

Executive Branch Personnel

Public Financial Disclosure Report (OGE Form 278e)

Filer's Information

Karlin, Mara E

Assistant Secretary of Defense (Strategy, Plans, and Capabilities), Department of Defense

Other Federal Government Positions Held During the Preceding 12 Months:

Principal Deputy Assistant Secretary of Defense, International Security Affairs (2/2021 - Present)

Names of Congressional Committees Considering Nomination:

- Committee on Armed Services
-

Electronic Signature - I certify that the statements I have made in this form are true, complete and correct to the best of my knowledge.

/s/ Karlin, Mara E [electronically signed on 04/03/2021 by Karlin, Mara E in Integrity.gov]

Agency Ethics Official's Opinion - On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments below).

/s/ Thompson, Scott F, Certifying Official [electronically signed on 04/30/2021 by Thompson, Scott F in Integrity.gov]

Other review conducted by

/s/ Thompson, Scott F, Ethics Official [electronically signed on 04/30/2021 by Thompson, Scott F in Integrity.gov]

U.S. Office of Government Ethics Certification

/s/ Apol, David, Certifying Official [electronically signed on 05/10/2021 by Apol, David in Integrity.gov]

1. Filer's Positions Held Outside United States Government

#	ORGANIZATION NAME	CITY, STATE	ORGANIZATION TYPE	POSITION HELD	FROM	TO	
1	Johns Hopkins University	Washington, DC, District of Columbia	University/College	Director of Strategic Studies, Associate Professor of the Practice, Director of the Merrill Center for Strategic Studies	6/2017	1/2021	
2	The Brookings Institution	Washington, DC, District of Columbia	Think Tank	Nonresident Senior Fellow	9/2017	1/2021	
3	Halifax Security Forum	Washington DC, District of Columbia	Non-Profit	Advisory member for women in security program	6/2018	6/2020	
4	SAIC/Leidos	See Endnote	Washington, DC, District of Columbia	Corporation	Consultant to the intelligence community	6/2017	1/2021
5	National Security Action	Washington, DC, District of Columbia	Non-Profit	Consultant	8/2019	8/2020	
6	Biden-Harris Transition Team PT Fund	Washington, DC, District of Columbia	Transition team	Defense Policy Lead	8/2020	1/2021	
7	Syria Study Group	Washington, DC, District of Columbia	Congressionally-mandated commission	Commission member	1/2019	9/2019	
8	Task Force on Extremism in Fragile States	Washington, DC, District of Columbia	Congressionally-mandated commission	Advisor	6/2018	2/2019	

2. Filer's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	Johns Hopkins University	N/A		Salary/Bonus	\$384,929
2	The Brookings Institution	N/A		Salary	\$43,250
3	Halifax Security Forum	N/A		Selection Committee Fees	\$2,000
4	SAIC/Leidos	N/A		Consulting Fees	\$2,000
5	National Security Action (nonprofit)	N/A		Consulting Fees	\$17,000
6	Building Militaries in Fragile States: Challenges for the United States, University of Pennsylvania Press (value unascertainable)	N/A		Rent or Royalties	\$201 - \$1,000
7	The Inheritance: America's Military After Two Decades of War, The Brookings Institution (value unascertainable)	N/A		Advance	\$1,500
8	IRA #1	No			
8.1	Fidelity Government Cash Reserves (FDRXX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
9	IRA #2	No			
9.1	Fidelity Growth Strategies Fund (FDEGX)	Yes	\$1,001 - \$15,000		None (or less than \$201)
9.2	Fidelity Government Cash Reserves (FDRXX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
10	Johns Hopkins University 403(b)	No			
10.1	Vanguard Institutional Target Retirement 2045 Fund (VITLX)	Yes	\$15,001 - \$50,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
11	Johns Hopkins University	N/A		cash payments - exec education programs for Merrill Center.	\$7,700
12	IRA #3	No			
12.1	Fidelity Growth Strategies Fund (FDEGX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
12.2	Fidelity Government Cash Reserves (FDRXX)	Yes	\$1,001 - \$15,000		None (or less than \$201)
12.3	Fidelity Government Cash Reserves (FDRXX)	Yes	\$15,001 - \$50,000		None (or less than \$201)

3. Filer's Employment Agreements and Arrangements

#	EMPLOYER OR PARTY	CITY, STATE	STATUS AND TERMS	DATE
1	John Hopkins University	Washington, DC, District of Columbia	I will continue to participate in this defined contribution plan, but the plan sponsor no longer makes contributions.	6/2017

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
1	National Security Action	Washington, DC, District of Columbia	Wrote paper on democratic national security affairs.
2	The Brookings Institution	Washington, DC, District of Columbia	Wrote and spoke about national security and defense issues.

#	SOURCE NAME	CITY, STATE	BRIEF DESCRIPTION OF DUTIES
3	Johns Hopkins University	Washington, DC, District of Columbia	Directed Merrill Ctr and Strategic Studies Program.

5. Spouse's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	American University	N/A		salary, director fees	
2	Institute for Educational Leadership 403(b)	N/A			
2.1	TIAA Traditional	N/A	\$1,001 - \$15,000		None (or less than \$201)
2.2	CREF Growth R1	Yes	\$1,001 - \$15,000		None (or less than \$201)
2.3	CREF Stock R1	Yes	\$1,001 - \$15,000		None (or less than \$201)
2.4	TIAA Real Estate	Yes	\$1,001 - \$15,000		None (or less than \$201)
3	American Institutes for Research 401(a)	No			
3.1	CREF Growth R2	Yes	\$1,001 - \$15,000		None (or less than \$201)
3.2	CREF Stock R2	Yes	\$1,001 - \$15,000		None (or less than \$201)
3.3	CREF Global Equities R2	Yes	\$1,001 - \$15,000		None (or less than \$201)
4	IRA #1	No			
4.1	Vanguard Total Stock Market Index Fund Admiral Shares (VTSAX)	Yes	\$1,001 - \$15,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
5	IRA #2	No			
5.1	Vanguard Total Stock Market Index Fund Admiral Shares (VTSAX)	Yes	\$50,001 - \$100,000		None (or less than \$201)
6	American University 403(b)	No			
6.1	Vanguard Target Retirement 2025(VITLX)	Yes	\$1,001 - \$15,000		None (or less than \$201)
7	StriveTogether	N/A		Consulting fee	
8	Mathematica (November 4, 2020)	N/A		Honoraria	\$1,000
9	Institute for Educational Leadership 403(b)	No			
9.1	CREF Growth R1	Yes	\$50,001 - \$100,000		None (or less than \$201)
9.2	CREF Stock R1	Yes	\$15,001 - \$50,000		None (or less than \$201)
10	American Institute for Research (Tax Deferred Annuity)	N/A			
10.1	TIAA Traditional	N/A	\$1,001 - \$15,000		None (or less than \$201)
10.2	CREF Growth R2	Yes	\$1,001 - \$15,000		None (or less than \$201)
10.3	CREF Stock R2	Yes	\$1,001 - \$15,000		None (or less than \$201)
10.4	CREF Global Equities R2	Yes	\$1,001 - \$15,000		None (or less than \$201)
10.5	TIAA Real Estate	Yes	\$1,001 - \$15,000		None (or less than \$201)
11	National Center for Community Schools, Children's Aid - cash receivable - consulting fee	N/A	\$15,001 - \$50,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
12	Community Schools: People and Places Transforming Education and Communities, Rowman and Littlefield (value not readily ascertainable)	N/A			None (or less than \$201)
13	Untitled book, Rowman and Littlefield (value not ascertainable)	N/A			None (or less than \$201)

6. Other Assets and Income

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	Vanguard LifeStrategy Moderate Growth Fund Investor Shares (VSMGX)	Yes	\$100,001 - \$250,000		\$5,001 - \$15,000
2	Vanguard LifeStrategy Growth Fund Investor Shares (VASGX)	Yes	\$50,001 - \$100,000		\$5,001 - \$15,000
3	U.S. bank #1 (cash)	N/A	\$100,001 - \$250,000		None (or less than \$201)
4	U.S. bank #2 (cash)	N/A	\$1,001 - \$15,000		None (or less than \$201)
5	Vanguard Prime Money Market Fund Investor Shares (VMMXX)	Yes	\$100,001 - \$250,000		\$201 - \$1,000
6	Apple, Inc. (AAPL)	N/A	\$15,001 - \$50,000		None (or less than \$201)
7	Vanguard Intermediate-Term Tax-Exempt Fund Investor Shares (VWITX)	Yes	\$15,001 - \$50,000		\$201 - \$1,000
8	Vanguard Limited-Term Tax-Exempt Fund Investor Shares (VMLTX)	Yes	\$15,001 - \$50,000		\$201 - \$1,000
9	Vanguard Limited-Term Tax-Exempt Fund Investor Shares (VMLTX)	Yes	\$15,001 - \$50,000		\$201 - \$1,000

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
10	Vanguard Total International Stock Index Fund Admiral Shares (VTIAX)	Yes	\$50,001 - \$100,000		\$1,001 - \$2,500
11	Vanguard Total Stock Market Index Fund Admiral Class Shares (VTSAX)	Yes	\$100,001 - \$250,000		\$2,501 - \$5,000
12	The Walt Disney Co. (DIS)	N/A	None (or less than \$1,001)		None (or less than \$201)
13	Fidelity Government Money Market Fund (SPAXX)	Yes	\$1,000,001 - \$5,000,000		\$5,001 - \$15,000
14	Vanguard European Stock Index Fund, Admiral Shares (VEUSX)	Yes	\$100,001 - \$250,000		\$2,501 - \$5,000
15	Vanguard Growth Index Fund Admiral Class Shares (VIGAX)	Yes	\$500,001 - \$1,000,000		\$2,501 - \$5,000
16	Vanguard Small-Cap Index Fund Admiral Shares (VSMAX)	Yes	\$100,001 - \$250,000		\$1,001 - \$2,500
17	Vanguard Municipal Money Market Fund Investor Shares (VMSXX)	Yes	\$250,001 - \$500,000		None (or less than \$201)
18	Vanguard Value Index Fund Admiral Shares (VVIAX)	Yes	\$100,001 - \$250,000		\$2,501 - \$5,000
19	Berkshire Hathaway Inc. (BRKB)	N/A	\$100,001 - \$250,000		None (or less than \$201)
20	Exxon Mobil Corp. (XOM)	N/A	\$50,001 - \$100,000	Dividends	\$5,001 - \$15,000
21	Tapestry, Inc. (TPR)	N/A	\$50,001 - \$100,000	Dividends	\$1,001 - \$2,500
22	Target Corp. (TGT)	N/A	\$250,001 - \$500,000	Dividends	\$5,001 - \$15,000
23	Invesco Water Resources ETF (PHO)	Yes	\$100,001 - \$250,000		\$1,001 - \$2,500

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
24	Annaly Capital Management, Inc. (NLY)	N/A	\$15,001 - \$50,000	Dividends	\$5,001 - \$15,000
25	The Coca-Cola Co. (KO)	N/A	\$100,001 - \$250,000	Dividends	\$5,001 - \$15,000
26	American Express Co. (AXP)	N/A	\$250,001 - \$500,000	Dividends	\$5,001 - \$15,000
27	Bank of America Corp. (BAC)	N/A	\$15,001 - \$50,000	Dividends	\$201 - \$1,000
28	Citigroup, Inc. (C)	N/A	\$1,001 - \$15,000	Dividends	\$201 - \$1,000
29	Discover Financial Services (DFS)	N/A	\$100,001 - \$250,000	Dividends	\$2,501 - \$5,000
30	The Walt Disney Co. (DIS)	N/A	\$250,001 - \$500,000	Dividends	\$2,501 - \$5,000
31	Fidelity Municipal Income Fund (FHIGX)	Yes	\$50,001 - \$100,000		\$201 - \$1,000
32	Fidelity Intermediate Municipal Income Fund (FLTIX)	Yes	\$1,001 - \$15,000		\$1,001 - \$2,500
33	Fidelity Treasury Only Portfolio Class I Shares (FSIXX)	Yes	\$100,001 - \$250,000		\$1,001 - \$2,500
34	Fidelity 500 Index Fund (FXAIX)	Yes	\$15,001 - \$50,000		\$201 - \$1,000
35	iShares Core S&P 500 ETF (IVV)	Yes	\$50,001 - \$100,000		\$2,501 - \$5,000

7. Transactions

(N/A) - Not required for this type of report

8. Liabilities

None

9. Gifts and Travel Reimbursements

(N/A) - Not required for this type of report

Endnotes

PART	#	ENDNOTE
1.	4	I was an intelligence community consultant for the National Intelligence Council and the CIA Near East Mission Center Board. SAIC/Leidos manages these contracts for the intelligence community.

Summary of Contents

1. Filer's Positions Held Outside United States Government

Part 1 discloses positions that the filer held at any time during the reporting period (excluding positions with the United States Government). Positions are reportable even if the filer did not receive compensation.

This section does not include the following: (1) positions with religious, social, fraternal, or political organizations; (2) positions solely of an honorary nature; (3) positions held as part of the filer's official duties with the United States Government; (4) mere membership in an organization; and (5) passive investment interests as a limited partner or non-managing member of a limited liability company.

2. Filer's Employment Assets & Income and Retirement Accounts

Part 2 discloses the following:

- Sources of earned and other non-investment income of the filer totaling more than \$200 during the reporting period (e.g., salary, fees, partnership share, honoraria, scholarships, and prizes)
- Assets related to the filer's business, employment, or other income-generating activities (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in income was received during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

3. Filer's Employment Agreements and Arrangements

Part 3 discloses agreements or arrangements that the filer had during the reporting period with an employer or former employer (except the United States Government), such as the following:

- Future employment
- Leave of absence
- Continuing payments from an employer, including severance and payments not yet received for previous work (excluding ordinary salary from a current employer)
- Continuing participation in an employee welfare, retirement, or other benefit plan, such as pensions or a deferred compensation plan
- Retention or disposition of employer-awarded equity, sharing in profits or carried interests (e.g., vested and unvested stock options, restricted stock, future share of a company's profits, etc.)

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

Part 4 discloses sources (except the United States Government) that paid more than \$5,000 in a calendar year for the filer's services during any year of the reporting period.

The filer discloses payments both from employers and from any clients to whom the filer personally provided services. The filer discloses a source even if the source made its payment to the filer's employer and not to the filer. The filer does not disclose a client's payment to the filer's employer if the filer did not provide the services for which the client is paying.

5. Spouse's Employment Assets & Income and Retirement Accounts

Part 5 discloses the following:

- Sources of earned income (excluding honoraria) for the filer's spouse totaling more than \$1,000 during the reporting period (e.g., salary, consulting fees, and partnership share)
- Sources of honoraria for the filer's spouse greater than \$200 during the reporting period
- Assets related to the filer's spouse's employment, business activities, other income-generating activities (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in income was received during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's spouse's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF). Amounts of income are not required for a spouse's earned income (excluding honoraria).

6. Other Assets and Income

Part 6 discloses each asset, not already reported, (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in investment income was received during the reporting period. For purposes of the value and income thresholds, the filer aggregates the filer's interests with those of the filer's spouse and dependent children.

This section does not include the following types of assets: (1) a personal residence (unless it was rented out during the reporting period); (2) income or retirement benefits associated with United States Government employment (e.g., Thrift Savings Plan); and (3) cash accounts (e.g., checking, savings, money market accounts) at a single financial institution with a value of \$5,000 or less (unless more than \$200 in income was received). Additional exceptions apply. Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

7. Transactions

Part 7 discloses purchases, sales, or exchanges of real property or securities in excess of \$1,000 made on behalf of the filer, the filer's spouse or dependent child during the reporting period.

This section does not include transactions that concern the following: (1) a personal residence, unless rented out; (2) cash accounts (e.g., checking, savings, CDs, money market accounts) and money market mutual funds; (3) Treasury bills, bonds, and notes; and (4) holdings within a federal Thrift Savings Plan account. Additional exceptions apply.

8. Liabilities

Part 8 discloses liabilities over \$10,000 that the filer, the filer's spouse or dependent child owed at any time during the reporting period.

This section does not include the following types of liabilities: (1) mortgages on a personal residence, unless rented out (limitations apply for PAS filers); (2) loans secured by a personal motor vehicle, household furniture, or appliances, unless the loan exceeds the item's purchase price; and (3) revolving charge accounts, such as credit card balances, if the outstanding liability did not exceed \$10,000 at the end of the reporting period. Additional exceptions apply.

9. Gifts and Travel Reimbursements

This section discloses:

- Gifts totaling more than \$415 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.
- Travel reimbursements totaling more than \$415 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.

For purposes of this section, the filer need not aggregate any gift or travel reimbursement with a value of \$166 or less. Regardless of the value, this section does not include the following items: (1) anything received from relatives; (2) anything received from the United States Government or from the District of Columbia, state, or local governments; (3) bequests and other forms of inheritance; (4) gifts and travel reimbursements given to the filer's agency in connection with the filer's official travel; (5) gifts of hospitality (food, lodging, entertainment) at the donor's residence or personal premises; and (6) anything received by the filer's spouse or dependent children totally independent of their relationship to the filer. Additional exceptions apply.

Privacy Act Statement

Title I of the Ethics in Government Act of 1978, as amended (the Act), 5 U.S.C. app. § 101 et seq., as amended by the Stop Trading on Congressional Knowledge Act of 2012 (Pub. L. 112-105) (STOCK Act), and 5 C.F.R. Part 2634 of the U. S. Office of Government Ethics regulations require the reporting of this information. Failure to provide the requested information may result in separation, disciplinary action, or civil action. The primary use of the information on this report is for review by Government officials to determine compliance with applicable Federal laws and regulations. This report may also be disclosed upon request to any requesting person in accordance with sections 105 and 402(b)(1) of the Act or as otherwise authorized by law. You may inspect applications for public access of your own form upon request. Additional disclosures of the information on this report may be made: (1) to any requesting person, subject to the limitation contained in section 208(d)(1) of title 18, any determination granting an exemption pursuant to sections 208(b)(1) and 208(b)(3) of title 18; (2) to a Federal, State, or local law enforcement agency if the disclosing agency becomes aware of violations or potential violations of law or regulation; (3) to a source when necessary to obtain information relevant to a conflict of interest investigation or determination; (4) to the National Archives and Records Administration or the General Services Administration in records management inspections; (5) to the Office of Management and Budget during legislative coordination on private relief legislation; (6) when the disclosing agency determines that the records are arguably relevant to a proceeding before a court, grand jury, or administrative or adjudicative body, or in a proceeding before an administrative or adjudicative body when the adjudicator determines the records to be relevant to the proceeding; (7) to reviewing officials in a new office, department or agency when an employee transfers or is detailed from one covered position to another, a public financial disclosure report and any accompanying documents, including statements notifying an employee's supervising ethics office of the commencement of negotiations for future employment or compensation or of an agreement for future employment or compensation; (8) to a Member of Congress or a congressional office in response to an inquiry made on behalf of and at the request of an individual who is the subject of the record; (9) to contractors and other non-Government employees working on a contract, service or assignment for the Federal Government when necessary to accomplish a function related to this system of records; (10) on the OGE Website and to any person, department or agency, any written ethics agreement, including certifications of ethics agreement compliance, filed with OGE by an individual nominated by the President to a position requiring Senate confirmation; (11) on the OGE Website and to any person, department or agency, any certificate of divestiture issued by OGE; (12) on the OGE Website and to any person, department or agency, any waiver of the restrictions contained in Executive Order 13770 or any superseding executive order; (13) to appropriate agencies, entities and persons when there has been a suspected or confirmed breach of the system of records, the agency maintaining the records has determined that there is a risk of harm to individuals, the agency, the Federal Government, or national security, and the disclosure is reasonably necessary to assist in connection with the agency's efforts to respond to the suspected or confirmed breach or to prevent, minimize, or remedy such harm; and (14) to another Federal agency or Federal entity, when the agency maintaining the record determines that information from this system of records is reasonably necessary to assist the recipient agency or entity in responding to a suspected or confirmed breach or in preventing, minimizing, or remedying the risk of harm to individuals, the recipient agency or entity, the Federal Government, or national security. See also the OGE/GOVT-1 executive branch-wide Privacy Act system of records.

Public Burden Information

This collection of information is estimated to take an average of ten hours per response, including time for reviewing the instructions, gathering the data needed, and completing the form. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Program Counsel, U.S. Office of Government Ethics (OGE), Suite 500, 1201 New York Avenue, N.W., Washington, DC 20005-3917.

Pursuant to the Paperwork Reduction Act, as amended, an agency may not conduct or sponsor, and no person is required to respond to, a collection of information unless it displays a currently valid OMB control number (that number, 3209-0001, is displayed here and at the top of the first page of this OGE Form 278e).
