From the Chair of the Board

Dear Fellow Fulbrighters:

Who would have guessed that 2020 would require us to discover new ways to sustain our global community without travel, without our traditional conference, without our day on Capitol Hill?

But we did find those resources. Thanks to a very resilient and hard-working staff, thanks to our dedicated members and donors, and thanks to our Board of Directors for taking the long view, we stayed strong. The silver lining brought us new possibilities for outreach, virtual programming, new partnerships, and increased participation in advocacy that have redefined our future.

A significant achievement from this past year was the approval of the 2021-2023 Strategic Plan, which will guide the Association during the next three years. It was designed to be bold, innovative, and adaptable to changing conditions. As a result, our plan directs us to be more outward facing through advocacy and service. We hope to expand our congressional advocacy efforts by raising public awareness of the Fulbright Program.

By highlighting service as part of our mission, we are emphasizing the role of grantees as citizen diplomats who contribute to the public good. We seek to engage our membership in volunteerism through community service to promote international education and cultural understanding in the U.S. and internationally. Our programming will be intentional and centered around a common goal to build community among our members and strengthen the Fulbright program.

We benefit from the natural rotation of exceptional individuals eager to serve in governance. I want to pay special tribute to the members of the Board who completed their terms in December. Johanna Gusman, a human rights attorney, and Ashley Conard, a PhD candidate in Computational Biology, provided perspective and passion reflective of our more recently returned alumni. Long-time member and past President Mary Ellen Schmider left us a legacy of service and unparalleled dedication. We welcome new energy and expertise to the board with Julius Coles, Leland Lazarus, Kamala Raghavan, and Réka Szemerkényi.

We look to 2021 as a year of celebration, hope, and renewal. I am grateful to be part of such an inspiring and global community.

Most sincerely,

DeDe Long
Fulbright IEA Germany, 2006
Chair of the Board
Dear Fulbrighters and Friends:

2020 was a uniquely challenging year for everyone, as the world was strangely and tragically unified by its battle with COVID. We were called to hold our families and friends together in the face of great losses. Our Fulbright community was tested terribly by border shutdowns, quarantines, and cancelled travel and adventure.

Inspired by Fulbright resilience and hopeful that we reflect what is best in our community, the Fulbright Association found its way through a difficult year. After cancelling many events for safety reasons, we had to do something to deliver on our mission and serve our membership.

So, we pivoted to digital programs and leaned on our talented and dedicated network of volunteers, to whom we all owe gratitude. But I want to use this letter to acknowledge and thank my team, who worked remotely and under stressful circumstances to deliver for our community. Here is some of that story, in their voices, testifying to their creativity, hard work, and resilience:

**Shaz Akram:** As country borders shut down, and travel came to an almost standstill, chapter leadership embarked on a new method of offering virtual programming. The Fulbright Association chapters are nothing short of inspiring. Run by an amazing cadre of Fulbright volunteers, they are representative of a multigenerational group, diverse in age, gender, and race, and I have been privileged to work with them.

**Munir Sayegh:** Even before the pandemic, the staff was digitizing and streamlining processes to make the workload more efficient. When the stay-at-home orders happened, the office was easily ready to make the transition to remote work. With a small dynamic team, staff were able to share the workload during the hills and valleys of a volatile year of zoom calls, cloud storage, and virtual presentations.

**Christine Oswald:** The virtual nature of our events in 2020 allowed us to connect with people around the world who may not have had a chance to attend in person. Since I joined FA in January of 2020, I only had a few months of normalcy before the world turned upside down. However, Zoom has allowed me to build relationships with Fulbright alumni and chapter leaders virtually. I am looking forward to the day where I can finally meet our incredible members in person!

I hope this letter, and this digital Annual Report, finds you well, vaccinated, and optimistic. 2020 helped remind us—by their presence or absence—of the things that matter in our lives. The Fulbright Association leaned into our mission to promote international understanding, and as a result, we enjoyed a successful year of provocative programming, effective advocacy to Congress, and strategic planning. All that of that was made possible with volunteerism and support from your membership and gifts. We thank you for your continued engagement and support.

Warmly,

John B. Bader, Fulbright to India (1985-86)
Executive Director
The COVID-19 pandemic has created unexpected challenges—and opportunities—when advocating for the Fulbright Program on Capitol Hill. The challenges are obvious. To protect our members and advocates, we had to cancel our March 26 Advocacy Day. Congressional offices closed to visitors. The State Department had to suspend the Program itself, sending Fulbrighters home prematurely. And, of course, the pandemic has raised barriers to travel and doubts about the future of exchanges.

On the face of it, that’s a pretty bleak landscape.

We quickly learned that there are always opportunities in crisis, especially if you have spent the time—as this community has for over 40 years—to build strong, bipartisan relationships.

First, we learned that congressional offices are operating just like a lot of other offices. Staff are working remotely, glad to take phone calls rather than visitors. So we have had calls with many offices, with a special focus on senators on the Appropriations Committee, including:

- Senator Rob Portman (R-OH)
- Senator Sherrod Brown (D-OH)
- Representative Dan Crenshaw (R-TX 2)
- Representative Ted Budd (R-NC 13)
- Senator Kamala Harris (D-CA)
- Representative Dean Phillips (D-MN 3)
- Senator Diane Feinstein (D-CA)
- Senator Chris Murphy (D-CT)
- Representative David Trone (D-MD 6)

- Representative Katherine Clark (D-MA 5)
- Senator Dick Durbin (D-IL)
- Senator James Lankford (R-OK)
- Senator Chris Van Hollen (D-MD)
- Senator Lindsay Graham (R-SC)
- Senator Chris Coons (D-DE)
- Senator Roy Blunt (R-MO)
- Senator Jeanne Shaheen (D-NH)
- Representative Hal Rogers (R-KY 5)
Second, we found that staff members and their bosses continue to be strongly supportive of the Fulbright Program. In fact, we had decided before the pandemic to ask for added funding for the Program with a total ask of $300 million, to begin rectifying years of flat funding. Members of Congress, from both parties and both chambers, were very open to considering such a spending boost, despite many other pressing priorities caused by the pandemic.

And third, they shared our concern about the suspension of the Program and its future. We reassured them that the State Department had facilitated the return of all Americans who wanted to come home, that all Fulbrighters would receive their full grants, and that returning Fulbrighters would receive an additional $1000 relocation fund. We explained that many Fulbrighters chose to continue their work, especially those in the U.S.

We also explained to them that the pandemic has required agile planning for the coming year, as conditions continually change. The current plan calls for a delay in the start of many grants, with confidence that the Program will resume more fully in 2021. They understood and supported the argument that an interruption in funding was not acceptable to our community nor a viable policy option, particularly as that would cede exchange leadership to other countries, including China. Every office assured us of their full support for stronger funding in the next fiscal year.
As the pandemic was declared in March 2020, and countries started closing borders, the enormity of the situation hit us hard, and we slowly started cancelling in-person, scheduled events. We realized not only spring and summer events but all in-person events for the year would need to be cancelled. One by one, from Advocacy Day, to travel programs, chapter events, the Fulbright Prize and ultimately the Annual Conference scheduled to be held in Taiwan came to a slow halt. All headlines read – cancelled due to the pandemic.

The work from home protocols were adopted and quickly we became a remote workplace. Online video conferencing, FaceTime calls and all things digital became the new norm. With the return of newly minted Fulbrighters, we were presented with a unique opportunity to fill a gap – the lack of programming, professional development, and providing a new alumni community to many disappointed and disheartened U.S. Grantees.

This led to creating a series of zoom webinars, and the idea for providing a virtual conference to our members. We all struggled to understand what was globally happening, with the health crisis, Black Lives Matter movement galvanized by shocking displays of police brutality, increasing racism and the financial crash of global economies. With this statement in mind—“The Fulbright Association is committed to diversity, equity, and inclusion. We stand in solidarity with our Black community, and we will continue to advocate for peace, respect and cultural understanding within our local communities and around the world.”–we started planning our virtual conference. At the suggestion
of Board vice chair Cynthia Baldwin, we adopted the theme “Where Does the World Go from Here?”, inspired the book written by Martin Luther King, Jr.

The ongoing crisis determined the direction and content of the opening plenary – Global Crisis: Health, Finance, Racial Equity and Education. Celebrities like Maulik Pancholy (actor and activist) spoke on activism, bullying and growing up gay in America and Shakira Simley (Fulbrighter, food jammer and director of racial equity in the city of San Francisco) spoke on race relations and diversity.

Shakira noted that, “Systemic racism is the joint operation of institutions to produce racialized outcomes, even in the absence of racist intent.”

Krishna Guha, Vice Chairman of Evercore ISI, Fulbrighter, and former national board member, spoke on the economic and financial experience the world is going through. “This is an unprecedented economic shock as well as a health crisis. Devastating economic shock’s hardest burden has fallen on the most disadvantaged group of people around the world.”

John Sargent, Co-Founder, BroadReach Healthcare, Fulbrighter, and former national board member, spoke on healthcare access and equality. His presentation addressed the healthcare perspective tackling COVID 19, stating, “the case for optimism is that COVID 19 while tragic has pushed many health systems to innovate and adopt for the industrial revolution technology.”

Caroline Levander, Vice President for Global and Digital Strategy at Rice University, (Fulbrighter and National Board of Director member) played a dual role of moderator and speaker on international education: “Higher ed as an industry, is seeing a cause for hope and cause for concern, with universities opening and closing, dispersing students and juggling protecting health. The industry anticipates a contraction in the US.”

The conference sessions and posters were divided into themes: Race, Racism and Diversity; Impact of the Pandemic; Environmental/ Addressing Current Challenges; The Arts as a Way Forward; Peace, Education, and Social Justice; COVID-19/Health; Teaching and Education;
Session #1 – Race, Racism, and Diversity

IIE also guided on, “How alumni can help support student and scholar recruitment.”

The 2020 Cohen dance lecture awardee was Janaki Patrik. Her talk titled, “Improvisation in Kathak,” led the audience through a captivating journey of meditation, and dance rooted in one of the oldest sub-continent (South Asian) dance forms, Kathak.

This year’s conference would not be successful if not for the support of our major donors and sponsors. Each year, donors contribute towards a scholarship fund that allows young professionals and faculty lacking institutional support to attend. National Board member Bruce Fowler and former board chair, Manfred Philipp, supported the 2020 scholarship fund.

Sponsors included institutional members, Rice University, University of Pennsylvania, University of Alabama, Auburn University and University of Arkansas. Other organizations like the National Peace Corps Association, Institute of
On Tuesday, June 23, graduating 5th graders at Thurgood Marshall Academy Lower School (TMALS) had a Google Meet conversation with United States diplomat and Fulbright alumnus Mr. Leland Lazarus. “It was such an honor to hang out with you,” said Mr. Lazarus to more than 20 TMALS scholars at the end of the meeting. “You are so incredibly smart,” he added. “You are going to be changing the world.”

Mr. Lazarus is a scholar of Chinese history and language. Fluent in Mandarin, he spent three years as a U.S. diplomat to China. Currently, he is posted to the Caribbean, and is usually based in Barbados. Since the quarantine, however, he has been living in Miami, where his wife works as a medical doctor and is on the front lines of battling Covid-19.

Mr. Lazarus asked the 5th graders many questions: What language do they speak in China? What do you think they eat in China? He shared with the scholars that he tried foods in China that he had never tried before, such as silk worms. He also discovered that what he thought was his favorite Chinese food, General Tso’s Chicken, was an American invention that did not exist in China. TMALS scholars shared what they knew about Chinese food and holidays.

The 5th graders listened with rapt attention as Mr. Lazarus described his experience of Chinese curiosity about someone from a different culture, specifically a Black person. “In China,” he said, “I had to learn the language and get used to the people who live there. There were very few people who looked like me.”
Fulbright Alumni chapters provide alumni and visiting Fulbrighters with diverse opportunities for networking, professional development, mentoring, cultural enrichment, and community service. Members often find that local chapters offer a supportive community and a tangible way to extend the Fulbright experience. However, in the Spring of 2020, over 50 chapters nationwide had to abruptly cancel all their spring activities. While this rapidly changing environment brought new challenges, our chapter leaders quickly adapted, bringing people together through a range of online programming. From virtual coffee hours to large-scale panel discussions, chapters provided events that strengthened the Fulbright network and persevered throughout the unprecedented Covid-19 pandemic.

The following are a few examples of the many ways our chapters engaged members in our network:

**Maine Chapter**

Although originally planned as an in-person event, the Maine Chapter seamlessly converted their June storytelling event into an engaging and well-attended online event. In partnership with the World Affairs Council of Maine (WACM), the “Celebration of the Legacy and Cultural Exchanges: A Storytelling Event” highlighted the impact and value of the Fulbright and International Visitor Leadership Programs. Speakers at the event included a number of Fulbright alumni, representatives from the U.S. State Department, and FA’s own Shaz Akram.

**Hawai’i Chapter**

Each year, the Hawai’i Chapter offers a Welcome Reception and Mid-Winter Event for students and faculty of University of Hawai’i at Manoa (UHM) and any members of the public that are interested. This year’s event was held at the School of Architecture and included introductions of Fulbrighters, Hawai’i residents, and a discussion of the Fulbright Program.

**Guests at the Hawai’i Chapter’s Mid Winter Event**
Utah Chapter
Per request by the Utah Council for Citizen Diplomacy, each year the Utah Chapter helps to greet and host visiting Fulbright students for an evening of shared stories and laughter around the dinner table. This year’s hosts were Howard and Jackie Lehman.

Western Washington Chapter
Before the transition to online events, the Western Washington Chapter held a successful Fulbright Forum in February. Hosted at the Seattle Central Pubic Library in the Washington Mutual Room, the event featured 6 presentations on reflections and research conducted by Fulbright alumni, students, teachers and scholars to over 60 guests. Presentations engaged attendees and allowed for community-building through storytelling.

Newly Chartered Chapter: Louisiana
Despite the uncertainty of the pandemic, Patrice Moulton took the lead on starting a new chapter in Louisiana. Hosting their first event in April 2020, Patrice found beauty in the challenging process of creating a community in a virtual environment. She remarked, “There are always joys to be found in the most unlikely places, even COVID 19. I think that during this time of uncertainly, people are looking for meaning, for ways to connect, and for interactions not related to work. I think these dynamics are helping us find and connect our Fulbrighters in Louisiana.” The chapter has since hosted many successful virtual events, including “An Evening of Hope: Celebrating Fulbright through Poetry,” featuring works of acclaimed Fulbright poets.
Chapters
Events Happening Despite the Pandemic

May Check In

Virtual Happy Hour

Virtual Chapter Event

Virtual Trivia

12 | Fulbright Association
Western Washington Chapter

Virtual Cooking Class

Multiple Chapters

Ambassador Thomas R. Pickering

Would you like to charter a chapter in your community?
Contact chapters@fulbright.org to get started!
Travel Programs

We are looking forward to post-pandemic Travel programs!

Thailand – January 2020

In January, a diverse group of Fulbrighters and friends of Fulbright spent eleven days on a Service Corps Trip to Thailand. Before the service, they had an orientation about the Thai culture and teaching, visited an elephant farm, participated in a Monk talk at Wat Suan Dok, an international university for monks, cooked Thai food at Chang Cooking School, visited Wat Chang Man, the oldest temple in Thailand, Wat Jedi Luang, and Doi Suthep Temple, toured the women’s correctional institution, and visited Kom market.

During their week of service, they taught from 8 to 11:30 followed by lunch at the school. They taught in pairs to grades 2 through 6. Each pair of volunteers had three classes each morning. One morning was Teacher’s Day, so students did not come to school. That morning they went to a Berria House, a children’s home, where they played with the children and cooked a spaghetti lunch. The last day, Friday, was a full day of what is called English Camp. During English Camp they played games with all grades on a rotation basis.
Fulbright Census

The Census project is a large-scale data endeavor to compile a master list of all those who have completed a Fulbright scholarship. As the Fulbright Association, we have thousands of alumni who are in touch with us, but there are many Fulbrighters who are unaware of the amazing network of alumni all over the U.S. and the world. The Census will increase the number of alumni served by our existing network.

Until now, there has been no consolidated database of all U.S. Fulbright grantees. The data are found on hard copy PDFs, digital files, and online databases. This project has created such a comprehensive digital database. With a master list of all Fulbrighters, we can seek out contact details and introduce them to the Fulbright alumni community.

The Census also will aid in mobilizing Fulbrighters to advocate for the future of the program.

As of December 2020, we have compiled 131,459 names of US Fulbrighters including students, scholars, teacher exchange, and specialists.

In the fall of 2020, the Census was completed and over 60,000 mailers and postcards were sent to Fulbright Alumni around the USA. 10,000 Fulbrighters joined the email newsletter and more than 2,000 new members have been connecting with their local chapters.
Institutional Members

The Association continues to expand the benefits that institutions enjoy such as the career center for free job postings, postings advertising graduate programs, and advocacy training for Government Affairs staff. Working through our network of chapters and local alumni, institutional members can raise the profile of Fulbright, driving more successful applications through on-campus programs and community outreach. Through Fulbright in the Classroom, institutions can work with Fulbrighters that share their experiences with local school children. Institutions also partner with local chapters to host Fulbright Forums on key international issues. New initiatives in 2020 included highlighting institutional members’ graduate programs, scholarship and job opportunities through Fulbright Association social media channels, website and newsletters.

American Hungarian Heritage House  
American University  
Arizona State University  
Assumption University  
Auburn University  
Augsburg University  
Austin Community College  
Ball State University  
Bard College at Simon’s Rock  
Barnard College  
Bates College  
Baylor University  
Bellevue University  
Bowdoin College  
Bradley University  
Brown University  
California State University, Dominguez Hills  
California State University, East Bay  
California State University, Fresno  
California State University, Long Beach  
California State University, Los Angeles  
California State University, Northridge  
California State University, San Bernardino  
Carlow University  
Carnegie Mellon University  
Carroll University  
Case Western Reserve University  
Central College  
Christopher Newport University  
Claflin University  
Claremont McKenna College  
Coastal Carolina University  
Colby College  
College of the Atlantic  
Columbia University  
Creighton University  
Dallas County Community College District  
Dartmouth College  
Davidson-Davie Community College  
Drake University  
Drexel University  
Duke University  
Duquesne University  
Eastern Michigan University  
Elizabethtown College  
Ferris State University  
Ferris State University  
Florida A & M University  
Florida Southern College  
Fordham University  
Foundation for Scholarly Exchange (Fulbright Taiwan)  
Fulbright Austria  
Furman University  
Gallaudet University  
Georgetown University  
Georgia State University  
Gonzaga University  
Grambling State University  
Grinnell College  
Hamilton College  
Harris-Stowe State University  
Hobart and William Smith Colleges  
Hofstra University  
Hope College  
Houston Community College  
Hungarian-American Fulbright Commission  
Illinois State University  
Indiana University  
International Research and Exchanges Board  
Iowa State University  
Ithaca College  
Jarvis Christian College  
Kean University  
Lafayette College  
Limestone University  
Lincoln University  
Longwood University  
Luther College  
Lynn University  
Macalester College  
Manhattan College  
Marywood University  
Massachusetts Institute of Technology  
Mercer University  
Metropolitan State University of Denver  
Millersville University  
Minnesota State University Moorhead  
Mississippi State University  
Mississippi University for Women  
Missouri State University  
Montclair State University  
Morgan State University  
Mount Holyoke College  
Mount St. Mary’s University  
Nazareth College of Rochester  
New College of Florida  
New Jersey City University  
North Carolina Agricultural and Technical State University  
North Carolina Central University
North Carolina State University
Northeastern University
Northern Arizona University
Northwestern University
Oakland University
Ohio Dominican University
Ohio University
Pennsylvania State University
Pitzer College
Prairie View A&M University
Princeton University
Purdue University
Rensselaer Polytechnic Institute
Rhode Island School of Design
Rice University
Rutgers University at New Brunswick
Saint Louis University
Salisbury University
San Francisco State University
School of the Art Institute of Chicago
School of Visual Arts
Scripps College
Seattle Colleges
Seattle University
Seton Hall University
Smith College
Sonoma State University
Southeastern Louisiana University
Southern Adventist University
Southern New Hampshire University
Southern University at Shreveport
St. John's University
St. Lawrence University
St. Olaf College
St. Philip's College
Stanford University
State University of New York at Oswego
Swarthmore College
Taylor University
Texas A&M University - College Station
Texas Christian University
Texas Southern University
Texas State University
Texas Tech University
The Citadel - The Military College of South Carolina
The College of William and Mary
The Cooper Union for the Advancement of Science and Art
The Ohio State University
The University of Alabama
The University of Rhode Island
The University of Tennessee
The University of Utah
Tufts University
Tulane University
University of Alabama - Birmingham
University of Arkansas, Fayetteville
University of California, Berkeley
University of California, Irvine
University of California, Los Angeles
University of California, Riverside
University of California, San Diego
University of Central Oklahoma
University of Colorado Denver
University of Delaware
University of Florida
University of Houston
University of Iowa
University of Kansas
University of Kentucky
University of Maine
University of Mary Washington
University of Massachusetts at Amherst
University of Michigan
University of Michigan - Dearborn
University of Mississippi
University of Nebraska - Lincoln
University of Nevada - Reno
University of North Carolina - Asheville
University of North Carolina - Chapel Hill
University of North Carolina - Wilmington
University of North Florida
University of North Georgia
University of North Texas
University of Notre Dame
University of Pittsburgh - UCIS
University of Portland
University of Puget Sound
University of Redlands
University of Richmond
University of Scranton
University of South Alabama
University of South Carolina
University of South Florida
University of Southern California
University of Southern Maine
University of Southern Maryland
University of Southern Nevada
University of Southern Oregon
University of Southern Utah
University of Southern Vermont
University of Southern West Virginia
University of Tennessee
University of Texas
University of Utah
Tufts University
University of Virginia
University of Washington
University of Washington - Bothell
University of Washington - Bothell/Seattle
University of Wisconsin - Madison
University of Wisconsin - Milwaukee
University of Wisconsin - Whitewater
University of Wyoming
Utah Valley University
Vassar College
Virginia Military Institute
Virginia State University
Walden University
Washington & Jefferson College
Washington University in St. Louis
William & Mary
William & Mary College
Williams College
Williams College
Williams College
Williams College
World Learning
Xavier University of Louisiana
Yale University

Is your institution interested in joining as a member? Contact us for more information at 202.775.0725.
# Finances

**Fulbright Association Statement of Activities and Changes in Net Assets**

For the Year Ending December 31, 2020 with Summarized Financial Information for 2019. A complete copy of the audited financial statements is available upon request from the Fulbright Association.

## REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$410,230.00</td>
<td>$585,597.00</td>
</tr>
<tr>
<td>Grants</td>
<td>$134,315.00</td>
<td>$144,488.00</td>
</tr>
<tr>
<td>Interest/Dividend Income</td>
<td>$100,735.00</td>
<td>$110,862.00</td>
</tr>
<tr>
<td>Annual Meeting &amp; Events</td>
<td>$67,630.00</td>
<td>$420,308.00</td>
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<tr>
<td>Memberships</td>
<td>$374,560.00</td>
<td>$508,944.00</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$38,865.00</td>
<td>$19,415.00</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$1,126,335.00</strong></td>
<td><strong>$1,789,614.00</strong></td>
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</tbody>
</table>

## EXPENSES

### Program Services:

<table>
<thead>
<tr>
<th>Service</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Membership</td>
<td>$163,622.00</td>
<td>$179,635.00</td>
</tr>
<tr>
<td>Chapters</td>
<td>$283,814.00</td>
<td>$402,773.00</td>
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<tr>
<td>Advocacy</td>
<td>$88,786.00</td>
<td>$90,269.00</td>
</tr>
<tr>
<td>Conference</td>
<td>$34,980.00</td>
<td>$156,316.00</td>
</tr>
<tr>
<td>Fulbright Prize</td>
<td>$-</td>
<td>$166,614.00</td>
</tr>
<tr>
<td>Special Projects</td>
<td>$-</td>
<td>$2,381.00</td>
</tr>
<tr>
<td>Communication</td>
<td>$178,084.00</td>
<td>$204,421.00</td>
</tr>
<tr>
<td>Educational Programs</td>
<td>$31,687.00</td>
<td>$225,710.00</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>$780,973.00</strong></td>
<td><strong>$1,428,119.00</strong></td>
</tr>
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</table>

### Supporting Services:

<table>
<thead>
<tr>
<th>Service</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>General &amp; Administrative</td>
<td>$157,980.00</td>
<td>$123,737.00</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$99,401.00</td>
<td>$126,537.00</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td><strong>$257,381.00</strong></td>
<td><strong>$250,274.00</strong></td>
</tr>
</tbody>
</table>

### TOTAL EXPENSES

<table>
<thead>
<tr>
<th>Source</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in Net Assets Before Other Items</strong></td>
<td><strong>$87,981.00</strong></td>
<td><strong>$111,221.00</strong></td>
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</tbody>
</table>

### OTHER ITEM

<table>
<thead>
<tr>
<th>Source</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realized &amp; Unrealized Gain on Investments</td>
<td>$496,589.00</td>
<td>$642,987.00</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$584,570.00</td>
<td>$754,208.00</td>
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<tr>
<td>Net Assets at Beginning of Year</td>
<td>$4,613,253.00</td>
<td>$3,859,045.00</td>
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<tr>
<td><strong>NET ASSETS AT END OF YEAR</strong></td>
<td><strong>$5,197,823.00</strong></td>
<td><strong>$4,613,253.00</strong></td>
</tr>
</tbody>
</table>
### 2020 Revenue

- Contributions: 32%
- Memberships: 24%
- Grants: 19%
- Interest/Dividend Income: 9%
- Annual Meeting & Events: 6%
- Other Revenue: 4%
- Memberships: 24%

- Total Program Services: 86%
- General & Administrative: 15%
- Fundraising: 10%

~ Fulbright Association ~
2020 Fulbright Association Staff

Nada Glick
Board Member

Jay Nathan
Board Member

John Bader
Executive Director

Heather Godsmark
Board Member

Stacey Nickson
Board Member

Shaz Akram
Deputy Director

Johanna Gusman
Board Member

Donald Sparks
Board Member

Munir Sayegh
Associate Director

Elbrun Kimmelman
Board Member

John Vogel
Board Member

Lisa Bochey
Manager, Chapters & Programs

Ann von Briesen Lewis
Board Member

Torsten Kracht, Esq.
General Counsel

Nyomi Guzman
Manager, Development

Christine Oswald
Manager, Membership
Chapter Leadership

Alabama
Chippewa Thomas

Arizona
Iva Skobic
Holly Wheeler
Laura Gilbert

Arkansas
Glen Harrison

Austin
Robert Watkins

Blue Ridge
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2020 and the pandemic created many challenges for philanthropy. Many people lost jobs or significant income so they could not afford to give as generously as they liked. Others redirected their gifts to new needs. As a result, many non-profits struggled financially, and some shuttered for good.

The Fulbright Association was fortunate, thanks to our donor community. Despite financial losses from cancelled events, we did not need to draw from our endowment, letting it continue to grow. Remarkably, we were able to raise more funds than budgeted—a rare success story for a small non-profit in the storm of a pandemic.

Thank you all very much for helping the Fulbright Association do better than survive a difficult year. We thrived, and we are grateful.

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