



2025 ANNUAL REPORT



HELPING HUMANS BUILD THEIR BETTER, ONE
COALESCION AT A TIME

ABOUT US

Human survival, security, and the ability to thrive increasingly depend on how well people and institutions work together in a rapidly changing technological world. Innovation and connectivity offer extraordinary opportunity - yet nations, industries, and communities remain divided by mistrust, fragmented incentives, and engagement models built for a slower era. The result is predictable: partners act in isolation, critical systems grow fragile, and shared challenges escalate faster than cooperation can respond.

Coalescion exists to change this.

We are a Virginia-based 501(c)(3) nonprofit that structures how people and institutions engage to solve real problems together. Through research, engagement, education, and advocacy, we identify emerging challenges, convene the right stakeholders, and design collaboration that turns difference into coordinated action and durable capability.

Our work advances outcomes that are:

- **Practical:** solutions shaped by the people who must implement them
- **Durable:** processes and relationships that hold under stress
- **Shared:** security and prosperity strengthened through cooperation, not isolation

We partner with governments, industry, academia, and civil society to prepare people, align institutions, and strengthen systems before crises escalate. By designing credible participation and effective interaction, we help stakeholders move from reactive and fragmented responses to sustained, operational cooperation.

Coalescion works to help humans build their better, one Coalescion at a time!

2025 HIGHLIGHTS

- \$730,680.92 in funded program delivery
- 15 countries represented in Coalescion Engagements
- \$209,559.26 to \$45,702.93 debt reduction
- Federal Single Audit initiated
- Operations maintained across 3 regions during disruption
- Achieved NIST 800-171 compliance for the first time
- Strengthened information-security posture from 50% to 97% and achieved 100% employee compliance with required training
- Successful rollout of Annual Export Control Training
- \$8,820.44 in donations
- 9 Volunteers gave 1281 Hours

OUR VISION

A world where humanity not only survives but thrives.

OUR MISSION

To advance collaborative strategies that empower people, institutions, and communities to build mutually beneficial relationships and systems that promote human flourishing and shared security.

OUR SERVICE PILLARS



I. RESEARCH & ANALYSIS

We investigate systems, behaviors, and environments to uncover patterns, inefficiencies, and opportunities for human-centered improvement through stakeholder mapping & analysis, governance and capability gap assessments, and cross-sector needs analysis & landscape scans.



II. ENGAGEMENT

We build, strengthen, and facilitate trust-based, multi-stakeholder collaborations through strategic convening and facilitation, engagement strategy & narrative design, and conflict mitigation and relationship repair design.



III. EDUCATION & TRAINING

We design tailored learning experiences that build capacity at the individual, institutional, and systems level through developing and delivering custom workshops, implementing our proprietary Capacity Capture methodology.



IV. ADVOCACY

We help shape environments that enable better governance, cooperation, and human outcomes through policy co-creation labs & prototyping facilitation, messaging and communications strategy for shared security, and issue briefs, white papers & positioning support.

CEO REFLECTION

A Steady Hand in Stormy Seas



In many ways, 2025 was the year Coalescion discovered who we truly are. We entered the year with momentum. After a record-breaking \$1.8M revenue year, an extraordinary milestone for a four-year-old startup nonprofit, we were hitting our stride. Our team was expanding, partnerships were deepening, and our work across multiple regions was accelerating. To meet the demand of this rapid scale, our staff expanded, vendor commitments increased, operational investments were needed, and business debt kept pace with such an upward trajectory. All manageable, all expected. We were right where we wanted to be.

AND THEN THE SEAS CHANGED.

In late January, executive orders triggered immediate disruptions across our operating environment: project suspensions, payment delays, staffing turbulence, and ripple effects affecting vendors and international partners. We made painful decisions, including layoffs that weighed heavily on our team and culture. Remaining staff continued mission work amid uncertainty, while delayed reimbursements and strained continuity forced us to sustain commitments with little predictability. For a time, we were navigating a tidal wave whose crest was still out of sight.

But Coalescion was built for complex environments, and complexity demands calm, focused steering, not panic or swerving. We steadied the tiller, right-sized roles and responsibilities, clarified decision authorities, and treated our first federally mandated Single Audit not as a burden but as an opportunity to strengthen our operational hull: cleaning financial systems, reinforcing administrative processes, and aligning procedures for durability rather than speed alone. We confronted debt, staff bandwidth, and workload honestly, adjusted our operating posture, and brought the ship back onto a true heading.

We began the year with an opening debt balance of \$209,559.26. Through disciplined financial stewardship, careful cost controls, and strategic revenue alignment, we reduced that balance to \$45,702.93 by December 31, 2025, a decrease of more than 78%. We anticipate fully retiring the remaining balance by mid-year 2026, further strengthening the organization's financial foundation. This progress was achieved while sustaining full program delivery across the United States, Europe, South Asia, and Southeast Asia. Following a deliberate restructuring process, the core team stabilized, and mission activities continued without interruption, demonstrating both operational resilience and disciplined management during a period of transition.

All this while also advancing our work at multiple levels of the cooperation lifecycle. In Vietnam, government partners finalized a national WMD law and began developing implementing decrees. In India, we designed the U.S.-India SemConEx engagement architecture, establishing the stakeholder structure and working processes for sustained semiconductor cooperation in 2026. And In Ukraine, scientists and engineers reported sustained improvements in cybersecurity, intellectual property protection, and safe international partnership practices, including successful participation in vetted grant and fellowship programs.

This year affirmed that resilience is not accidental, it is designed. When diverse stakeholders are equipped with structure, clarity, and shared purpose, cooperation becomes tangible and progress becomes durable. We close the year steadied by experience and energized by possibility. The work ahead is ambitious, but so is the capacity we have built together. We enter 2026 focused, aligned, and prepared to continue helping stakeholders build their "better," one Coalescion at a time.

NOW WE SAIL FORWARD.

Shawn C. Baker-Garcia
Shawn C. Baker-Garcia

Chief Executive Officer and
Founder of Coalescion

OUR COALESCION

Board of Directors

A committed, formidable, and service-oriented executive corps with a rich tapestry of real-world experience, expertise, and achievement.



MELISA MARGRAVES
PRESIDENT



GREGORY BAKER
VICE PRESIDENT &
ACTING SECRETARY



ANTHONY DIAZ
TREASURER



GEOFFREY ODLUM
BOARD MEMBER AT LARGE



LAUREN TALERAN
BOARD MEMBER AT LARGE



STACY WILLIAMSON
BOARD MEMBER AT LARGE

OUR COALESCION

Executive Team and Staff

A dynamic, high impact, and agile corps of globally located personnel and consultants shaping and executing innovation, operations, and mission success.



SHAWN BAKER-GARCIA
CHIEF EXECUTIVE AND
FOUNDER



TERRY HALL
CHIEF OPERATIONS
OFFICER



GEORGE CARPER
CHIEF INFORMATION
SECURITY OFFICER



SHAINA MASON
PROGRAM AND
OPERATIONS MANAGER



JONATHAN DINH
FINANCIAL ANALYST



LIUDMILA MIKHAILOVA
MONITORING & EVALUATION
SPECIALIST



EMILY PLACE
PROJECT ASSOCIATE



ANNA FESTERSEN
PROGRAM AND
RESEARCH ASSISTANT

OUR COALESCION

NON-RESIDENT RESEARCH FELLOWS



DR. MOHAMMED AL-SHARAA
NONRESIDENT FELLOW
IRAQ



DR. SEEMA GAHLAUT
NONRESIDENT FELLOW
USA



DR. STEPHEN ROYLE
NONRESIDENT FELLOW
SERBIA



DR. ANUPAM SRIVASTAVA
NONRESIDENT FELLOW
USA

Coalescion's Non-Resident Research Fellows are a distributed network of experts who care deeply about getting security cooperation right. Their work supports U.S. national and global security goals, but more importantly, it helps real people and institutions make better decisions in real-world environments. Our Fellows don't sit in ivory towers. They study how programs actually function on the ground, who is responsible for what, where decisions slow down, and why well-intentioned efforts sometimes fail to stick. By mapping stakeholder ecosystems, examining how new capabilities are absorbed, and identifying where duplication or misalignment creeps in, they help partners reduce wasted effort and build systems that last long after outside support ends.

Their research has directly shaped forward-looking initiatives such as the U.S.–India Semiconductor Exchange. Drawing on both U.S.-based and locally grounded expertise, our team surfaced critical public- and private-sector insights, policy dynamics, cultural considerations, and geopolitical realities that influence how cooperation actually unfolds. That groundwork informed the design of structured engagements built to generate meaningful data and actionable insight; information government leaders can use to strengthen supply chains, align regulations, and deepen bilateral trust.

At Coalescion, research isn't an academic performance, it's **working** research. We absolutely value rigorous scholarship, but we focus on analysis that improves lives, cooperation, and outcomes. We leverage data and insight when and where it matters most, translating complexity into clarity that decision-makers can use. And while our Non-Resident Fellows are central to this effort, they are only part of the picture. Coalescion draws from a global network of thousands of experts across disciplines and regions, allowing us to tailor research teams to the specific problem at hand.

If you have a challenge that needs clarity, or an opportunity that needs sharper insight, reach out to us at info@coalescion.org. We would love to explore it with you!

OUR COALESCION

Emerging Practitioners in International Security (EPIS) Fellowship

During 2025, Coalescion continued implementation of its Emerging Practitioners in International Security (EPIS) program, a structured apprenticeship designed to build practical capability in the fields of human, national, and global security.

Through EPIS, emerging practitioners are embedded alongside seasoned professionals with proven real-world expertise, gaining direct exposure to operational problem-solving, guided mentorship, collaborative engagements, and disciplined peer exchange. This hands-on model equips fellows not only with knowledge, but with the confidence and practical judgment required to contribute meaningfully in complex security environments.

Consistent with Coalescion’s ecosystem-based approach, EPIS Fellows were intentionally integrated into multi-stakeholder engagements involving government, industry, academia, and civil society partners, allowing them to witness firsthand how durable security solutions are built through coordinated action across sectors.

By pairing experienced leaders with rising professionals in a rigorous but supportive learning environment, EPIS is helping cultivate the next generation of capable security “doers” prepared to carry forward sustainable human-security outcomes.

EPIS Fellows have since advanced into influential roles across the U.S. Government, private industry, and civil society, extending Coalescion’s impact through a growing network of next-generation practitioners.



AARON SEBASTIAN
2025-26 EPIS FELLOW

My past year at Coalescion has been constantly filled with incredibly life-changing learning and growth opportunities. I've enjoyed being part of such a tight-knit team that has acted more as a family, and learning about incredible global dynamics through the various programming and projects Coalescion takes on. I've become more confident in my project management and writing skills, gained expertise in operating in high-intensity, rapidly-evolving work environments, and expanded my own perspectives in global policymaking and security work. No matter the paths I pursue going forward, my time at Coalescion has been worthwhile, not only in the incredible connections and mentorship that I have received, but also the invaluable repertoire of skills I have fostered in this workspace that prioritizes development and growth.

The U.S.-India Semiconductor Exchange (SemConEx) 2026

REBUILDING MOMENTUM: SEMCONEX EXECUTION READINESS IN INDIA

In 2025, Coalescion demonstrated resilience and strategic discipline in reactivating and advancing the U.S. Department of State-funded, U.S.-India Semiconductor Exchange (SemConEx) amid shifting geopolitical conditions and prolonged U.S. foreign assistance uncertainty. Following the reconvening of the SemConEx Steering Committee in summer 2025, as U.S. foreign assistance mechanisms gradually resumed after executive-level pauses, the Coalescion team worked closely with partners to rebuild and refine the agenda, engagement model, stakeholder strategy, and implementation roadmap for the program’s rescheduled April 2026 convening.

To move SemConEx from planning toward execution readiness, Founder & CEO Shawn Baker-Garcia traveled to Bengaluru in December alongside COVINTS Solutions Founder & CEO Swapnil Kishore to conduct on-the-ground stakeholder coordination, venue finalization, and final-stage implementation planning.

The visit finalized a budget-aligned venue footprint, secured production partners, and, most critically, activated high-leverage public and private sector recruitment channels across India’s semiconductor ecosystem. Meetings with the Directorate General of Foreign Trade (DGFT), industry leaders including MediaTek and Bharat Semi, and senior R&D stakeholders reinforced India’s appetite for a curated, working-session format focused on compliance, strategic trade controls, and trusted supply chain collaboration.

The December engagements helped confirm keynote contributors, identify working-group leaders, and shape a disciplined invitation-only recruitment strategy spanning startups, major Indian firms, and U.S. multinationals across India. DGFT also signaled willingness to serve as a co-sponsor, further strengthening event credibility and stakeholder engagement. By year’s end, SemConEx had moved beyond concept into operational reality - with venue secured, stakeholders aligned, and a cross-sector participant base taking shape.

The trip underscored Coalescion’s core strength: converting uncertainty into forward motion. Through deliberate relationship-building and ecosystem orchestration, we positioned SemConEx not as a conference, but as a structured, outcomes-driven exchange designed to strengthen trusted semiconductor partnerships between the United States and India.



The U.S.-India
SemiConductor Exchange
2026

SemConEx
2026

AGENDA AT A GLANCE

SEMCONEX 2026 – TWO-DAY OVERVIEW

Day	Strategic Focus	Core Sessions	Closed Door Elements	Outputs
Day 1	Ecosystem & Security	Opening Plenary, Ecosystem Panel, Security Plenary & Panel	All Working Groups	Ecosystem baseline, security framing
Day 2	Trust & Execution	Industry/R&D Keynotes, Trust Panel, Readouts, Closing Plenary	All Working Groups	Action frameworks, commitments

DAY 1 | Semiconductor Ecosystems & National Security Priorities

TUESDAY, APRIL 7, 2026

Time	Session
0915 – 0940	Registration
0940 – 0950	<p>Welcome, Objectives & Participant Orientation</p> <ul style="list-style-type: none"> ◊ Ms. Shawn C. Baker-Garcia, <i>Founder & CEO, Coalescion, Chair, U.S.-India Semiconductor Exchange Steering Committee</i> & Mr. Swapnil Kishore, <i>Founder & CEO, COVINTS</i> ◊ Mr. Terry Hall, <i>Chief Operations Officer, Coalescion</i> & Mr. Shubro Samanto, <i>Head, Business Strategies, Sales, & Marketing, COVINTS</i>
0950 – 1020	<p>Opening Keynote Addresses: Strategic Vision & National Roadmaps</p> <ul style="list-style-type: none"> ◊ Mr. Amitesh Sinha, <i>Additional Secretary, MeitY and Chief Executive of the India Semiconductor Mission</i> ◊ Ms. Amy Schedlbauer, <i>Economic Minister Counselor, U.S. Embassy Delhi</i> ◊ Ms. Dona Ghosh, <i>Joint Director General of Foreign Trade (DGFT), Regional Authority Bengaluru</i>
1020 – 1030	GROUP PHOTO

1

Nonproliferation Scientist Engagement Program

SAFEGUARDING UKRAINIAN SCIENTIFIC TALENT

In 2025, Coalescion continued implementation of the U.S. Department of State, Office of Cooperative Threat Reduction sponsored Nonproliferation Scientist Engagement Program (NSEP), strengthening research security for Ukrainian scientists, engineers, and technical professionals operating under wartime conditions. As always, Coalescion was proud to work with the Science and Technology Center of Ukraine to support outreach and recruitment.

At a time when Ukrainian institutions face both physical threats and intensified exploitation risks, NSEP focused on equipping individual practitioners with the tools to collaborate internationally while protecting their work, data, and intellectual capital.

Rather than relying on generic compliance instruction, Coalescion co-developed the Enhancing Research Integrity, Knowledge Security, and Cyber Awareness curriculum with Ukrainian subject matter experts, tailoring the content to reflect the practical realities, vulnerabilities, and institutional constraints facing Ukrainian researchers and administrators. Workshops translated abstract security guidance into practical daily application, helping participants vet international partnerships, safeguard sensitive data and innovations, manage dual-use risks, and mitigate cyber vulnerabilities in high-risk contexts.



In July, Coalescion facilitated the first of 4 workshops in Kyiv, demonstrating the agility and resilience to program despite wartime conditions. In September, a virtual workshop expanded access to participants whose duties or wartime or geographic constraints limited travel, ensuring continuity of engagement and representation of those in areas under active threat.

Participants reported measurable improvements in how they assess collaborations, structure proposals, and protect research assets. Several alumni applied partnership-vetting and proposal-strengthening practices to secure fellowships and grants, post-engagement, which carries financial and professional benefit to those recipients.



The NSEP collaboration expands critical protective practices across Ukraine's technical community while providing actionable insights to the U.S. Department of State on how best to support researchers working in contested knowledge environments. The result is better protected human capital and prevention of exploitation of scientific expertise in regions facing acute geopolitical pressure.

Two additional workshops are planned for 2026.

Vietnam Law to Prevent Weapons of Mass Destruction Proliferation

In 2025, Coalescion continued supporting a U.S. Department of State-funded initiative to help Vietnam strengthen its Strategic Trade Controls and finalize its Weapons of Mass Destruction (WMD) Prevention Law. While “WMD” often brings to mind nuclear or chemical weapons, preventing their spread is not only about the actual weapons, it is also about controlling access to the materials, equipment, and technologies that can be used to build them. Many of these items are considered “dual-use,” meaning they have legitimate civilian purposes, such as in medicine, energy, or manufacturing, but could also be misused or exploited for military or weapons-related activities if diverted. Strategic trade controls help governments regulate how these sensitive goods are produced, sold, transferred, or shipped across borders to ensure they are used safely and lawfully. This work is part of a broader, multi-year collaboration led by the Government of Vietnam and supported by U.S. and European partners, including EUP2P. We are honored to play a small but meaningful role in this long-term effort.



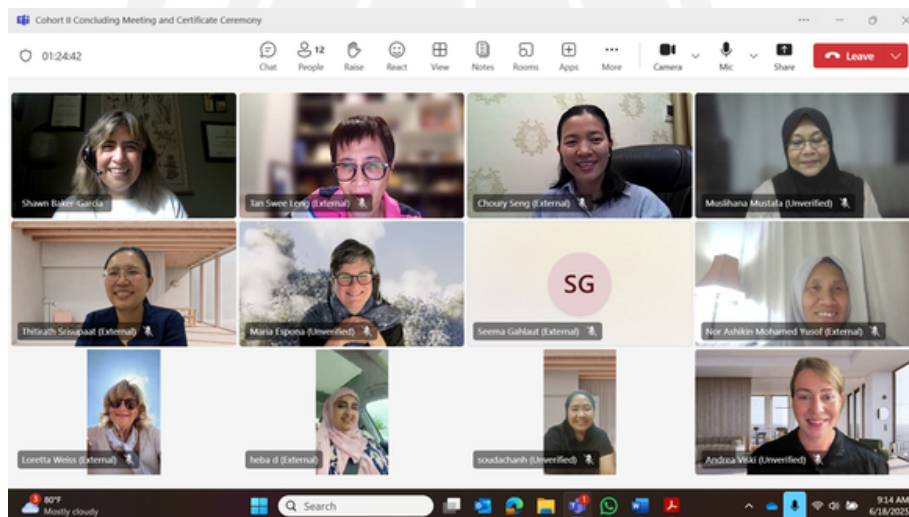
Representatives and Participants at the Strategic Trade Control Implementation Workshop 2025, Hanoi, Vietnam, 18-20 June 2025; front row seated include Mr. Jay Nash (2nd in from bottom left), Coalescion SME, Mr. Mike Beck (3rd in from bottom left), Pontica LLC & Coalescion SME, Mr. Jonathan Dinh, Coalescion Financial Analyst (1st from second row right), EXBS representatives, EU P2P, Mr. Nguyen Anh Son (4th in from bottom right), Director General of Agency of Foreign Trade, Ministry of Industry and Trade and other members of the Vietnamese Government (Standing Office-81 and others).

A key element of progress in 2025 was the integration of local Vietnamese legal expertise alongside international technical advisors including our partners at Pontica Group LLC and Nash Global Trade Services. Local experts brought critical insight into Vietnam’s regulatory systems, bureaucratic processes, and policy culture. Their involvement ensured that international recommendations were grounded in practical realities, helping produce a law and implementing decrees that can function effectively within Vietnam’s governance ecosystem. This increases confidence among ministries and industry partners, improves compliance rates, and strengthens cooperation across public and private sectors. The completion of Vietnam’s WMD Prevention Law in 2025 marked an important milestone. Stronger trade controls reduce diversion risks, protect sensitive technologies, reinforce secure supply chains, and support both regional stability and U.S. national security interests. We remain grateful to our Vietnamese partners and proud to support transparent, rules-based systems built on shared responsibility and long-term trust.

Women in Strategic Trade Mentorship Initiative Cohort II Concluding Meeting

The Women in Strategic Trade Mentorship Initiative (WiSTMI) Cohort II was scheduled to run through 2025 but ended early following federal award cancellations in January. To ensure a proper closeout, Coalescion staff and volunteer mentors convened a final virtual session in June where participants shared progress made during the program. The cohort included professionals from Cambodia, Laos, Malaysia, and Thailand, supported by mentors from Argentina, Malaysia, and the United States. Despite the shortened timeline, participants reported meaningful professional advancement and continued applying program knowledge within their institutions and national systems. Participants described concrete outcomes across the region:

- Development of licensing guidance and documentation supporting technical control implementation and end-use review processes
- Outreach to customs officials and government stakeholders to raise awareness of strategic trade responsibilities
- Establishment of communication channels and professional networks across agencies and countries
- Expansion of “safe research” awareness within universities and research organizations
- Progress toward publishing national dual-use goods reference resources
- Formation of regional partnerships and memoranda of understanding supporting continued cooperation



WiSTMI demonstrated the power of a mutually reinforcing mentorship model whereby learning and growth move in both directions, enriching mentors and mentees alike. This program brought together experts from different disciplines to support “whole-of-mentee” professional journeys. We met participants where they were, helped them clarify where they wanted to go, and worked alongside them to define that path when needed. Mentees deepened their knowledge across strategic trade, nonproliferation, economics, and regional security, expanded professional networks across Southeast Asia, and gained greater confidence and agency within their institutions. Many have applied what they learned through new initiatives, collaborations, and leadership opportunities. So, while the program concluded prematurely, these mentee cohorts serve as force multipliers in the region and will lead the next generation of strategic trade experts in Southeast Asia!

COALESCION IN THE COMMUNITY



Coalescion Founder & CEO, Shawn Baker-Garcia, Coalescion former Program & Operations Manager, Shaina Mason, Coalescion Chief Information Security Officer, George Carper, Coalescion Research Collaborator, James Banaski & guest, Coalescion Board of Director, Vice President, Greg Baker, Coalescion Chief Operations Officer, Terry Hall, Coalescion Volunteer Contributor, Usamast "Nid" Hall, and Coalescion Contractor, Tracy Wilson pose for a group photo at Coalescion's "informal annual summer meeting" in North Carolina.



Left to Right Clockwise: Guest (name unavailable), Coalescion Board of Director, Vice President, Greg Baker, Coalescion Founder & CEO, Shawn Baker-Garcia, and Sopagna Seng, Assistant Director, General Department of Customs and Excise of Cambodia & U.S. International Visitor Leadership Programme (IVLP) FELLOW 2025, Washington, DC.



Bottom Left to Right Clockwise: Coalescion Founder & CEO, Shawn Baker-Garcia, Coalescion Program & Operations Manager, Shaina Mason, Maggie McDonough, Director of Practice, Global Development and Innovation Division, Purdue Applied Research Institute, guest (name unavailable), Rostyslav Kondryk, Chief Operating Officer, Cyber Unit Technologies, Anne Harrington, Principal, Harrington Consulting LLC, Coalescion Chief Information Security Officer, George Carper, Kyiv, Ukraine.



Coalescion Board of Director, Vice President, Greg Baker, Coalescion Founder & CEO, Shawn Baker-Garcia at the United Nations Association of the National Capital Area (UNA-NCA) hosted, UN 80th Anniversary Gala at the French Embassy in Washington, DC.

CLIENTS AND COLLABORATORS



The Pontica
Group, LLC

PARTNERS IN SERVICE



2025 YEAR IN REVIEW

9 VOLUNTEERS **~1281** HOURS VOLUNTEERED

\$730,680.92
IN IMPACT ACHIEVED

\$8,820.44
DONATIONS

15 COUNTRIES REPRESENTED IN
COALESCION ENGAGEMENTS

2026 YEAR AHEAD



ORGANIZATIONAL

- Integrate Single Audit insights to strengthen internal controls and administrative systems.
- Implement disciplined financial strategy focused on:
 - reducing outstanding liabilities,
 - improving liquidity, and
 - reinforcing Coalescion’s long-term operational resilience.



I. RESEARCH & ANALYSIS

- Secure a competitively awarded research grant aligned with Coalescion’s ecosystem and governance methodologies.
- Continue to shape security cooperation discourse through strategic publications.
- Advance proof-of-concept application of Coalescion Ecosystem Mapping and Capacity Capture methodologies through pilot engagements.



II. ENGAGEMENT

- Strengthen Coalescion’s position as a preferred integrator for government-led security initiatives.
- Expand strategic positioning in emerging technology and trade security while maintaining core nonproliferation focus.
- Institutionalize Capacity Capture within our internal training frameworks.



III. EDUCATION & TRAINING

- Maintain and deepen engagement with aligned university partners through guest lectures, research exchanges, or collaborative programming.
- Integrate Coalescion-developed frameworks, including Capacity Capture and Ecosystem Mapping, into at least one academic or professional education setting.
- Document at least one academic collaboration that advances validation of Coalescion’s applied methodologies.



IV. ADVOCACY

- Conduct up to two structured pro bono engagements aligned with proof-of-concept priorities.
- Sustain a mission-driven operating model in which leadership contributes volunteer time to support organizational stability and long-term mission advancement.
- Develop and pilot a structured advisory offering to support universities seeking to design governance and security-focused study engagements.