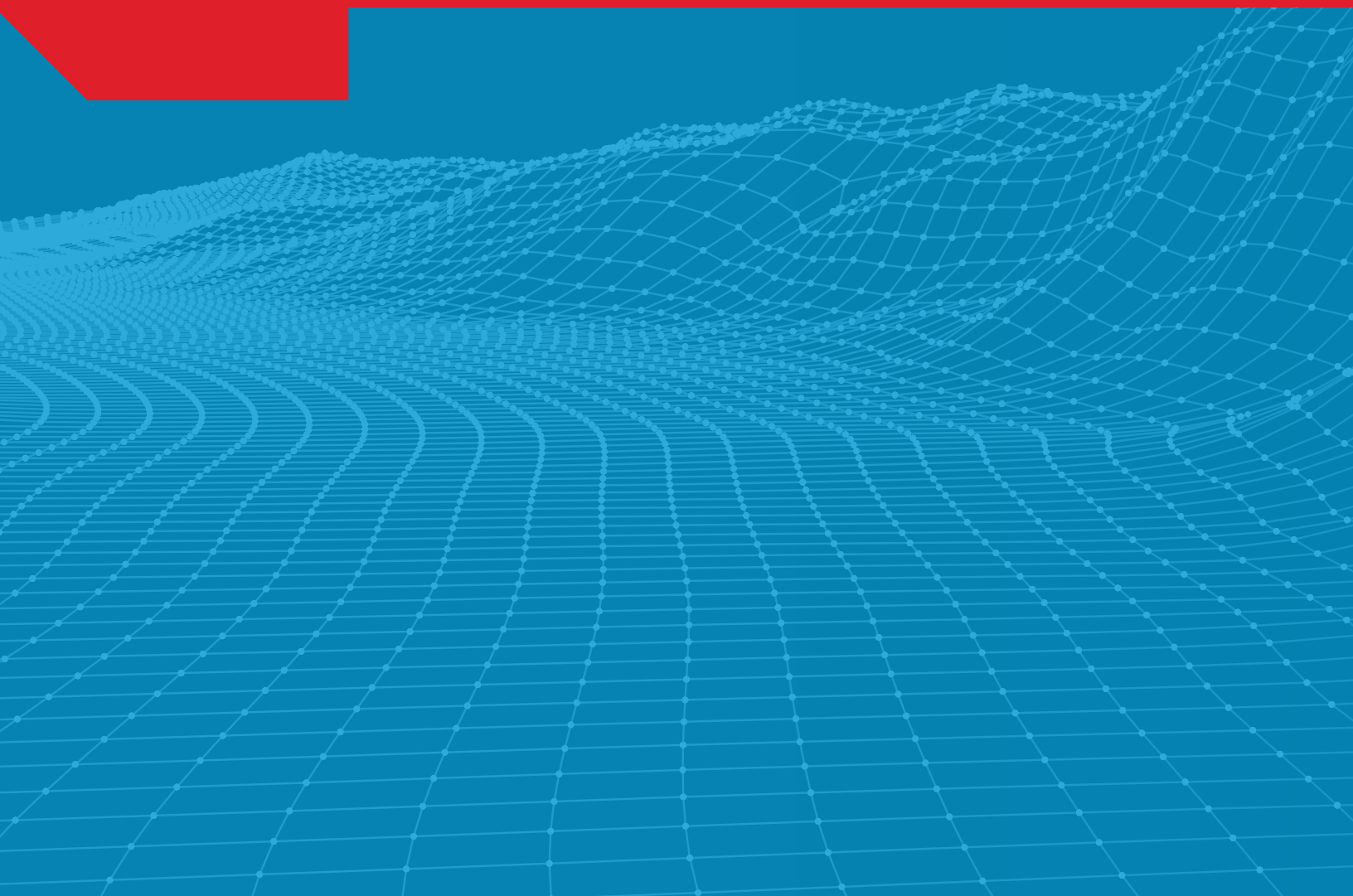




The Andrew W. Marshall
FOUNDATION

2021 ANNUAL REPORT





There is a great optimism that comes from this legacy of Andrew Marshall – a man who actively sought outlier perspectives and supported many who would never have found a champion in traditional lanes. He pushed them, if quietly, to dive deep, to explore, expand, and defend those ideas.



Melissa Flagg, Andrew W. Marshall Foundation Advisor

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Special Thanks

Reflecting on Andy's Life and Legacy, and Our Way Forward

On September 13, 2021, we marked a bittersweet occasion: it was the centenary of Andy Marshall's birth, which coincidentally fell several months into the Foundation's first full year of activities. There is no right way to celebrate the hundredth birthday of someone who made an impact on so many – so quietly, so humbly, and so significantly – and whose loss we feel every day. We reflected on his life and how we may carry his legacy into the future.




The question of Andy's legacy is a formidable one. As is often the case with extraordinary people, one can point to many accomplishments and describe each of them as a legacy. It is the same for Andy. As I reflect over my four decades with him, the one thing that always struck me was that Andy loved life. He absolutely loved Mary, his first wife, and Anne, his second, and when each of them passed he was devastated. He loved people and always looked for, and found, the most curious and intellectually honest people: people who explored and thoughtfully pushed the bounds of convention.

How did this happen? Maybe his curiosity came from watching his father, a master stonemason, carefully design and build a piece of art from a pile of rocks. Maybe it was his voracious appetite for reading, as he was often seen at the public library in Detroit, where he grew up. Maybe it was his time studying economics at the University of Chicago. Maybe it was his quarter century at the RAND Corporation, challenging and being challenged by some of the greatest minds of the twentieth century. Maybe it was his four decades as Director of the Office of Net Assessment in the Pentagon. As Lionel Tiger observed, Andy had no ego, and that alone would make him a man without peer. He was a man of insatiable curiosity; he explored the universe of ideas and knew that paradigms were meant to be understood, challenged, and changed regardless of the prevailing orthodoxy. He was a connoisseur and collector of curious people, along with great food, great wine, great books, the arts, history, and friendships. He loved the United States, because for him, as for so many others, America is truly the land of opportunity, and he was concerned about its future. It was healthy skepticism that drove him to try to understand its threats.

While studying economics at the University of Chicago, Andy was recruited to join a group of thinkers at the nascent RAND Corporation. This group grew to include Nathan Leites, Herman Kahn, Roberta Wohlstetter, Albert Wohlstetter, Bernard Brodie, William Kaufman, James Schlesinger, Charles Wolf, Herbert Goldhamer, Charles Hitch, Jim Digby, and many more. While these remarkable personalities sometimes disagreed, it was never personal. They were not gods – they were curious people sharing a passion for life, conducting serious analysis, and exploring the future of the United States. As Andy once said, RAND of the 1950s and 1960s was a place where serious analysis was done by serious people who also liked to have serious fun.

Andy and his colleagues are known for their broad and multidisciplinary analysis of military competitions and competitors, and they understood that study of the past reveals the trends from which one might analyze the future. Andy looked at the long term, at least 25-30 years in the future, and he was intrigued by those who looked even further. Understanding long-term competition meant studying not just the military aspects of competition, but also areas like economics, anthropology, culture, training, and organizations that inform decision making. While outcomes may be one sided, competitions never are. Thus, Andy was serious about comparing and contrasting strengths and weaknesses. This required knowing a competitor as well as one knew oneself. For Andy, only then could you possibly begin – and I choose “begin” purposefully – to see what opportunities a decision maker might choose, and the implications of those choices.

Andy was very comfortable with uncertainty. Because uncertainty was a certainty, Andy stressed the need for identifying alternatives, and constructing alternative futures based on them. It began with the right question and the diagnosis—the hard problem. Like a doctor, he wanted to diagnose the disease before trying to schedule the surgery. Andy knew



instinctively that insight derives from a deep understanding of the problem at hand, which depends in turn on an understanding of the trends that led to it. To challenge the prevailing paradigms of the future, it is first necessary to explore their roots in the past. It all started with getting the right question.

Perhaps Andy's less recognized legacy is the breadth and depth of new voices he encouraged to think broadly about the future of U.S. national security. Andy not only sought out the acknowledged great thinkers, but also identified and mentored future generations of strategic thinkers. They came not only from the defense world, but also from academia, economics, finance, anthropology, behavioral science, natural sciences, and the business world, to name just a few. Andy cared about his "new voices." It was an extraordinary quality about him. Many of our friends today started with Andy in the Office of Net Assessment, or were people who by their intellectual curiosity attracted his attention. They are some of our most strategic, multidisciplinary thinkers. They are bright, curious, creative, heretical, and open-minded about looking at problems in a different way – a way Andy gave them a lot of room to define for themselves. What made Andy so extraordinary is that he did not dictate — he expected you to do your own thinking. He let each person know that they were important. Even though he might disagree with you, that did not mean that you were wrong. One of our advisors, Richard Danzig, aptly noted at the centenary celebration that Andy gave his mentees space – he did not fill it. This quality was a lesson in leadership and empowering for the strategic thinkers around him.

This is a long way of saying that we miss Andy, and that the Andrew W. Marshall Foundation is dedicated to finding and fostering people who are passionate about shaping the future of the United States.

I want to personally thank all who have so generously donated funds and time to the Foundation. While Andy and I created the Foundation in 2017, the intervention of Andy's death delayed our start, and 2021 became our first year of operations — a feat that could not have been accomplished without this support. I want to thank our staff, Stephanie Papa and Lillie Durnan, and our interns, Makhaela French and Abigail McDonough for their exceptional work. I also want to thank our Advisory Group: Jesse Ausubel, Matthew Daniels, Melissa Flagg, and Dan Patt. I am incredibly grateful to them for their help in getting us to where we are today, and their role in shaping our future. As you read on, I hope you get to know these four extraordinary people through their work behind the scenes.

You may read more about our 2021 experiments in the following pages. They represent only a fraction of the work we have done in the past year, and we have much more to share with you in 2022 and beyond.

We will continue to be true to Andy and his legacy. The content of this report is just the beginning. Andy is truly a man for all ages, and I am so happy that I got to know him. We hope that you will learn more, continue to experiment with your own thinking, and actively join in on our work. Finding and fostering the next generations of strategic thinkers is vital, and we cannot do it without you.

Thank you.

Jaymie Durnan
Co-founder and Chairman

Over his career, Jaymie Durnan has served in senior roles in the private sector, the government sector, and the non-profit sector. He was blessed to be a friend, confidant, and mentee of Andy Marshall for more than four decades. Andy and Jaymie co-founded the Andrew W. Marshall Foundation in 2017.

Foundation Overview

“Strategy...reflects
a cast of mind that
focuses on shaping
the future rather than
reacting to it.”

Andrew W. Marshall

Our Vision

To honor the legacy of Andrew W. Marshall by developing generations of long-term strategic thinkers who will build on his contributions to the national security of the United States.

Our Mission

To find and foster new voices who apply analytical approaches across disciplines to explore the strategic questions facing the United States.

In 2021,

We **found** new voices through our wide engagement with people across fields and disciplines; partnerships with other organizations; and an eagerness to explore perspectives outside the conventional wisdom.

We **fostered** new voices through funding; guidance and mentorship; and connection to other strategic thinkers.

Our Values

Curiosity: The desire to learn, discover, take risks, and experiment.

Courage: The fearlessness to challenge long-held views with logical and credible analysis.

Openness: The embrace of uncertainty with an eagerness to have one's work challenged.

Contribution: The drive to mentor others and actively shape the future.

Recipients of Our Support

The Foundation's new voices have one defining characteristic: they are **curious explorers**. "New voices" does not necessarily refer to those who are in the early stages of their careers; it also includes those who are reconsidering their positions on strategic questions and who are bringing new approaches or disciplines to the broad field of national security. Despite their differences, these individuals have a high tolerance for uncertainty and the ability to focus on shaping the future.

"There is no specific set of disciplines that must be mastered to be a strategist. People who think strategically come from a number of different backgrounds....But what seems to be central is a cast of mind that is questioning, eclectic."

Andrew W. Marshall

Our History

Though the idea had been percolating for many years, co-founders Andy Marshall and Jaymie Durnan began discussing the reality of a foundation in 2016. Andy had retired from government service the year before, but friends, mentees, and former colleagues still visited him regularly to discuss their work and solicit his ideas. Andy loved this type of interaction. Humble by nature, Andy was not initially inclined to lend his name to a formal organization but was continually encouraged by close friends and mentees. Finally, the idea was fully brewed: Andy and Jaymie established the Andrew W. Marshall Foundation in November 2017. Andy's goal was clear and simple: Find people who are curious and passionate about exploring the future, and not fixated on the problems of the moment.



Andy Marshall and Jaymie Durnan at Andy's retirement celebration, 2015.

Throughout 2018, Andy and Jaymie engaged with the network Andy had built throughout his life. Supporting publications and discussions on U.S. long-term competitions prompted thinking on the wide scope of activities the Foundation could engage in to support new voices. Staying true to Andy's beliefs that we should embrace uncertainty, the idea of "experimentation" took hold. The Foundation would experiment with different ways of bringing people with new approaches or unconventional ideas into the conversation on U.S. national security. It would keep what worked and change what did not.

Andy passed away in 2019, and activities quieted down as friends mourned and remembered. A great effort by advisors and friends reinvigorated activities in 2020 to begin structuring and generating ideas as a start-up. This allowed the Andrew W. Marshall Foundation to launch its first full year of experiments in 2021.

Despite Andy's initial reluctance to be the public face of an organization, he was doing what was right for the United States. This Foundation honors and shares his legacy.

Andrew W. Marshall (1921-2019)

Co-founder

Andrew Marshall dedicated his life to the support of new voices, rigorous analysis, and the defense of the United States. His career spanned seven decades, including 25 years at the RAND Corporation before becoming Director of Net Assessment in the Office of the Secretary of Defense. Throughout his long career, Andy played a pivotal role in creating new ways to think about U.S. national security through collaboration with and mentorship of other strategists.

Andy worked at the RAND Corporation in the 1950s and 1960s. As an organization composed of some of the most influential advisors to senior U.S. administration officials, RAND developed and matured methods of analyzing the nature of the long-term competition between the United States and the Soviet Union. In the late 1960s, Henry Kissinger recruited Andy to apply these approaches in the National Security Council, where Andy worked for several years before becoming the first Director of Net Assessment, a post he held for the next 43 years.



During his time in government, Andy matured the practice of net assessment as it is often employed today. These assessments were rich and robust pictures of the state of the military competition between the United States and a competitor, including but not limited to trends and asymmetries, challenges the countries faced, and opportunities to improve the position of the United States in the competition. These assessments drew on diverse fields of study and areas of expertise.

Following the defeat of the Soviet Union in the Cold War, Andy directed his efforts toward the changing character of warfare, identifying the emerging revolution in military affairs at its inception, and recognizing the rise of China and the emergence of the Asia-Pacific region as the locus of future geostrategic competition. Throughout his tenure at Net Assessment, Andy sponsored databases, war games, and translations; funded the development of new analytic techniques; brought in views from orthogonal fields; and supported new voices in all areas of national security. The network of experts he had begun to develop at RAND blossomed into a vast community of analysts, military officers, and scholars at institutions across the country and around the world.

Andy retired from government service in 2015 at the age of 94 and dedicated the remaining four years of his life to supporting all those who sought his counsel and writing his own short essays on the history and practice of defense analysis.



Our Work

“There’s a heart, or at least a beginning, to channeling Andrew Marshall’s ways for the future: it is the hard work of seeing the world as it really is in all its messiness, and doing so, sometimes, by creating new ways of thinking.”

Matthew Daniels, Andrew W. Marshall Foundation Advisor



Experimentation

Our activities are experiments from which we seek insights into what best fulfills our mission, what can be improved, and what might change if we modify a particular factor. We constantly seek new ideas – new types of experiments and areas of analytical interest – that will help us find and foster new voices.

Conducting our work this way allows us to constantly evaluate ourselves to assess the best ways to achieve our mission.

“No form of life that adopts the motto “don’t do anything for the first time” can grow or even survive. Much of what a child does for the first time is for survival, but a lot of it is for play, for rehearsal. The good news from 2021 is that the youthful Andrew W. Marshall Foundation understands the need to play, to experiment, and then to grow while retaining that spirit of play.”

Jesse Ausubel, Andrew W. Marshall Foundation Advisor

Charitable Activities

In 2021, the Foundation's charitable activities comprised work on and direct funding to four experiments and three other projects:

■ Experiments:

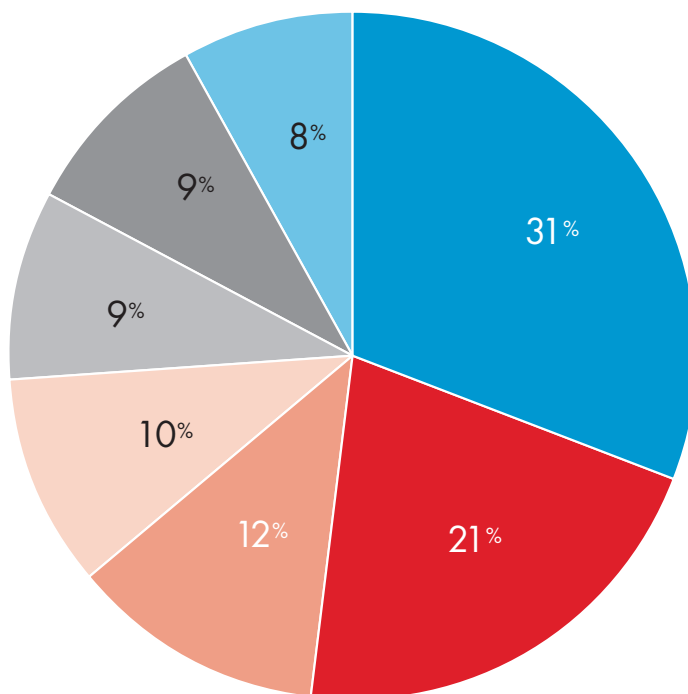
- Andrew W. Marshall Paper Prizes
- Andrew W. Marshall Fellow
- Andrew W. Marshall Scholar
- Examining History to Explore the Future

■ Andrew W. Marshall Library

■ Publications

■ New Experiment Development

2021 Charitable Activities:



- Paper Prizes
- New Experiment Development
- Examining History to Explore the Future
- Publications
- Fellow
- Scholar
- Library

Total 2021 Charitable Activities:
\$274,850

Total 2021 Business Operation Expenses:
\$74,283

Total 2021 Expenses:
\$349,133

As a new foundation, our business operation expenses comprised legal, accounting, marketing, and other administrative start-up costs.

Fellow and Scholar Experiments

The Andrew W. Marshall Foundation's Fellow and Scholar experiments provide new voices with the time, mentorship, and other resources to explore the strategic questions facing the United States. These experiments incentivize critical thinking, taking time, prioritizing reflection over amplification, and considering different views.

A Fellow is employed in residence at a host institution for up to two years, and a Scholar is awarded a grant from a host institution for one year. Both spend their time reading, writing, and engaging with those who may challenge their ideas. Fellows produce a variety of work, and Scholars produce a single study at the end of their term.



In 2021, the inaugural Andrew W. Marshall Fellow, Benjamin Chang, began his two-year fellowship at Georgetown University's Center for Security and Emerging Technology (CSET). Ben has been exploring intentionally broad questions related to U.S.-China competition, using his expertise in artificial intelligence as a framework for structured thinking about this hard problem. Ben is examining questions such as competition duration, objectives, the meaning of competition, and

the meaning of success. The Foundation's Advisory Group and colleagues at CSET provided guidance and feedback on Ben's work.

"CSET was honored to host the first Andrew W. Marshall Fellow, Benjamin Chang. The Fellow experiment has proved to be a valuable complement to CSET's research and mentoring environment, bringing a strategic focus to Dr. Chang's research and connecting him with experienced strategic thinkers who have helped sharpen his analytic skills and served as mentors."

—Dewey Murdick, Director, Center for Security and Emerging Technology (CSET)

Benjamin Chang **2021-22 Andrew W. Marshall Fellow**

Before joining CSET, Benjamin Chang received a Ph.D. from MIT, where he studied how artificial intelligence affects the U.S.-China military balance. Previously, he was a senior analyst at the Long Term Strategy Group. He earned his A.B. (summa cum laude) from Princeton University's School of Public and International Affairs. He is a recipient of the National Science Foundation Graduate Research Fellowship.

"My experiences with the Andrew W. Marshall Fellow experiment have been among the most valuable of my professional career. I am deeply grateful to have been afforded, through the program's support, not only the time, resources, and space necessary to develop original thought amidst our world's chaos, but also the chance to refine those new ideas through iterated discussion with much more experienced mentors. I can only hope that my future contributions to national security honor the investments made in me."

Benjamin Chang, 2021-22 Andrew W. Marshall Fellow, Center for Security and Emerging Technology, Georgetown University

“In the way that Andy lived his life, conducted his career, and mentored a good many souls, we can find inspiration and we can find some answers. But the greatest lesson for us is in how Andy approached questions, how he approached being a mentor.”

Dan Patt, Andrew W. Marshall Foundation Advisor



In 2021, the inaugural Andrew W. Marshall Scholar, Arthur Tellis, began his one-year term sponsored by the Hudson Institute's Center for Defense Concepts and Technology. Arthur's research and writing explored the extent to which economics affect competition between the United States and China. The Foundation's Advisory Group and colleagues at the Hudson Institute provided guidance

and feedback on Arthur's work.

“We have thoroughly enjoyed the experience of mentoring and guiding Arthur's efforts as an Andrew W. Marshall Scholar. His strong and well-reasoned argument will bring a welcome independent viewpoint to the discussion of what matters in competitions between major powers and what the goals of a competition might be. We are looking forward to releasing and promoting Arthur's upcoming paper.”

—Bryan Clark, Senior Fellow & Director, Center for Defense Concepts and Technology, Hudson Institute

Arthur Tellis

2021-22 Andrew W. Marshall Scholar

Arthur Tellis is a director in the office of the Principal Cyber Advisor to the Secretary of Defense in the Office of the Undersecretary of Defense for Policy. Previously, he was a staffer on the Senate Armed Services Committee, where he specialized in cyber operations and cybersecurity issues. He graduated from the University of Chicago in 2016 with a major in economics and a minor in history.

“The Andrew W. Marshall Scholar experiment has been a blessing hidden in plain sight, an unsurprising revelation. My advisors at the Hudson Institute and advisors affiliated with the Andrew W. Marshall Foundation have guided and challenged my research in productive ways, disciplining years' worth of casual observations about the U.S. economy and China's statecraft into a more rigorous examination of how economic production informs national power. I can't claim success yet, but I am delighted to have been through this very gentle crucible. I would recommend the program to anyone willing to take risks in reasoning and writing.”

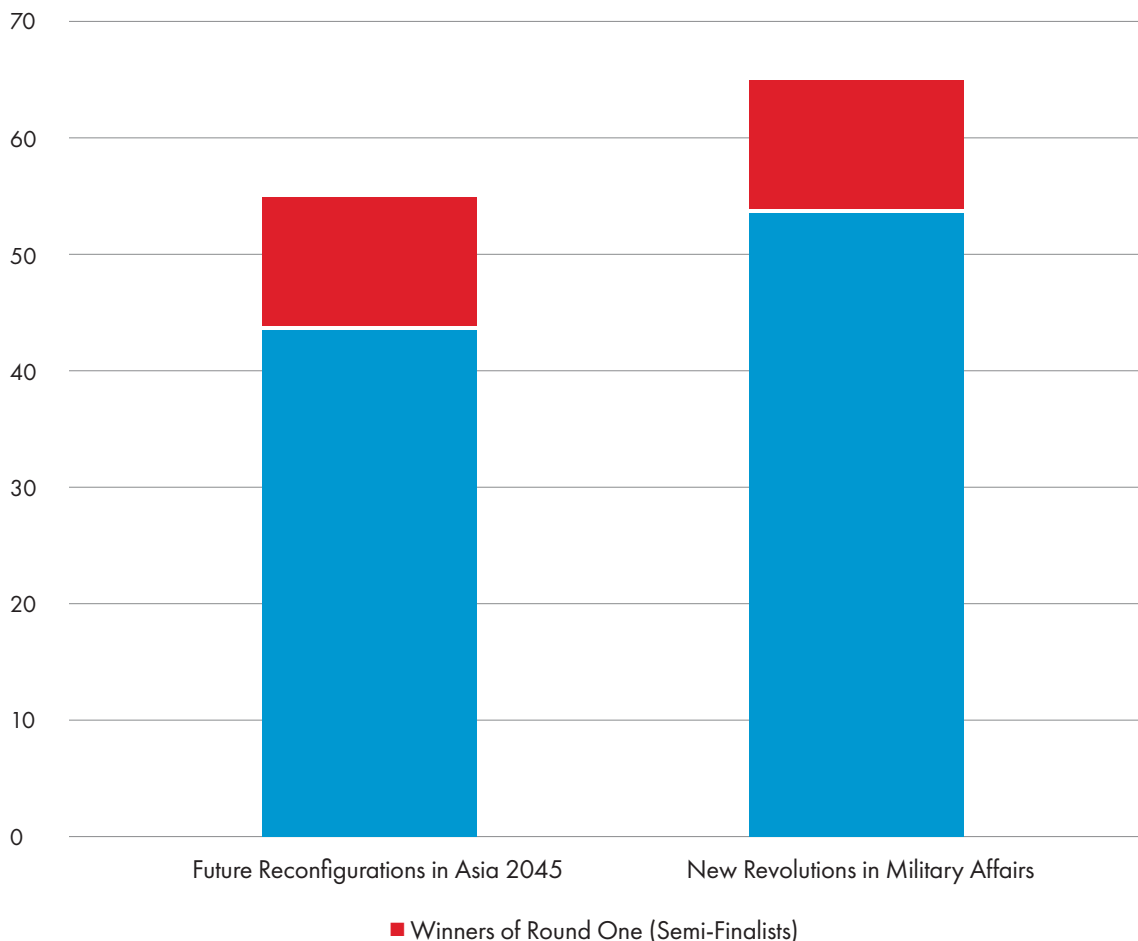
Arthur Tellis, 2021-22 Andrew W. Marshall Scholar, Hudson Institute

Paper Prize Experiments

We launched the inaugural Andrew W. Marshall Paper Prize experiments in February 2021. These two competitions offered multi-round awards of up to \$13,000 for well-researched, intellectually bold work on Future Reconfigurations in Asia 2045 and New Revolutions in Military Affairs.

Round One asked authors or teams of authors to submit 500-word abstracts for prospective papers. Distinguished panels of practitioners and scholars evaluated these abstracts in a double blind review, selecting 22 winners of \$500 prizes and giving them the opportunity to submit full papers and compete in Round Two as Semi-Finalists. Round Two kicked off in September 2021. In 2022, winners of Round Two will be awarded \$2,500 and have the opportunity to refine their papers and compete in Round Three as Finalists for a \$10,000 grand prize.

2021 Paper Prizes Round One Submissions



Reconfigurations in Asia 2045

What might be the character of the Asia region over the coming decades? How might Asia be restructured internally? How might Asia interact with the non-Asian world in new ways? What could drive those changes? What might the consequences of those changes be?

New Revolutions in Military Affairs

How might we understand more clearly the history, character, and future of the ongoing revolution in military affairs? What is the prospect for future revolutions in military affairs and the implications for the national security and long-term competitions of the United States?

Round One winners included submissions on the following topics:

Future Reconfigurations in Asia 2045

Anti-colonialism and alliance structures
Cartography
Climate change
Competition for talent
Digital currency
Geopolitical configurations
Historical lessons from Mongolia
Kinship groups
Multilateral corporations
Systems of governance
U.S.-Japan alliance

New Revolutions in Military Affairs

Artificial intelligence
Battlefield electrification
Biotechnology
Broken-back war
Control superiority
Cultural traits of military research
Culture and the future of space
First mover advantage
Nuclear command, control, and communications modernization
Private sector infrastructure control
Social structures within militaries

Due to the number and quality of abstracts received in our first year, we are continuing the Paper Prizes experiment in 2022. The 2022 Paper Prizes focus on Creative Bursts and Intellectual Outliers and the Role of Organizational Behavior in Competition.

“The Paper Prize experiments have been excellent tools to stimulate interest in Marshall’s work and his intellectual legacy and to engage a new generation of scholars on some of the key questions to which Marshall devoted significant attention. The submissions covered a range of disciplines and proposed a number of innovative methodologies to generate what I anticipate will be important insights. The multistage submission and revision process is an original way for new voices to receive feedback from experts.”

Paper Prize Reviewer (Anonymous)

Examining History to Explore the Future

In 2021, the Foundation launched its first experiment under the heading Examining History to Explore the Future, which supports people interested in how a nation's history may provide insight into, or shape, its future.

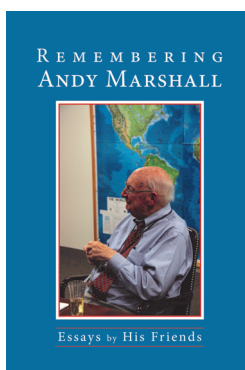
Our first experiment focuses on France, the United States, and China. Supported by a generous grant from the Richard Lounsbery Foundation, two teams – one French and one American – are exploring how each country's history with China may shape its future relations with China. This important project seeks to build U.S.-France cooperation in a new forum, develop a greater understanding of individual and shared challenges in Asia, and enhance understanding of how competitors might interact with each other over the long-term.

The Foundation spent the fall and winter of 2021 working with advisors and the French project chair, Jacques Battistella, to call for applications, appoint team leaders, and compose a research mandate to prepare the teams to ask the right questions.



Andy Marshall in Europe, 1952.

Projects and Events



Publication

Remembering Andy Marshall

Published in 2020 and advertised broadly in 2021, *Remembering Andy Marshall* is a collection of essays that together present a rich, inclusive picture of Andy Marshall as a person, beyond his career as Director of Net Assessment. Authors – close friends and mentees of Andy – share stories of Andy that range from his early life and lesser-known points in his career, to his love of people and cooking, to his travels in France, and to his principles and approaches to analysis and mentorship, among other themes. *Remembering Andy Marshall* is available on the Andrew W. Marshall Foundation's website.

Contributing Authors

Graham Allison
Mie Augier
Jesse Ausubel
Gordon Barrass
Rebecca Bash
Keith Bickel
Jacqueline Deal

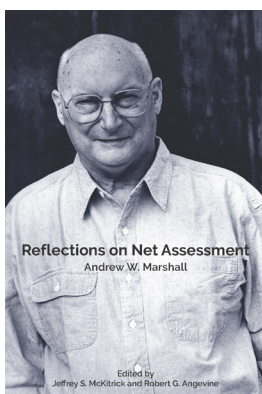
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James Roche

Stephen P. Rosen
Paul J. Selva
Abram Shulsky
Anna Simons
Lionel Tiger
Barry Watts

“Andrew Marshall endorsed asking good questions to complex issues over finding brilliant answers to simple questions. After exposure to the breadth and caliber of his thought through these fascinating interviews, readers will be left asking better questions — and drawing upon Marshall in their attempts to answer them.”

Henry Kissinger, 56th Secretary of State



Publication

Reflections on Net Assessment

To be published in 2022 by the Andrew W. Marshall Foundation and the Institute for Defense Analyses, *Reflections on Net Assessment* features newly released interviews with Andy Marshall. Backed by their decades of experience working inside or supporting the Office of Net Assessment at the U.S. Department of Defense, editors Jeffrey S. McKittrick and Robert G. Angevine wove together a description of Andy Marshall's place in the rapidly changing 20th century and interviews that defense analyst Kurt Guthe conducted with Andy between 1993 and 1999. Through Andy's own words, readers gain insight into his basic beliefs about human endeavors, his view on the nature of competition between nations, and his strategy for exerting influence in the U.S. government.

The Andrew W. Marshall Library

The Andrew W. Marshall Library is an intern-led project, spearheaded by Abigail McDonough. In 2021, friends and advisors sent the Foundation nearly 700 documents that Andy authored, edited, influenced, or to which he otherwise contributed. The growing Andrew W. Marshall library will enable current and future generations to benefit from Andy's remarkable insights, influence, and intellectual contributions to U.S. national security.

2021 Events

The Foundation hosted two virtual events in 2021: a celebration of Andy's centenary in September, and a review of our 2021 work in December. The centenary, "Celebrating 100 Years: Andrew Marshall's Life and Legacy," featured a discussion on Andy's influences and legacy, and how we can continue to identify and develop successive generations of strategic thinkers. Speakers included Richard Danzig, 71st Secretary of the Navy; Jacqueline Deal, President of Long Term Strategy Group (LTSG); Andrew May; and Matthew Daniels. Our "2021 in Review" reflected on 2021 activities and offered thoughts on experimentation, intellectual courage, and mentorship. Speakers included three members of the Foundation's Advisory Group: Jesse Ausubel, Director of the Program for the Human Environment at the Rockefeller University; Melissa Flagg, Founder of Flagg Consulting LLC; and Dan Patt.

Special Thanks

The Andrew W. Marshall Foundation thanks all those who have generously supported us since our founding through their gifts, grants, and guidance.

2017–2021 Gifts & Grants

Amy Alving
Jason Aquino
Jesse Ausubel
John Battilega
Gene Dattel
John Deutch
Jaymie Durnan
General Atomics Aeronautical Systems, Inc.
Steven Hall
Matthew Hallex
Karl Hasslinger
Lewis Libby
Fred Littlepage
Edward N. Luttwak
Andy Macak
Joanne Mackey
Andrew W. Marshall

Jason Matheny
James McAleese
Jonathan Paris
Lucian Pugliese
The Richard Lounsbery Foundation
Scott Rowell
Michael Schrage
Jed Snyder
Henry Sokolski
Phyllis Speer
William Studeman
Bruce Sugden
E.B. Vandiver III

Early 2022 Gifts

John Hanley
Ronald St. Martin

Special Thanks

The Andrew W. Marshall Foundation thanks all those who have generously supported us since our founding through their gifts, grants, and guidance.

Guidance and Other Support

Dmitry (Dima) Adamsky
Graham Allison
Robert Angevine
Jason Aquino
Mie Augier
Jesse Ausubel
John Balfe
Gordon Barrass
John Battilega
Jacques Battistella
James Blackwell
William Bodie
Eric Brown
Kayvan Chinichian
Donald Chu
Bryan Clark
Eliot A. Cohen
Zack Cooper
Thomas Crumm
Matthew Daniels
Richard Danzig
Gene Dattel
Jacqueline Deal
Denise Der
Ian Easton
Nicholas Eberstadt
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Andrew R. Hoehn
Charles Horner
Mike Horowitz
Patrick Kirchner
Henry Kissinger
Andrew Krepinevich, Jr.
Lewis Libby
Alex Chee Lok Lin
Edward N. Luttwak
Thomas G. Mahnken
Bob Martinage
Jason Matheny
Andrew May
Jeffrey McKittrick
Phil Midland
Igor Mikolic-Torreira
John Milam
Jonathan Paris
Dan Patt
George (Chip) Pickett
Lucian Pugliaresi
Anna Puglisi

Joyce Ravid
John (JR) Reid
James G. Roche
Stephen Peter Rosen
Nelson Rouleau
Diego Ruiz Palmer
Richard Rumelt
Adam Russell
Bartlett Russell
Eric Sayers
Kori Schake
Gabriel Scheinmann
Paul J. Selva
Frank J. Sensenbrenner
Anna Simons
Henry Sokolski
Ronald St. Martin
Marin Strmecki
Ashley J. Tellis
Jim Thomas
Lionel Tiger
Kathy Trimble
Jan van Tol
Arthur Waldron
Barry Watts
Enders Wimbush
Dakota L. Wood
Gamze Zeytinci
Laurence Zuriff



Leadership and Staff

Jaymie Durnan, Co-founder and Chairman

Stephanie Papa, Executive Director

Lillie Durnan, Business Manager

Makhaela French, Intern

Abigail McDonough, Intern

Advisory Group


The Advisory Group provides strategic guidance to the Andrew W. Marshall Foundation. As new voices, these four individuals embody Andy's values, characteristics, and spirit in different ways.

Jesse Ausubel

Matthew Daniels

Melissa Flagg

Dan Patt



"The Andrew W. Marshall Foundation became my entry into the world of non-profit management. I had the opportunity to learn from individuals who have had careers in various fields and who were eager to guide me along my intended career path. Even as I've matriculated from the Foundation, I am still able to rely on this network as mentors for the future."

Makhaela French, Intern

"My time with the Andrew W. Marshall Foundation has helped me grow professionally through hands-on experience writing, editing, and researching; one-on-one mentorship; professional development; networking opportunities; and more. I have been able to experience an environment in which my voice and opinions were listened to and asked for. I have felt valued and encouraged, challenged, and grateful to be a part of this team."

Abigail McDonough, Intern



The Andrew W. Marshall Foundation

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Founded by Andrew W. Marshall and Jaymie A. Durnan, with the continued support of generations of people who worked for, worked with, or were mentored by Andy Marshall, the Andrew W. Marshall Foundation is a 501(c)(3) tax-exempt organization. The people and work it supports are impartial and intellectually fearless.

Designed by: Selena Robleto, Red Velvet Creative LLC

Edited by: Dale Langford