

BUILDING A BETTER, SAFER WORLD



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Secretary of State (2009 – 2013)

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Secretary of Defense (1997 – 2001)

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U.S. House of Representatives (1985 – 2007)

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U.S. House of Representatives (1977 – 1999)

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U.S. Senate (1977 – 2013)

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U.S. Senate (1989 – 2001)

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U.S. Senate (2005 – 2009)

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U.S. Senate (1972 – 1997)

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Secretary of Defense (1994 – 1997)

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U.S. House of Representatives (1980 – 2001)

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Secretary of State (2005 – 2009)

Bill Richardson

Governor, New Mexico (2003 – 2011)

Tom Ridge

Secretary of Homeland Security (2003 – 2005)

Chuck Robb

U.S. Senate (1989 – 2001)

James Sasser

U.S. Senate (1977 – 1995)

James Schlesinger

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U.S. House of Representatives (1987 – 1999)

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U.S. Senate (1997-2009)

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U.S. House of Representatives (1995 – 2003)

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World Bank President (1995 – 2005)

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NATIONAL SECURITY ADVISORY COUNCIL

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General George W. Casey, Jr., USA (Ret.)
Lt. General John G. Castellaw, USMC (Ret.)
Lt. General Daniel W. Christman, USA (Ret.)
Admiral Vernon E. Clark, USN (Ret.)
General Wesley K. Clark, USA (Ret.)
Admiral Archie R. Clemins, USN (Ret.)
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General John D.W. Corley, USAF (Ret.)
General Bantz J. Craddock, USA (Ret.)
Vice Admiral Lewis W. Crenshaw, Jr., USN (Ret.)
Lt. General John "Mark" M. Curran, USA (Ret.)
General Terrence R. Dake, USMC (Ret.)
Lt. General Joseph E. DeFrancisco, USA (Ret.)
Lt. General David A. Deptula, USAF (Ret.)
Admiral Kirkland H. Donald, USN (Ret.)
Admiral Walter F. Doran, USN (Ret.)
Lt. General James M. Dubik, USA (Ret.)
Lt. General Michael M. Dunn, USAF (Ret.)
General Ralph E. Eberhart, USAF (Ret.)
Admiral Leon A. Edney, USN (Ret.)
Admiral James O. Ellis, Jr., USN (Ret.)
Admiral William J. Fallon, USN (Ret.)
Admiral Thomas B. Fargo, USN (Ret.)
General Ronald R. Fogleman, USAF (Ret.)
General Robert H. Fogle song, USAF (Ret.)
Admiral S. Robert Foley, USN (Ret.)
General John R. Galvin, USA (Ret.)
Lt. General Robert G. Gard, Jr., USA (Ret.)
Admiral Edmund P. Giambastiani, Jr., USN (Ret.)
Lt. General Arthur J. Gregg, USA (Ret.)
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Vice Admiral Lee F. Gunn, USN (Ret.)
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General John W. Handy, USAF (Ret.)
General Richard E. Hawley, USAF (Ret.)
General Michael V. Hayden, USAF (Ret.)
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General Richard D. Hearney, USMC (Ret.)
General Paul V. Hester, USAF (Ret.)
General James T. Hill, USA (Ret.)
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Lt. General Patrick M. Hughes, USA (Ret.)
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Admiral Gregory G. Johnson, USN (Ret.)
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General John P. Jumper, USAF (Ret.)
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Vice Admiral Stephen F. Loftus, USN (Ret.)
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Admiral T. Joseph "Joe" Lopez, USN (Ret.)
General Lance W. Lord, USAF (Ret.)
Lt. General James J. Lovelace, USA (Ret.)
Admiral James M. Loy, USCG (Ret.)
General Robert Magnus, USMC (Ret.)
General James N. Mattis, USMC (Ret.)
Admiral Henry H. Mauz, Jr., USN (Ret.)
General Barry R. McCaffrey, USA (Ret.)
Lt. General Dennis McCarthy, USMC (Ret.)
Vice Admiral Justin "Dan" D. McCarthy, SC, USN (Ret.)
General Stanley A. McChrystal, USA (Ret.)
Vice Admiral John "Mike" M. McConnell, USN (Ret.)
Lt. General Frederick McCorkle, USMC (Ret.)
Vice Admiral Dennis V. McGinn, USN (Ret.)
General David D. McKiernan, USA (Ret.)
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General Michael J. Williams, USMC (Ret.)
General Johnnie E. Wilson, USA (Ret.)
General Anthony C. Zinni, USMC (Ret.)
Admiral Ronald J. Ziatoper, USN (Ret.)

NEARLY 150 RETIRED THREE- AND FOUR-STAR FLAG AND GENERAL OFFICERS
IN SUPPORT OF SMART POWER

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3M
 Abbott*
 Abt Associates
 American Institutes for Research
 American Israel Public Affairs Committee (AIPAC)*
 American Red Cross
 Amgen
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 Better World Campaign*
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 Bread for the World
 CARANA Corporation
 Cardno Emerging Markets USA, Ltd.
 CARE*
 Cargill, Inc.
 Carlson
 Cassidy & Associates
 Caterpillar*
 Catholic Relief Services*
 CH2M HILL
 Chemonics International, Inc.*
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 DAI
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 General Electric
 Global Communities
 The Hershey Company
 IBM
 Intel Corporation
 InterAction*
 International Relief & Development
 International Rescue Committee*
 International Youth Foundation
 Internews
 IREX
 JBS International, Inc.
 JHPIEGO
 Kellogg Company*
 Land O'Lakes, Inc.*
 Lockheed Martin Corporation*

Management Systems International
 Marriott International, Inc
 Merck & Co., Inc.*
 Mercy Corps*
 Microsoft
 National Rural Electric Cooperative Association
 NCBA I CLUSA International
 Nestlé USA
 ONE
 PAE Group
 PAI*
 PATH
 Pfizer
 Plan International
 PSI*
 Raytheon
 RTI International*
 Save the Children*
 Tetra Tech
 University Research Co., LLC
 U.S. Chamber of Commerce*
 U.S. Fund for UNICEF
 Walmart*
 Wildlife Conservation Society
 World Learning
 World Vision*
 World Wildlife Fund
 ABB Group
 ACCION International
 ACDI/VOCA
 ADB and Associates, Ltd.
 Advanced Waste Management Systems, Inc.
 AECOM Technology Corporation
 Aerospace Industries Association
 AES Corporation
 Africa-America Institute
 Africa Society of the National Summit on Africa
 African Medical & Research Foundation, Inc.
 Africare
 AFS Intercultural Programs
 Aga Khan Foundation U.S.A.
 Air Serv International
 Alan Guttmacher Institute
 Alcatel-Lucent
 Alliance for International Educational & Cultural Exchange
 Alticor, Inc.
 American Academy of Diplomacy
 American Airlines

American Association for the Advancement of Science
 American Association of Museums
 American Association of State Colleges and Universities
 American Association of University Women
 American Bar Association
 American Center for International Labor Solidarity
 American Corn Growers Association
 American Council of Engineering Companies
 American Councils for International Education
 American Foreign Service Association
 American Friends Service Committee
 American Institute for Foreign Study
 American International Group (AIG)
 American Jewish Committee
 American Jewish Congress
 American Jewish Joint Distribution Committee, Inc.
 American Jewish World Service, Inc.
 American Latvian Association
 American League for Exports and Security Assistance
 American Maritime Congress
 American Near East Refugee Aid
 American Refugee Committee
 American Security Council
 American Standard
 American Turkish Council
 American University of Beirut
 Americans For Peace Now
 America's Development Foundation
 AMEX International, Inc.
 amfAR
 AMIDEAST
 AMREF USA
 Ananda Marga Universal Relief Team (AMURT)
 Anti-Defamation League
 Arab American Institute
 Archer Daniels Midland Company (ADM)
 Armenian Assembly of America
 Armenian National Committee of America
 Association for International Agricultural and Rural Development

Association for International Practical Training
 Association of Gaming Equipment Manufacturers
 Association of Public and Land-grant Universities
 AT&T Incorporated
 Bank of America
 Bankworld, Inc.
 Banner & Associates, Inc.
 Basic Education Coalition
 Big Brothers Big Sisters International
 Biofuels America
 Black and Veatch International
 B'nai B'rith
 BP America, Inc.
 Bretton Woods Committee
 Bristol-Myers Squibb
 Bunge North America
 Business Civic Leadership Center
 Business Council for International Understanding
 Business Executives for National Security
 Business Roundtable
 California Council for International Trade
 CAMRIS International
 The Caspian Group
 Catholic Medical Mission Board
 CDC Development Solutions
 CDM International
 CEC Artslink
 CEDPA
 Center for Citizen Initiatives
 Center for Corporate Citizenship
 Center for Health and Gender Equity
 Center for International Development and Reconciliation
 Center for International Policy
 Center for International Private Enterprise (CIPE)
 Checchi & Company Consulting, Inc.
 Child Health Foundation
 Choice USA
 CHS
 Church World Service
 Citizens for Global Solutions
 Citizens Network for Foreign Affairs
 Cleary, Gottlieb, Steen & Hamilton
 CMS Energy
 Coalition for American Leadership Abroad (COLEAD)

Coalition for Employment Through Exports
 Coalition for Food Aid
 Coalition of Service Industries
 Community Colleges for International Development
 Competitive Edge
 Computer & Communications Industry Association
 Congress of Romanian Americans
 Conoco Phillips
 Constituency for Africa
 Construction Industry Manufacturers Association
 Corporate Council on Africa
 Council for a Livable World
 Council of International Programs USA
 Council on International Educational Exchange
 Counterpart International
 Covanta Energy
 Coverdale Organization, Inc.
 Credit Union National Association
 Crown Agents USA, Inc.
 Daimler AG
 DeFonseka
 Denver University Institute on Globalization and Security
 The Development Executive Group
 DevTech Systems, Inc.
 Dexis Consulting Group
 Dow Chemical Company
 Duke Center for International Development
 DuPont
 East International, Inc.
 Eastman Kodak Company
 Edington, Peel & Associates, Inc.
 Education Africa, USA
 Education Development Center, Inc.
 Education Policy and Data Center
 Educational Services Institute
 Electronic Data Systems Corporation (EDS)
 Electronic Industries Alliance
 Elizabeth Glaser Pediatric AIDS Foundation
 Enersol Associates, Inc.
 Enterpriseworks/VITA
 Epstein Becker & Green, P.C.
 ESRI
 Estonian American National Council
 Estonian World Council

Ethiopian Community Development Council	Humane Society of the United States	Malaria No More Policy Center	PA Consulting Group	TechnoServe
Evangelical Lutheran Church in America	Humphreys & Associates, Inc.	Management & Training Corporation	Pacific Basin Economic Council	Telecommunications Industry Association
Family Outreach Ministries International, Inc.	Hungarian American Coalition	Management Sciences for Health	Pact	Thomson Reuters
Financial Services Volunteer Corps	ICF Macro	MARS, Inc.	Pan African Conference	Training Resources Group, Inc.
FINCA International	Initiative for Global Development	Marathon Oil Company.	Panagora Group	Truth About Trade & Technology
Fintrac, Inc.	Institute for Poverty Eradication	MBA Enterprise Corporation	Partners For Development	TSG Solutions
Fluor Corporation	Institute for Social and Economic Development	McDermott, Inc.	Partners of the Americas	Ukrainian Congress Committee of America
FMC Corporation	Institute for Sustainable Communities	Meridian International Center	Pathfinder International	Ukrainian National Association, Inc.
Fontheim International, LLC	Institute of International Education	Microscience Corporation	Patterson School of Diplomacy and International Commerce	Ukrainian National Information Service
Food for the Hungry	Inter-American Dialogue	Middle East Development and Science Institute	PhRMA	Union of Concerned Scientists
Ford Motor Company	International Business & Technical Consultants, Inc.	The Mitchell Group, Inc.	Physicians for Social Responsibility	Union of Councils for Soviet Jews
Freedom from Hunger	International Center	Mitsubishi Power Systems Americas, Inc.	Pike Electric Corporation	United Methodists Committee on Relief
Freeport McMoran Copper & Gold	International Center for Economic Growth	Monsanto Company	Pioneer Hi-Bred International, Inc.	United Nations Association of the National Capital Area
Friends of Liberia	International Center for Research on Women	Mosaic Company	Planned Parenthood Federation of America, Inc.	United Nations Association of the USA
Friends of the Global Fight	International Child Art Foundation	Mosbacher Energy Company	Polish American Congress	United Nations Foundation
Friends of the World Food Program	International City/County Management Association	Motorola	Population Communication	United Technologies Corporation
Fulbright Association	International Engineering Council	MWH Global, Inc.	Population Connection	Universal Corporation
Fund for Peace	International Executive Service Corps	NAFSA: Association of International Educators	Population Institute	UNOVA, Inc.
GAP Incorporated	International Eye Foundation	National Association of Manufacturers	Procter & Gamble	UPS
General Dynamics	International Foundation for Electoral Systems	National Association of Social Workers	Professional Services Council	URS Corporation
Georgian Association in the USA	International Foundation for Hope	National Association of State Universities and Land Grant Colleges	Project C.U.R.E.	US-ASEAN Business Council, Inc.
GlaxoSmithKline	International Housing Coalition	National Audubon Society	QED Group	U.S. Baltic Foundation
Global AIDS Alliance	International Medical Corps	National BioEnergy Industries Association	Rabin Martin	U.S. China Business Council
Global Emergency Group	International Paper	National Center for Food and Agricultural Policy	Religious Action Center of Reform Judaism	US Coalition for Child Survival
Global Health Corps	International Partnership for Human Development	National Council for International Visitors	RESULTS	U.S. Committee for UNDP
Global Health Council	IntraHealth International, Inc.	National Council of Farmer Cooperatives	Rockwell Collins, Inc.	U.S. Council for International Business
Global Partnerships for Humanity	J.E. Austin Associates, Inc.	National Council on Soviet Jewry	Rohatyn Center for International Affairs	U.S.-Russia Business Council
Global Pharmaceutical Relief, LLC	Jefferson Waterman International	National Education Association	RONCO Consulting Corporation	Verizon
Global Vision, Inc.	Jewish Council for Public Affairs	National Farmers Union	Rotary International	Vinson & Elkins LLP
Globemac Associates, Inc.	John Snow, Inc.	National Federation of American Hungarians	Sabin Vaccine Institute	Volunteers for Economic Growth Alliance (VEGA)
Google	Johnson & Johnson	National Federation of Croatian Americans	Sargent & Lundy, LLC	W.E. A.R.E. for Human Rights
Grocery Manufacturers Association (GMA)	Johnson Law Group, International	National Foreign Trade Council	SBC Communications	Washington Council on International Trade
The Guttmacher Institute	Johnson Controls, Inc.	National Opinion Research Center	SBI Technologies	Williams
Habitat for Humanity	Joint Aid Management USA	National Peace Corps Association	Science Applications International Corporation (SAIC)	Winrock International
Hadassah	Joint Baltic American National Committee	National Retail Federation	Seaboard Corporation	Women Thrive Worldwide
Hager Associates	Juarez and Associates, Inc.	National Spiritual Assembly of the Baha'is of the U.S.	The Services Group, Inc.	World Cocoa Foundation
The HALO Trust (USA), Inc.	Kaman Corporation	National Telecommunications Cooperative Association (NTCA)	ShoreBank International	World Council of Credit Unions
Heartland International	Knew Day International	National Wildlife Federation	Sierra Club	World Education
Heifer International	Leadership Africa USA	Network Century	Sister Cities International	World Relief
Henry L. Stimson Center	League of Women Voters	Nokia, Inc.	Slovak League of America	World Resources Chicago
Hess Corporation	Levi Strauss & Co.	Northrop Grumman Corporation	Social Impact, Inc.	Worldwide Opportunities
Hewlett-Packard Company	Lithuanian American Council, Inc.	Oshkosh Truck Corp.	Solar Electric Light Fund	Yes Brokers, Inc.
Higher Education for Development (HED)	Louis Berger Group, Inc.	Overseas Cooperative Development Council (OCDC)	Solar Energy Industries Association	York X-Ray, Inc.
Hip-Hop Association	Louisville International Culture Center	Oxfam America	Solidarity Center	Youth for Understanding USA
Holt International Children's Services	Lutheran World Relief		Southeast Asia Resource Action Center	YWCA of the USA
Honeywell, Inc.			Stanford Financial Group	
Hope Foundation of Zimbabwe			Starbucks Corporation	
Hope Through Healing Hands			Stephoe & Johnson LLP	
HOPE worldwide			SunTrust Bank	
Howard University International Affairs Center			SYSCON	
			TCG International	
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Blue indicates USGLC Leadership
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USGLC: BROAD BIPARTISAN SUPPORT

Why It Matters

In today's interconnected world, America must use all of the instruments of national security and foreign policy at its disposal. America's smart power tools of development and diplomacy are underfunded and undermanned, which is why the USGLC supports a strong and effective International Affairs Budget for:

Protecting National Security by fighting terrorism, stabilizing weak and fragile states, combating weapons proliferation, and promoting global stability;

Building Economic Prosperity by developing international markets, driving economic development, building micro-enterprises, and expanding exports;

Strengthening Humanitarian Values by saving lives, alleviating global poverty, fighting HIV/AIDS and other infectious diseases as well as hunger, expanding educational opportunities, and strengthening democratic institutions.



ACTIVISTS IN ALL 50 STATES

Impacting the Debate

- Promote bipartisan support for the U.S. International Affairs Budget
- Provide up-to-date resources, analysis, and information to opinion leaders and policy makers
- Mobilize diverse, influential networks of business, faith-based, non-profit, and community leaders across the country
- Engage national security and military experts about the importance of smart power
- Host national policy forums to elevate the conversation about development and diplomacy

USGLC on the Road

- Educate the American public about the importance of development and diplomacy
- Strengthen and build a national constituency for smart power
- Meet with members of Congress about key issues
- Convene innovative forums in states to train community leaders and promote our message

USGLC in the News

- Serve as a resource to national, regional, and state media on smart power foreign policy
- Publish opinion editorials and participate in television and radio interviews
- Showcase our vast network of foreign policy, military, and community leaders with ads in prominent newspapers
- Expand the foreign assistance conversation through the latest digital and social media tools



WHO WE ARE

The U.S. Global Leadership Coalition (USGLC) is a broad-based influential network of 400 businesses and NGOs; national security and foreign policy experts; and business, faith-based, academic, and community leaders in all 50 states who support a smart power approach of elevating development and diplomacy alongside defense in order to build a better, safer world.

WHAT WE DO

The USGLC works in our nation's capital and across the country to educate and inspire support from the American public and policymakers on the importance of America's civilian-led tools of development and diplomacy. By advocating for a strong and effective International Affairs Budget, the USGLC is working to make the smart power tools of development and diplomacy a keystone of America's engagement with the world.



INTERNATIONAL
AFFAIRS BUDGET **1%**

With a mere one percent of the entire U.S. federal budget, the International Affairs Budget supports all of America's civilian tools of development and diplomacy.



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