” She has finished her Ph.D. in medieval English literature and is teaching at Xavier University this year while applying for academic jobs in the US.

2009

Emma Wu Dowd
wudowd@gmail.com

After working at Intel Corporation for two years, **Andrew Gamalski** has decided to leave Intel and return to scientific research. Andrew is starting a post-doctoral position at Brookhaven National Laboratory in November 2014, researching catalysis using transmission electron microscopy.

Max Kleiman-Weiner is in his 3rd year of his Ph.D. in computational cognitive science at MIT working on intentional action, morality and social cognition. He has also been working with **Dan Roberts** on Diffeo, a start-up building search tools for deep research with the goal of automating the creation and curation of knowledge bases like Wikipedia.

Josephine Rose Bungum was born to **Donnie Bungum** and his wife, Alicia, on July 4, 2014. She weighed 7 lbs



DONNIE BUNGUM AND DAUGHTER, JOSEPHINE ROSE BUNGUM



KYLE CHECCHI AND MADELINE PANIAGUA

10 oz and measured 20 1/4 in. Usually, Josephine cannot sleep unless her father sings her the Salve Regina in the style of Blackfriars, Oxford.

Kyle Checchi and Madeline Paniagua, high school sweethearts, were married near their hometown of San Ramon, CA, in May 2014. Marshall classmates in attendance included **Sally Liu Baxter**, **Max Kleiman-Weiner**, **Kyle Mahowald**, **Dan Roberts**, and **Steve Xu**. After high school, Kyle and Maddie began their long-distance romance moving between Annapolis, MD, Davis, CA, Washington, DC, London, Oxford, and Boston, MA.

Highlights included their first date at a Sadie Hawkins dance in 2003, a fitting proposal on a cross-country flight, and of course, the Marshall Thanksgiving celebrations. Now after 11 years, they are living together in Boston where Kyle continues to study medicine and Maddie works as a social media marketer at Zipcar. Kyle and Maddie are happy to host any Marshalls who find their way to Boston!

2010

Aroop Mukharji
aroopm@gmail.com

Here are the numbers: 14 of our 36 are still students. Two have started businesses they are running fulltime, seven live abroad, three are engaged, six are now married, and one, **Emily Warren Kapur** is pregnant with a member of the Marshall class of 2037. Em is also in the midst of the joint J.D./Economics Ph.D. and hoping to finish up both programs in the next couple of years.

While we are on the topic of babies, eleven of our class currently live in the



MARSHALL CLASSMATES CRAM INTO THE PHOTOBOOTH AT KYLE CHECCHI'S WEDDING

Boston area, which is, incidentally, the same number as the number of babies **Anna Jo Smith** has delivered as a third year Harvard Med student. She reports being “in the unique Cambridge Integrated Clerkship where she follows patients rather than having a traditional stand-alone clerkship.” In her free time, she writes, she “is continuing her research on the impact of national health policy on access to care for children and families and running into other Marshalls on the streets of Cambridge, MA.” Indeed, I have now bumped into Anna Jo twice at the Whole Foods on Beacon St.

Jess Lanney, who also lives in Boston, is completing her two-year anniversary at Bridgespan, working on strategy with a variety of clients including the Boys & Girls Clubs of America, Enterprise Community Partners, Nurse-Family Partnership, and the Bill and Melinda Gates Foundation. She writes, “After experiencing the attacks on the 2013 Boston Marathon, I decided to revive my dormant



JESS LANNEY



ZAK KAUFMAN

running career and run my first marathon. I completed the 2014 Boston Marathon in April, fundraising for the Boys & Girls Clubs of Dorchester with the help of many generous Marshalls. Now fully in the grips of addiction, I completed the 2014 Chicago Marathon in October. Props to super fan **John Calhoun** who was there for both races. When not running or working, I’ve been enjoying the company of the many Boston-based 2010 Marshalls.”

Jess no doubt is referring to another one of the 11 Boston-based Marshalls, 1st Lt. **Austin McKinney**, who will be returning home after being deployed for the last 4 months in Colombia, an experience he reports enjoying immensely. In a Facebook message, he exclaims, “I honestly haven’t been this happy since our Marshall days!”

The same week Jess Lanney conquered the Chicago marathon, another classmate, **Zak Kaufman**, was in Chicago where he was named a Bluhm/Helfand Social Innovation Fellow and spoke at Chicago Ideas Week. Zak finished his Ph.D. this year, relocated to Geneva

with his wife, Elise, and still runs Vera Solutions, a consultancy he started with two friends years ago to improve data systems for nonprofits and social enterprises. Zak has since been profiled in *Forbes* as a 30 under 30 Social Entrepreneur, and his company now boasts a team of 27 who have worked with 100+ organizations in 40+ countries, most recently with **Michael Wilkerson** and his Ugandan-based company, Tugende, a for-profit social enterprise that helps safe, reliable motorcycle taxi (boda-boda) drivers buy their own motorcycles, giving them the means to control their own tools of employment and kick starting a path to financial independence.

Zak’s stay in the UK (until this summer) has been outdone by classmate **Tanya Goldhaber**, who graduated this past July from her Ph.D. program and has since worked for BT as “a data analyst/user interface designer/person most junior on the team who has to do all the other stuff no one else has time for.” Tanya continues, “I’m still enjoying it though!” Moving to London

in 2013, she lived with **Allie Speidel** for a year, relocated to Clapham with her boyfriend, and has otherwise been an active ballroom dancer, training in London and Southampton, where her dance partner lives.

Switching gears to Cairo, **Mitesh Shridhar** has taken a leave of absence from Bain & Company, where he has worked since leaving the UK, to work at Endeavor Egypt to help the organization grow. Learning Arabic on the fly, he reports, has made the experience all the more interesting.

Tamela Maciel, who recently finished a Ph.D. in Astrophysics, recently joined the varsity mid-Atlantic Marshall team as a physics journalist with the American Physical Society.

Close to Tamela, and closer still to the George C. Marshall Museum in Lexington, VA, **Mitch Keller** (Marshall Sherfield) is beginning his second year as an assistant professor of Mathematics at Washington and Lee University.

Mitch writes, “I bought a house when I moved here, so I feel all grown up now. In what free time I have, I still try to get away to interesting places using my stash of frequent flyer miles and points.”



MITCH KELLER



AMS Printed Alumni Directory

It is my great pleasure, on behalf of the Association of Marshall Scholars, to announce to Marshall Scholar alumni, and to the broader stakeholder community of interest in this scholarship, the publication this fall of a printed and bound directory of Marshall Scholars which commemorates the first 60 years of this scholarship—from its inception (the first class in 1954) to the present (the class of 2014, which departed in September for the United Kingdom). This is the first print directory to be issued since 2000.

We debated as a board of directors the utility of publishing a paper copy of data points in this digital day and age, that would in all likelihood prove to be out of date as soon as the proverbial ink dried on the printed page, but we felt that the 60th anniversary of the scholarship was something special—worthy to be celebrated and commemorated—and that we should produce a keepsake of sorts, knowing that many of our earliest classes, who had to rely on paper for most of their academic and professional lives, would especially appreciate this product. As such, it may also become something of an artifact in the history of the program, as it is entirely possible that the next directory to be published, perhaps five or ten years from now, will be digital, and only be available digitally. The volume will arrive soon if it's not in your mailbox already.

On behalf of the board of directors of the Association of Marshall Scholars, I am pleased to be able to share this news with you and hope that the directory serves to reconnect you to your friends and classmates and to stimulate your memories of that special time in Britain, which was your time.

Bob Gray, President

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

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