CENTER FOR PUBLIC LEADERSHIP
FELLOWS
Profile Book 2015-2016
Letter from the CPL Leadership Team

At the Center for Public Leadership (CPL), our mission is to advance the teaching and practice of leadership at Harvard and beyond. One of our principal efforts within that mission is to identify and support some of the rising generation’s brightest stars through robust fellowships here at Harvard Kennedy School (HKS) and intensive, hands-on leadership training.

This fall, through the generosity of our donors, we will welcome more than 100 fellows across nine distinct fellowship programs, including two new fellowship programs. Our CPL community includes more than 500 alumni working across all sectors of public service. We welcome to our Center:

- **Bacon Fellows**—Louis Bacon has created environmental fellowships that will bring together Harvard Kennedy School students from the government, business, and NGO communities with a focus on leadership in environmental public policy and practice. This is the inaugural year of this program.

- **Dubin Fellows**—In 2010, Glenn Dubin launched these fellowships to serve HKS students who have demonstrated the ability to thrive in the face of adversity and who are committed to forging transformative change in their communities.

- **Emirates Fellows**—With the generosity of the government of the United Arab Emirates (UAE), this program, created in 2014, brings emerging leaders from the UAE and across the Arab world to study at HKS. The program also supports substantial research and engagement between HKS and the region.

- **George Fellows**—Developed by Bill and Penny George in 2007, these fellowships emphasize character development and provide a third-year capstone experience for students pursuing joint degrees at HKS and Harvard Business School.

- **Gleitsman Fellows**—These fellowships, which grew out of a $25 million bequest from Alan Gleitsman and began in 2008, support HKS students who seek to become social innovators and agents of social change.

- **Johnson Fellows**—Sheila C. Johnson launched this fellowship in 2014 to attract emerging leaders who are dedicated to serving African-American and other historically under resourced communities to HKS. In its inaugural year, this program helped to drive a 71% increase in admitted African-American applicants to HKS.

- **Rubenstein Fellows**—David M. Rubenstein established a fellowship in 2008 for first year joint degree students at HKS and Harvard Business School. CPL is delighted to begin providing cocurricular programming to Rubenstein Fellows this year.

- **Wexner Fellows**—These pioneering fellowships were established by the Wexner Foundation over 25 years ago. Each year, they bring outstanding mid-career leaders from Israel to study at HKS.

- **Zuckerman Fellows**—Created by Mort Zuckerman in 2005, these fellowships provide funding to business, law, and medical students who wish to pursue public service degrees from HKS, the Graduate School of Education, or the T.H. Chan School of Public Health.

The value proposition of these programs extends well beyond critical financial support. Each group of fellows is convened weekly for a variety of intensive cocurricular programs including experiential learning opportunities, faculty-led seminars, renowned speakers, and retreats to help them gain applied leadership skills, enrich their academic experience, and to build lasting ties that help them become powerful forces for change.

Each year, all of us at the Center look forward to working with these fellows—and with so many other talented students within the HKS community—as they build core skills and prepare to enter the wider world for lives of purpose, impact, and leadership. We are enormously proud that they have chosen to join our community here at HKS, and thrilled to present them to you here!

With warmest wishes,

Max Bazerman  
Professor of Business Administration  
Co-Director  

Patricia Bellinger  
Adjunct Lecturer  
Executive Director  

David Gergen  
Professor of Public Service  
Co-Director
ABOUT THE LOUIS BACON ENVIRONMENTAL LEADERSHIP PROGRAM

A new fellowship in the Center’s portfolio this year, the Louis Bacon Environmental Leadership Program brings together emerging leaders from the government, business, and NGO communities dedicated to preserving and enhancing our shared environment. Fellowships are awarded to students who have a primary focus on developing leadership abilities to impact environmental public policy and practice. Bacon Fellows will receive full tuition, health insurance, and a living stipend and will be eligible for summer internship funding. The Bacon Fellowship also includes a potential slot for a post-doctoral scholar or early career faculty member to participate in the cohort.

Bacon Fellows will take part in a yearlong cocurricular program designed by the Center for Public Leadership (CPL) which will include weekly leadership skill-building workshops and seminars, an annual retreat, a field experience trip focused on the environment, and opportunities to connect with fellows in their own cohort and across the other fellowship programs at CPL.

The Louis Bacon Environmental Leadership Program connects fellows with highly accomplished national and international leaders, providing them with the skills to: foster sustainable environmental impact; build cross-sector partnerships to accomplish key goals; and inspire new ideas and innovative change in the policies and programs that safeguard natural resources and promote a healthy global ecosystem.

Bacon Fellows also have access to an unparalleled array of resources and scholars focused on the environment, including the Environment and Natural Resources Program at HKS, led by former director of the Massachusetts State Energy Office Henry Lee, and the Harvard University Center for the Environment, led by Professor Dan Schrag, a member of President Obama’s Council of Advisers on Science and Technology.
Louis Bacon is the founder, chairman, and chief executive officer of Moore Capital Management, LP ("Moore Capital"). Moore Capital, founded in March 1989, is a private investment management firm that invests in the global financial markets and private equity markets. Mr. Bacon founded The Moore Charitable Foundation in 1992, which supports conservation nonprofits that focus on protecting threatened landscapes, habitats, and water bodies as well as education and community programs. Mr. Bacon was recently honored for his commitment to conservation, receiving the Audubon Medal from the National Audubon Society, the Land Trust Alliance President's Award, the Chairman's Leadership Award from the National Fish and Wildlife Foundation, and the Foreign Policy Association Medal for his global work on climate change.

A native of North Carolina, Mr. Bacon earned an M.B.A. in Finance from Columbia Business School and holds a B.A. in American Literature from Middlebury College. He serves on the Board of Trustees of Middlebury College and the Board of Overseers at Columbia Business School. Mr. Bacon is also a member of the Board of Directors of the Foreign Policy Association and serves on the Leadership Council of the Center for Public Leadership at Harvard Kennedy School.
ADEBISI ARABA
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE

ACADEMIC HIGHLIGHTS
Imperial College London, Ph.D. (D.I.C)
Newcastle University, M.Sc. in Clean Technology with Distinction
University of Ibadan, B.Sc. in Physical Geography

PROFESSIONAL HIGHLIGHTS
Government of Nigeria: Adviser on Environmental Policy to the Minister of Agriculture and Rural Development
Ministry of Agriculture, Nigeria: Team Leader, Environment and Climate Change Unit
Nigeria: Co-author, National Agricultural Resilience Framework

NARRATIVE
Growing up as the last child in a family of four was exciting. My parents encouraged my enthusiasm for discovery, even when sometimes, this ended in me destroying household appliances! Hence, my childhood nickname bàsèjé, meaning ‘the one who breaks things.’ I just had to know what made things work!

All through my career, I have sought to explore ideas and opportunities to sharpen my thinking and understanding of evidence acquisition methodologies and effective communication to a diverse audience. I have found that communication and partnerships are critical elements in guaranteeing a high success rate for public policy.

During my recent service with the government in Nigeria, I developed and led the implementation of Nigeria’s program on agricultural resilience, which is focused on reducing greenhouse gas emissions, increasing productivity along the value chain, and ensuring that 70 million farm families are able to cope with the shocks and stresses of climate change. This role required me to create synergies among multiple actors; the farmers, the public sector, agribusinesses, and processors, as well as institutional partners. My healthy balance of enthusiasm and skepticism ensured that I championed policies and programs that were firmly rooted on sound evidence and focused on national priorities.

My next goal is to focus on the nexus between empirical evidence and communication in fostering resilient economies, beginning with the agricultural sector, especially how it responds to the challenge of growing nutritious food for the world’s 9 billion people by 2050 while under pressure from climate change. Beyond that, I intend to take up leadership positions in developing and championing climate smart and resilient policies across Africa, and promoting global partnerships in the exchange of ideas and practices that promote sustainable development. Combining my Mid-Career M.P.A. program with the Louis Bacon Environmental Leadership Fellowship will integrate me into a network of like minded colleagues, with whom I would like to share and debate ideas to sharpen my own efforts and make me a better informed, focused, and active leader in my field.
I did not leave college in 2010 expecting a career in environmental issues. Though long a committed environmentalist, I finished my junior year of college focused on peacebuilding and human rights, and set off to conduct field research on conflicts in the former Yugoslavia and Middle East. However, a series of intense but frustrating experiences left me wondering whether I might have a greater likelihood of making a meaningful impact in other areas.

Consequently, I sought mission-driven work elsewhere. Over the last five years at Redstone Strategy Group, I have worked with philanthropies, political organizations, and nonprofits to address environmental challenges. Of particular significance personally have been several efforts to help structure public-private partnerships for long-term conservation and development, such as a recent agreement in Brazil to permanently fund the world’s largest network of protected areas.

These initiatives demonstrated that major advances in environmental policy are possible, but depend on a compelling case for how the region’s residents will benefit. The difference between the more and less successful projects often rests on how well environmental and socio-economic concerns have been addressed simultaneously. Going forward, I aim to apply this lesson by building large-scale, multi-sector partnerships that simultaneously advance solutions to natural-resource and human-rights challenges.

The needs are global. Environmental degradation and human rights abuses often are inextricably linked, such as with palm oil cultivation in Indonesia and deforestation in the Amazon. In the Middle East, “water diplomacy” through joint conservation has been called a possible bridge to peace. From Colombia to the Congo Basin, conservation priorities overlap with conflict hotspots. Here in the U.S., marginalized communities routinely are exposed to the greatest environmental risks, and often are the most supportive of climate action.

Protecting the planet’s natural and human resources is both a moral imperative and an existential necessity. Experience has taught me the importance of tackling these challenges together. With the support of the Louis Bacon Environmental Leadership Fellowship, I will leave HKS with the skills and relationships needed to hit the ground running.
My life so far has revolved around the two major rivers in India: the Ganges and the Yamuna. Growing up in Delhi near the banks of the river Yamuna, I witnessed the pristine river morph into an enormous open drain. While the tangible impact of pollution was disturbing, it was even more appalling to see the loss of life and community around the river. In an attempt to find answers to India's water resource challenges and to bring back the river we lost, I plunged headlong into a masters program in environmental engineering.

Upon my return to India, I became part of a highly politicized multi-million dollar project financed by the World Bank to remediate the largest river in India: the Ganges. This initiative was a means to identify the root of the problem impacting the river Yamuna. The project also helped me experience the complexities of the water sector, which extended far beyond water quality and stretched into health, tourism, energy, agriculture, and industrial sectors, and the intertwining of these severely impacted the project's progress.

To understand the function of elected leaders and identify the appropriate methods to influence decision making at local and national government levels, I worked with politicians, initially providing advice on development centric political strategies and eventually managing political campaigns. My experience elucidated the grassroots reality of the needs of benefactors of development schemes and the political compulsions that subvert the development process. I realize that part of the solution lies in institutional strengthening and policy initiatives.

I aspire to establish an incubation center in India to mentor young leaders who want to solve problems in the developmental sector. The center's vision will be to create innovative and scalable solutions that address challenges in the water sector in India and South East Asian countries. As I hone my leadership skills at HKS, and as a Louis Bacon Environmental Leadership Fellow, I will prepare to take on the leadership challenges impacting the largest democracy and most populated corner of the world.
NARRATIVE

I began my career focused on fighting poverty—helping kids make the academic leaps they would need to make to thrive in college and helping adults avoid eviction from their homes—so turning to energy and environmental policy may have seemed an unexpected leap. However, environmental policy changes can tackle one of the systematic impacts of poverty. The worst impacts of climate change are being felt in already impoverished countries, and the sources and effects of pollution are often concentrated in poor communities.

I became interested in environmental policy as a career path while working at the media watchdog group Media Matters for America, eventually becoming the head of a research team dedicated to combating media misinformation on climate and energy policy. One of my primary roles was drawing more attention to climate change from major news outlets, which I successfully did by creating an annual report on how the major broadcast networks (ABC, CBS, and NBC) covered, or didn't cover, climate change. The first action of the newly formed Senate Climate Action Task Force centered around our study's finding that Sunday political shows barely covered the topic over the course of several years. Within just a few weeks those news programs covered climate change more in one week than they had in the previous three years combined.

As a result of my rapid response work responding to emerging misinformation about energy policy, I was recruited to the American Wind Energy Association, a trade association representing the American wind industry, to run their rapid response and digital media operations. While there, I wrote op-eds and letters to the editor for industry leaders that were published in newspapers across the country including The New York Times and Wall Street Journal, while overseeing all digital strategy including the creation of videos and graphics.

At Harvard Kennedy School, and as a Louis Bacon Environmental Leadership Fellow, I plan to build upon my experience in environmental policy communications in order to research and implement innovative policy and business solutions for promoting a cleaner, healthier environment for all.
NARRATIVE

I have been committed to creating public value for environmental policies since the early days in my career. Starting as a NGO field manager working in indigenous communities in the Amazon, I have been involved with various levels of policy action including advocacy in Norway, policy making in the subnational government and in the national government, policy advising to the Presidential cabinet in Brasilia, and negotiations at the United Nations.

Throughout my career, I have been interested in understanding how resource-rich countries like mine can build their way to sustainable development in harmony with nature and making use of their riches as comparative and competitive advantages. In my most recent post, I led the Presidency's program on infrastructure adaptation to climate change, which is shaping policy in my country, as economic sectors are revisiting their plans in light of climate change and water availability scenarios.

My goal is to contribute to long-term development policies that consider climate resilience and strategic use of natural resources. As a Louis Bacon Environmental Leadership Fellow in the Center of Public Leadership, I expect to have a community to exchange experiences and nurture new strategies to face public problems.
“My experience suggests that environmental issues are linked inextricably with many other challenges facing communities worldwide, such as conflict, human rights violations, and poverty. The Bacon Environmental Leadership Fellowship—focused on environment, but within the broader CPL context—is exactly the right mix to empower me to foster impact on major environmental challenges.”

Jeremy Avins  
Harvard Kennedy School  
Bacon Environmental Leadership Fellow  
Master in Public Administration Candidate
ABOUT THE DUBIN PROGRAM FOR EMERGING LEADERS

Dubin Fellows are entering master’s degree students at the Harvard Kennedy School who have demonstrated strong character, academic excellence, the ability to thrive and lead in the face of adversity, and a commitment to making a transformative impact on the communities they serve. They are awarded a scholarship up to full tuition and health fees, and participate in an enriching cocurricular experience designed to enhance and engage their development as the next generation of public leaders.

In order to facilitate an outstanding fellows’ experience and create the broadest possible impact of the program on Harvard, the Dubin Fellows Program for Emerging Leaders also supports the following:

• **Summer Internships**—for both fellows and non-fellows, the program offers Summer Fellowship Grants for HKS students engaging in unpaid summer internships or research projects that relate to leadership and public service.

• **Dubin emerging leaders’ speaker series**—designed to engage both the Dubin Fellows and the broader Harvard Kennedy School community in discussions on leadership from academics and practitioners in many disciplines, we invite speakers from around the globe to impart their leadership lessons.

• **Field Experience**—an opportunity for up to 15 students to join the fellows in a given region to gain an understanding of the deep-rooted problems of society and innovative approaches to resolving them.
ABOUT GLENN DUBIN

Glenn Dubin is chairman and co-founder of Highbridge Capital Management, an alternative asset management company founded in 1992. In mid-2013, Dubin became the non-executive chairman of Highbridge, thereby officially launching Dubin & Company, a private investment firm. Dubin is a founding board member and former board chair of the Robin Hood Foundation. He is also a board member of Mount Sinai Medical Center and the Museum of Modern Art, and is a member of the Dean’s Executive Committee of the Harvard Kennedy School. Dubin is a graduate of the State University of New York at Stony Brook.
Growing up in Bangalore, the “Silicon Valley of India,” a popular myth was that real poverty and discrimination existed only in rural India. When I began volunteering with local rights groups in school, I realized that about half of my city did not have access to basic services or adequate housing. When I came across a Supreme Court judgment in law school that compared providing better housing to the urban poor to “rewarding a pickpocket,” I discovered how callously the state regards the challenge of providing housing for all. I discovered that Indian cities are the sites of the biggest, yet most ignored battles for equality in the country.

In Delhi, I became involved in one such battle. In Kathputli Colony, a thirty-year-old informal settlement that houses thousands of Delhi’s artists, the government decided to pilot a new public-private partnership model for slum rehabilitation. A colleague and I found that many residents were ineligible for rehabilitation and that the new accommodations promised by the state would not be conducive to their home-based traditional livelihoods. These findings contributed to a campaign by rights activists and the media for a more inclusive approach to the project. My judicial clerkship at the Indian Supreme Court taught me that Indian advocacy groups prefer to fight battles for equality through the courts. There, I contributed to research on a judgment that disbanded state-sponsored civil militia in the state of Chattisgarh. Although the judgment was hailed as a major victory, little changed on the ground afterward. Kathputli taught me that courts and lawyers alone cannot win these battles. Real change requires intervention at the grassroots.

I hope to return to India and play an active role in the housing rights space, to be part of efforts to draft housing rights legislation, and to monitor the implementation of a new scheme that will provide property rights to residents of slums. Sharing experiences, lessons, and ideas with practitioners, leaders, and colleagues from around the world, as part of the Dubin Fellowship, will help me gain the experience to take on this role, and will be an essential part of my education at HKS.
Sometimes events that appear mundane at the time, lead to the most important, formative memories in hindsight.

Since finishing college three years ago, I have been privileged to work internationally with IDinsight, a policy-focused, impact evaluation organization founded by several Harvard Kennedy School alumni. During that time, I have worked in a variety of sectors and geographies ranging from pediatric HIV health issues in Zambia to computer learning platforms for low income public school children in urban India. The work has no doubt been exciting, with unbelievable opportunities to travel around the world and back.

However, what really sticks with me from these experiences are some of the quieter moments, tucked away in the back room of a district health office in Zambia. It was there I saw many of the day-to-day challenges of those in charge of implementing policy in low resource settings. Not only did nurses and community health workers have few physical resources at their disposal, they had very little accurate information with which to manage or make basic plans. Health facilities didn't know when they would be receiving their next shipment of HIV test kits and the district health office had little idea which clinics were failing to immunize children against the next measles outbreak.

In the many crucial decisions these workers in the health system made daily, they were forced to manage the system “blind” without accurate or timely information to guide them. I want to spend the next phase of my career giving these types of frontline workers access to more and better information in the form of better supply chains and routine data collection. I am pursuing the M.P.A. / I.D. program to improve my technical training in economics, statistics, and public policy skills to take on these challenges.

I am very grateful to Glenn Dubin and the Center for Public Leadership for the opportunity to pursue this degree and participate in this fellowship. I come from a family of public school teachers who raised me to intrinsically value education and service to others. This fellowship makes my continued focus on these both possible.
My passion to combat human trafficking began during my Fulbright year abroad. As I was traveling throughout Cambodia, Vietnam, and Myanmar, I witnessed the horrors of trafficking firsthand when I saw young girls selling themselves on the streets. Although I had committed to working at IBM prior to my Fulbright, witnessing the slavery in Asia irrevocably changed the lens with which I viewed everything around me.

Since returning to the U.S., I have been deeply involved in the fight against human trafficking. At a Chicago anti-trafficking nonprofit, I worked in victim outreach, where I spoke to Chinese trafficking victims to help them understand their circumstances and explain their options for rehabilitation. One of the issues that I noticed during my outreach in Chicago was that many NGOs lacked volunteers who were fluent in foreign languages, thus limiting their ability to serve victims—many of whom are from foreign countries. In response, I proposed a program called “No Borders” to the Institute of International Education. Through “No Borders,” alumni of IIE scholarship programs, including the Fulbright Program, would use their language skills to provide outreach services for victims. If the proposal is accepted, “No Borders” is expected to reach 30,000 victims of sex trafficking across major U.S. cities by its first year. In addition to initiating this program, I was part of the team that developed Skyway Railroad, an effort in response to the lack of connectivity among numerous trafficking rescue and rehabilitation programs throughout the United States. Skyway Railroad aims to connect law enforcement, nonprofits, and corporations in order to improve victim outreach, rescue, and shelter initiatives. Since January 2014, Skyway Railroad has helped over 20,000 sex trafficking victims.

Though my background has enabled me to make great strides in my trafficking work, to truly rehabilitate victims, I need to think about how to assemble and manage teams locally, nationally, and globally—as well as across governments, NGOs, and corporations. Through mentoring, roundtable discussions, and leadership workshops with other emerging leaders, I believe the Dubin Fellowship will equip me well in the fight against trafficking.
From age three to eighteen, I commuted from my black Atlanta neighborhood to a predominately white, wealthy, conservative school. My nagging, daily sense of otherness was offset by the school’s diversity club, where I built community with a motley handful of black, Muslim, working class, and LGBT students and developed a sense of deep solidarity with those who experienced any form of marginalization. I came to see my world through the lens of identity-based injustice and developed a commitment to understanding and disrupting such injustices.

During college, I was exposed to international contexts around how one’s class, ethnicity, citizenship, gender, sexuality, and religion overwhelmingly determine life opportunity from birth. These issues went from being theoretical to tangible for me when working at the Ford Foundation. For the first time, I engaged with human rights activists on the frontlines of the issues I care about—from Kenyan HIV/AIDS rights advocates at the U.N. to Dalit feminist leaders combating heightened violence against India’s lower-caste women. Their stories solidified my determination to advance international human rights throughout my career.

In particular, I am focused on social justice in the Middle East and North Africa. In Jordan, I worked with the Gaza Refugee Camp’s Community Development Office. On the verge of shutting down, it had been crippled by a combination of exclusionary Jordanian citizenship laws and poor UNRWA management. I learned how rights-based challenges on the ground are often caused by policy decisions made by national and international agencies that have little to no substantive interaction with the people impacted by their decisions.

My goal is to strengthen human rights and development in the MENA region by making U.S. foreign policy less of a hindrance to and more of a facilitator of movements for justice in the Arab world. Through HKS, I will learn action-oriented strategies for addressing this. Moreover, the Dubin Fellowship will be central in giving me a nurturing and inspiring community of changemakers, one in which we can challenge each other to think boldly and hold each other accountable over time to our original values and missions.
I am passionate about fixing the way development works. I am particularly driven by the idea that tying funding for development initiatives to measurable results can revolutionize development. Having worked for three years as CFO and Project Manager for Instiglio, a Harvard Kennedy School start-up, I am convinced that nimble organizations that straddle the line between the private and social sectors hold the key to ushering in a more effective era of development. My personal goal is to gain depth in leadership and development theory at Harvard Kennedy School and then to launch my own social start-up.

Before becoming engrossed in development, I worked on Wall Street as an investment banker. Yearning to apply the analytical tools I had acquired to social causes, I joined the IFC, the World Bank's private sector investment arm. Two years later, I joined Instiglio, a Colombia-based social start-up, shortly after it was founded by Kennedy School students. Instiglio's mission is to maximize the impact of development spending on those who need it the most. At Instiglio, I had the privilege of being the Project Manager of the world's first Development Impact Bond. This type of program unites actors from the private and social sectors to create a cycle that rewards real results while creating an evidence base for others. The focus of our Development Impact Bond is to enroll disadvantaged girls in rural Rajasthan into school and to improve the education they receive there. Leading this project allowed me to appreciate how difficult it can be to lead real change in development.

Having helped Instiglio struggle through its early years and strive towards fulfilling its mission, I am ready to take a step back and learn. Development is a complex and multi-faceted field that is replete with competing theories and stories of well-intended efforts that result in abject failure. I look forward to learning from and building on the experiences of the CPL speakers and the other Dubin Fellows. I aim to explore my own strengths and weaknesses as a leader in preparation for launching my own social start-up.
I grew up in Nairobi, Kenya, one of the most vibrant and dynamic places in the world. Following steady economic growth over the last decade, Africa is one of the fastest growing regions in the world. This is reflected in the energy, innovation, dynamism, and resourcefulness of the continent. I hope to serve in catalyzing further growth and progress through innovative human development. My thematic fields of interest include social and demographic trends, and the socio-economic determinants of health.

As a Kenyan national, my greatest passion is to work for the development of the African continent. As Africa undergoes its economic transformation, innovation and creativity are key to transformative development. I am therefore focusing my studies on public and private sector innovations in developing countries. I have significant work and research experience on the continent, having worked on a World Bank analytical paper entitled, “How to Capture the Demographic Dividend in Africa.” My undergraduate education was tailored around how to improve health outcomes on the continent, with a focus on improving the socioeconomic determinants of health.

I have dedicated my studies and work to understanding development from multiple perspectives and contexts. I worked at the World Bank on Sustainable Development in Eastern Europe and Central Asia. I designed a community-driven development project in the Kyrgyz Republic, and co-designed a forty-five million dollar Village Investment Project. I also co-designed projects in the Republic of Georgia and the Republic of Kosovo. I also did extensive analytical work and authored the 3rd and 4th chapters of an Economic and Sector Work on ethnic fractionalization and development in the region. I hope to leverage these experiences in project design, leadership, research, and management in a career in development work within continental Africa.

My first year at Harvard and in the Dubin Fellowship has been phenomenal in helping to refine my call to service and objectives as a public servant. I plan to use the knowledge and skills gained from my studies to help guide policymaking on sustainable human development, specifically in analytical and programmatic work in health and the augmentation of economic opportunities for the poor.
AMANDLA OOKO-OMBABA
HARVARD KENNEDY SCHOOL  MASTER IN PUBLIC ADMINISTRATION / INTERNATIONAL DEVELOPMENT CANDIDATE

ACADEMIC HIGHLIGHTS
Harvard Business School, M.B.A. Candidate
George Leadership Fellow
Yale University, B.A. in Economics and International Studies with Distinction
Smith Richardson Fellow for Studies in Grand Strategy, New Haven, CT

PROFESSIONAL HIGHLIGHTS
African Leadership Network: Special Projects Fellow
THE EDITION and Applause Africa!: Regular Contributing Writer
McKinsey & Company: Senior Business Analyst in Lagos, Nigeria and Minneapolis, MN
SecondStoryAfrica.com and the Leadership Institute at Yale: Co-Founder
Harambe Entrepreneur Alliance: Affiliate
Smart Citizens, Kenya: Nominated Board Member

NARRATIVE
“Amandla Awethu”—power to the people! My late mother named me Amandla to reflect my late father’s struggle for a new political dispensation in Kenya. They inspired my initial desire to live a life of public service. But witnessing the 2007 post-electoral conflict at home in my role as an election monitor reaffirmed this commitment. Seeing Kenya on fire—as a result of poor governance, deep rooted land wealth issues, poverty, and disgruntlement en masse at having the right to vote obfuscated—helped me crystallize my own definition of public leadership: empowering citizens to deliver on change.

I believe that growing private sector resources and capabilities in Africa is key to incubating the changes we seek in economic prosperity, political participation, and increased social cohesion. I focused my work at McKinsey on performance transformations and building capabilities to drive improvements in the finance and governance of public and private sector institutions. From managing a team advising one of the largest national oil companies in West Africa on infrastructure projects, to designing a financial inclusion architecture for the Ethiopian government, to providing welfare payments to eight million rural inhabitants, I feel incredibly privileged to work at the intersection of public and private sectors with individuals who have committed their lives to addressing some of the most pressing issues Africa faces today.

My time with the African Leadership Network (ALN) and co-founding SecondStoryAfrica.com affirmed the power of interdisciplinary approaches to development. Conversations on creating economic and social wealth simultaneously often lead to action when leaders from the private and public sectors are at the same table. My two years at Harvard have fundamentally changed how I view my career and ability to have impact. The path will be nonlinear and I am eternally grateful for the opportunities CPL has provided for me to explore. I cannot wait to be part of this amazing family for one final year as I continue to hone my private sector mind and public sector heart towards public service.
My desire to become a leader in the sustainability field stems from the belief that protecting the environment is both a moral obligation and a utilitarian economic choice. I view climate change and other natural resource-related issues as the biggest challenges facing our society today—not only because they require extremely complex scientific solutions, but because solutions depend on the collaborative behavioral change of governments, corporations, and billions of individuals.

Throughout my academic and professional development, I explored both policy and business methods of addressing environmental issues. During college, I led a social-impact consulting project for an ecotourism NGO in Tanzania and researched the correlation between the price of oil and the performance of renewable energy companies. At PwC, I used the skills I gained through management consulting to affect change within the company, in my community, and beyond. I initiated collaboration with an inner-city sustainability and urban farming nonprofit, worked in Corporate Social Responsibility to improve environmental metrics, and analyzed carbon-mitigation trends among the world's largest companies for a global climate change report. These experiences were firsthand examples of how well-structured strategies in both the public and private sectors can catalyze change. But they also confronted me with the scale of the challenge and convinced me of the need to use innovative incentive-based models to drive broad and comprehensive environmental action.

I am pursuing a degree from Harvard Kennedy School in order to gain the training necessary to craft and implement such models. The Dubin Fellowship is an invaluable part of this journey and will expand my understanding of how environmental problems intersect with other pressing social challenges—from poverty and development to education and public health. I am excited and honored by the opportunity to grow as an individual alongside a determined group of peers similarly determined to change the world for the better, and I am confident that the fellowship experience will challenge me to step outside of my comfort zone and find my personal voice as a leader.
As an eight-year-old—known for my signature backwards baseball cap—I talked my way into an all-boys basketball league, and told my second grade teacher I’d be the first woman in the NBA. The language of gender and LGBTQ equity had yet to enter my vocabulary, but I was already beginning to grapple with the questions of access and opportunity that would shape my path and learning to build relationships across difference to change minds.

In college, my commitment to addressing structural inequality drove my study of nineteenth century social movements, and the leaders who achieved policy change. I spent two years uncovering the story of the Providence Physiological Society, a radical group of women health reformers barred from medical schools and voting booths, who forged alternative teaching models and advocacy platforms. Outside the classroom, I became General Manager of Brown's nonprofit radio station, and discovered my passion for leading social change organizations.

Over the past six years, I've called on this passion as a consultant, fundraiser, and activist. At The Food Trust, I've launched creative cross-sector partnerships, engaging mission-aligned corporations and public agencies to increase healthy food access. We've celebrated an unprecedented decline in Philadelphia's childhood obesity rate, and the launch of a federal Healthy Food Financing Initiative that has opened supermarkets in underserved communities nationwide. As a board member at Prometheus Radio Project, I've supported staff to develop strategies and funding models to achieve media policy victories, opening the airwaves to community groups from Florida's tomato farms to California's Big Pine Reservation. As Founding Chair of a Philadelphia Giving Circle, I've collaborated with philanthropists and social entrepreneurs to test novel grant-making strategies that propel grassroots advocacy efforts.

This gratifying work has deepened my interest in building the skills to drive policy change, and motivated me to pursue my M.P.A. at Harvard. As a Dubin Fellow, I will supplement this training with intensive leadership development, preparing me to lead an innovative social impact organization. Above all, I look forward to learning from peers and practitioners from around the world who share my commitment to social justice.
As a child, my parents, a career educator and a criminal prosecutor, were influential role models. After commissioning, more mentors emerged; they were public servants who wore our nation's cloth with integrity. During my naval career, I was fortunate to have served retired Admiral Bill Crowe, the former Chairman of the Joint Chiefs of Staff and I also served a NATO Commander in Afghanistan; both officers were transformative figures in my life. Many people and the myriad of moments on the front lines serve as a source of fortitude in my life.

Over the course of twelve years, I have cared for sailors while accomplishing arduous missions at sea and ashore. A military profession offered the opportunity to live in Japan, Afghanistan, and Bahrain. I visited 26 countries and befriended people from contrasting cultures. I worked with men and women from every corner of the United States, illustrating the tapestry of ethnicities, religions, and economic backgrounds that make up the fabric of America. Charting this course deepened my appreciation for “otherness” as a catalyst for ingenuity. This journey taught me that innovation emerges from people with untapped talent who are discovered in unusual ways. I have concluded that leaders who foster conditions for excellence and cultivate teamwork achieve incredible feats.

Leveraging the fellowship, I will now embark on a path of service as a civilian, improving my authentic leadership skills by learning from people I may not have associated with while in the military. Harvard Kennedy School offers exposure to resilient individuals who will become enablers to greater introspection and increased emotional intelligence. Ultimately, I strive to be a tri-sector leader, a person with the skills and abilities to advance the national interest and serve the common good at the intersection of private endeavors, public administration, and civil society.
“Since trafficking is an international problem with no borders, I believe I can benefit greatly from the collaboration and global citizenship that the Dubin Fellowship offers. Through these unique opportunities, I am confident the Dubin Fellows Program will not only teach me how to be the most effective public leader I can, but will also shape me into the global professional necessary to end sex trafficking in the U.S. and abroad.”

Aubrey Doyle
Harvard Kennedy School
Dubin Fellow
Master in Public Policy
“I never realized just how much being part of CPL and the Emirates Leadership Initiative would define my experience at HKS. Our weekly co-curriculars exposed us to some of the greatest leaders at Harvard Kennedy School and across Harvard. Our Dream Trust exercises gave my time at the school direction and purpose, and the fellowship cohort have become some of my closest friends at Harvard Kennedy School. I am so incredibly fortunate to be here.”

Khaled Kteily
Harvard Kennedy School
Emirates Leadership Initiative Fellow
Master in Public Policy
At a time when the world is more connected than ever and cultural engagement is increasingly crucial, the Emirates Leadership Initiative (ELI) Graduate Fellowship equips our next generation of leaders to tackle the most pressing public policy issues in the United Arab Emirates and countries throughout the Arab world.

One of the newest fellowships in CPL's portfolio, the ELI Fellowship embodies core elements of the Center's programming—experiential learning and cocurricular participation—to not only provide progressive training for students from Arab countries, but to deepen understanding of the Middle East among peers in the U.S. and other parts of the world.

ELI Fellows are admitted degree program students hailing from the United Arab Emirates and Arab countries; in addition to demonstrated interest in developing their leadership and public management skills, selected fellows embody a deep commitment to public service and advancing policy decisions in the Middle East.

*The ELI Fellowship is a program of the Emirates Leadership Initiative, a research and curricular collaboration between the Center for Public Leadership (CPL) and the Middle East Initiative (MEI) at HKS and the government of the United Arab Emirates (UAE).*

Previously, Ambassador Al Otaiba served for seven years as the director of international affairs for the Court of the Crown Prince of Abu Dhabi. During that time, he was a senior counselor to HH General Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

In these roles, Ambassador Al Otaiba has helped strengthen the UAE's security and economic relations throughout the region, with the United States and with other nations. His responsibilities saw him serve as the UAE's principal security, anti-terrorism, and defense liaison to other governments and he was heavily involved in diplomatic efforts to improve regional security and defense cooperation. These efforts have included working to enhance UAE enforcement of export control laws and policy and coordinating counter proliferation activities with allies.

Most recently, Ambassador Al Otaiba has helped guide Abu Dhabi’s leadership in multinational discussions on best practices for sovereign wealth funds. This activity was an extension of Ambassador Al Otaiba's efforts to promote and deepen trade relationships between the UAE and other government, commercial, and private sector entities. For several years, Ambassador Al Otaiba has facilitated meetings between the UAE and other foreign economic interests, which have resulted in numerous mutually beneficial cooperative and partnership agreements.

Ambassador Al Otaiba obtained a degree in international relations from Georgetown University in Washington, D.C., after graduating from the Cairo American College. He also attended the Industrial College of the U.S. Armed Forces at the National Defense University in Washington, D.C. as an International Fellow.
Having grown up in Morocco, I have become acquainted with the issues encountered in developing countries, enriched by my parent's involvement in education and childcare NGOs. Surrounded by such an environment, my curiosity enticed me to investigate the intricacy and imbrications of economic, political, and social issues. My exchange at the Indian Institute of Management in Bangalore in 2009 and the relief project I led in South Brazil in 2006 were turning points in my grasp of development. These experiences considerably opened my horizons to new continents, cultures, and on-field development matters. I was confronted with poverty and even involved, in Brazil, hands-on on a playground construction project for underprivileged children.

While I gained practical business and finance skills during my management degree at ESCP Europe, after experiencing both lands of plenty and deprivation, I decided to orient my efforts towards public service and international development. My curriculum at Pantheon-Sorbonne University considerably widened my perspectives in the field at the theoretical level.

My professional experiences at the French Treasury exposed me to challenging experiences related to developing countries. At the Paris Club Secretariat, I handled sovereign debt restructuring operations and strategies in Africa and South America. As a Near East Area Manager, I gained exposure to geopolitics and to the political decision process, working on strategies and negotiations with an aid-dependent area. At EBRD, I worked on comprehensive country strategies and economic forecasting for Arab countries in transition.

These experiences demonstrated the lack of capacity in developing countries which firmed up my decision to apply to Harvard's M.P.A. / I.D. program. This program will provide me with a rigorous analytical training with stunning faculty and fellow students, while keeping an emphasis on policy and practice. Furthermore, through the Emirates Leadership Initiative Fellowship, I expect to gain valuable additional leadership skills through a comprehensive cocurricular program in coherence with my deep interest and professional aspirations, notably oriented towards the development of the Arab World.
NARRATIVE

In just four decades, the United Arab Emirates (UAE) was transformed from a resource rich desert to become one of the world’s hubs for trade, tourism, aviation, and finance. Although the country is young, it has great ambition and leadership with a grand vision. As a UAE National, I was inspired by the vision and actions of our leadership to dedicate my career to serve the country and help it progress.

My years of service in the public sector allowed me to serve my people through varied means. In my earlier years, I helped set up the regulatory framework to govern the Abu Dhabi stock market. I then served as a member of the team advising leadership on socioeconomic policy challenges in areas such as social welfare, unemployment, and education. I also managed large scale projects in real estate, infrastructure, and food security programs.

More recently, I led the establishment of Al Bayt Mitwahid Association as an NGO (Arabic for “our home is united”—a quote by His Highness Sheikh Mohamed bin Zayed Al Nahyan Crown Prince of Abu Dhabi) to promote giving back and celebrating unity across the UAE community. The association promotes unity by designing initiatives across the seven emirates bringing together public and private sector players, women and men, young and elderly, nationals and expats. The initiatives complement the government efforts and are in line with national priorities. Partnerships are key to our success; while we work with public and third sector organizations, we rely solely on funding from local and international private sector players.

I wake up every day thinking how I can make a difference in my country and ask myself, “How best can we achieve our vision? What policies, human capital, and infrastructure need to be in place? How can the private sector play a bigger role?” Joining Harvard Kennedy School as an Emirates Leadership Initiative Fellow will enrich my experience by exposing me to exceptional leaders committed to public service, allowing me to develop my leadership skills to ensure that our leaders remain well supported as the UAE plays a greater role in the region and globally.

ACADEMIC HIGHLIGHTS
American University of Sharjah, B.A. in Economics

PROFESSIONAL HIGHLIGHTS
Abu Dhabi Crown Prince Court: Senior Manager, Office of Strategic Affairs
Al Bayt Mitwahid Association: Founding Member and Managing Director
Abu Dhabi Securities Exchange: Market Control Specialist
Abu Dhabi Government Real Estate Assets Management: Committee Member

IBRAHIM AL MANNAEE
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE
From when I was of a tender age, my father used to say, “Alya, always remember that women hold the key to their own destinies. You should be economically independent, and strive to make a difference in the world.” This left an indelible mark on me and I chose to follow in his footsteps as a civil servant. As an Emirati woman, I have held steadfast to this belief that women can and should make a difference in their societies.

Despite a brief, gratifying professional life in the private sector, I was driven by the vision instilled in me by my father to serve my country. I was then hired by the Emirates Competitiveness Council, a federal institution mandated to drive UAE’s economic and social competitiveness on the global stage. His Highness Sheikh Mohammed Bin Rashid Al Maktoum, vice president and prime minister recognized that the country’s competitiveness should be driven as a knowledge economy, and not solely on fossil fuel. I had the chance to drive reforms towards ensuring the UAE becomes a leading country of the 21st century, which has given me a birds-eye view on best practices that drive not just economic growth, but prosperity and happiness. Through my work, I have had the privilege to interact with and learn from the senior leaders of this country and work closely with multilateral organizations. I have gained much insight into governance, leadership, and the generational impact of positive policies. Recently, I was engaged in conceptualizing a new People’s Strategy, aligned with the government’s vision for developing the highest caliber of women and men to move the country to the next level of competitiveness.

As I look to the future of my country and what I hope to accomplish as a policy maker, it is my deep conviction that there is no better place for me to hone my skills and gain the insights than through Harvard Kennedy School and the Emirates Leadership Initiative Fellowship. Through my work at this institution, I hope to be able to make a difference in the fields of gender parity in the UAE and in the wider Arab region.
Growing up in Jordan, I became aware of how certain legal and societal systems treat men and women differently based solely on gender. Sons are seen as the backbone and future of the family, while daughters must be preserved as symbols of the family's reputation. The difference in how men and women are treated and perceived is perpetuated not only in the family dynamic but also in society as a whole. These early realizations about the status of women in my society drove me to become part of the efforts towards affording women the same status and rights as men. They fueled my desire to take action to build a more equitable and fair society in my country. I worked on women's empowerment initiatives at the National Democratic Institute in Washington, D.C. and in Jordan over the past two years. There, I supported female parliamentarians and senators by analyzing policies and legislation to identify discriminatory language and proposing solutions for more equitable laws. I also designed and conducted trainings for women's associations in Jordan, focusing on personal and familial empowerment.

During my first year at HKS, I connected with Ambassador Swanee Hunt and discussed potential opportunities to work on women's rights advancement projects in the Middle East, and I learned from Professor Jenni Klugman, the former director of Gender and Development at the World Bank. I also developed my leadership skills by organizing and leading the Palestine Trek, where I took 100 Harvard students to witness the injustices there. In the summer of 2015, I was awarded the Dubin Summer Fellowship to intern at the United Nations Office of High Commissioner of Human Rights, where I will work with the Committee on the Elimination of Discrimination Against Women.

Earning a Master in Public Policy from Harvard Kennedy School will enable me to effectively analyze the policies and factors underlying discrimination against women, and to apply gender theory to the formulation of future public policies for Jordan. The Emirates Leadership Initiative Fellowship and the broader community of CPL fellows will provide me with the tools and network needed to achieve my goals.
ABDULAZIZ BAWAZEER

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE

ACADEMIC HIGHLIGHTS

University of Denver College of Law, Masters of Law in American & Comparative Law (LL.M.)

University of the United Arab Emirates College of Law, License of Law (LL.B.)

Harvard Business School, General Management Program

PROFESSIONAL HIGHLIGHTS

Higher Corporation for Specialized Economic Zones: Chief Operations Officer for Regulatory Affairs

Regulatory Framework for the Economic and Industrial Zones in Abu Dhabi: Director

Establishment of the Industrial Development Bureau under the Department of Economic Development in Abu Dhabi: Co-Director

Worker Residential Cities Regulatory Framework for Developing in Abu Dhabi: Co-Manager

Development of the Implementation Plan for Abu Dhabi Industrial Strategy: Co-Manager

UAE Free Trade Agreements (FTA) with the USA, Australia, and the European Union for the Telecommunication and Electronic Commerce Services: Member

NARRATIVE

Throughout my career, I have had the opportunity to work in a few different sectors, such as law, telecommunications, and economic development. These experiences helped me in understanding some of the key areas of development and the enablers of sustainability. Part of my role was working on developing and implementing policies, regulations, and administrative procedures. Through that work, I recognized the challenges facing effective implementation of public policies, starting with the design of the right policy to achieving its objectives. I also realized the importance of partnership between the public and private sectors to further the public interest, while applying the efficiency that predominates in the private sector.

My ambition is to participate in creating sustainable development through developing and formulating sustainable economic policies that would enable prosperous, innovative, and successful societies. Through mixing theory and practice with deep understanding of the economic and social drivers in any society, my aim is to introduce new options and to put my knowledge, experience, and perspective in developing the public domain.

I look forward to my program at HKS to help me explore the world’s most pressing issues and how they interrelate with areas of sustainable development, as I learn from some of the authorities in that field. The Emirates Leadership Fellowship will enrich my experience at HKS, as I will have the opportunity to develop my public leadership skills and understand my role in solving problems and creating change. I am looking forward to interacting with my fellow peers and discussing with them how to address the issues that matter to us most and learn from their experiences.
I originally pursued a business degree out of pragmatism, not ideology. I grew up in Lebanon as part of a Palestinian population that faced challenges integrating into Lebanese society; as a result, my upbringing taught me that my social mobility and that of my family hinged on my ability to succeed in the business world. I worked tirelessly to attend a highly-ranked university and join a management consulting firm that would grant me financial independence and help me develop a strong analytical toolkit, with the goal to taking my skills back home.

At Oliver Wyman, I spent years working in the healthcare sector, where I saw firsthand how the private sector can influence and improve the public sphere. Still, I felt I had strayed from the causes I was passionate about. Equipped with a new private sector skillset, I spent my free time volunteering with refugee camps in Lebanon, mentoring promising Arab students studying business, and ultimately taking a leave of absence to intern with UN Women.

Coming to HKS was an important step in reaffirming my intention to become part of the solution in the Arab world, and to giving me the skills needed to do so. I firmly believe that a generation of ambitious, well-educated Arab youth can help solve the challenges facing modern Arab society. Serving as president of the HKS Arab Caucus, my focus is on connecting Arabs at HKS and across Harvard to help promote our shared culture and aspirations for a better Middle East.

I also remain committed to playing a positive role in helping Palestinians achieve peace. The biggest hurdle has been educating the public about the challenges Palestinians face at home and abroad. To this end, ELI Fellow Anoud Allouzi and I organized a 100-student Trek to show students these challenges firsthand. CPL kindly gave us the opportunity to give a TED-style talk on this topic to the entire CPL community.

This past year with CPL and with the ELI Fellows has been inspiring, stimulating, and my most formative experience at HKS. My CPL colleagues are truly incredibly individuals, and it has been a real privilege to be part of this community.
I grew up between two countries undergoing massive change and struggling to rebuild their identity and economy—Lebanon after a fifteen year civil war and Bulgaria after many decades of socialist rule. At a young age, I became interested in the impact of the political environment on the economy and society as a whole. I developed a drive to “fix” existing challenges, and wanted to explore different and innovative approaches to empower local communities.

At MIT, I was eager to explore how corruption and conflict can be withstood to effectively create economic growth for those at the bottom of the pyramid. I learned how to apply analytics to create evidence-based policies. Ever since, through professional and volunteer experiences, I have experienced firsthand how targeted interventions can have a large impact on society.

This past year at The Economist, we partnered with the Gates and Clinton Foundations to launch “No Ceilings,” a gender empowerment project. In our effort to measure the gaps and gains that women have achieved over the past two decades, I found that progress is possible—but more work remains. For instance, in the Middle East, policy interventions in education have contributed to the closure of a previously large gender gap. However, higher educational attainment failed to translate into economic participation, with fewer than one in five women in the labor market.

Today’s ever-worsening conflict in Syria and its spillover effects into neighboring countries will require novel approaches to reintegrate refugees into society and rebuild economies with the proper institutions in place. Strongly committed to empowerment in the Middle East, I look forward to gaining the skills necessary at HKS to develop these interventions. The Emirates Leadership Initiative Fellowship is an instrumental part of this journey, allowing me to join a community of determined peers likewise passionate about social change. I am honored by this great opportunity and look forward to developing as a leader.
After the failed Detroit Christmas suicide bombing in 2009, a couple of friends and I started an initiative to engage Yemeni youth about the role of the international community in supporting Yemen as it addresses terrorism. I felt strongly about the youth’s right to positively influence the policy decisions coming out of these discussions, as young people will inherit the consequences of these decisions. Since then, I quit my job as a Senior IT Analyst at Nexen Cnooc Ltd. to go to Yemen to manage the civil society organization we founded as a result of this initiative.

In a country torn by conflict, rebuilding trust between the government and the public is critical. Public engagement is a tool to improve public governance, but is also an instrument to ultimately rebuild the public trust of the government. Working in the Executive Bureau for the Acceleration of Aid Absorption and Support for Policy Reforms demonstrated how critical public decisions taken without public consultation can have grave consequences. In August of 2014, the Yemeni government made a decision to lift fuel subsidies immediately in spite of the bureau’s repeated warnings. The decision was not discussed in the media; no public polls were taken; no public fora were held to discuss the merits of the decision, its implications, and any alternatives for how implement it. A few weeks later, the government was overthrown as a result of the decision.

I am very passionate about designing better democratic processes that capitalize on crowd wisdom. For the past five years, I have managed Resonate! Yemen to engage youth in public policy design. I have advised the political leadership in Yemen on consensus building mechanisms within the National Dialogue Conference and contributed to local and international discussions surrounding citizens’ engagement. Most recently, I served as the team lead for the Project Management and Monitoring and Evaluation support units within the Executive Bureau. In this capacity, I designed reports and tools to inform the public of government and donor performance. I believe that providing the public with access to information will eventually lead them to hold both the government and donors accountable for their actions.
ABOUT THE GEORGE LEADERSHIP FELLOWSHIP

“Our communities are faced with more and greater challenges than ever before. We envision this program as one that will help future leaders learn the skills that will enable them to confront these challenges in innovative ways.”

Bill George
Professor of Management Practice, Harvard Business School
Co-Founder, George Family Foundation

Made possible through a generous gift from the George Family Foundation, the George Leadership Fellowship supports selected students in the joint program offered through Harvard Business School (HBS) and Harvard Kennedy School (HKS) with a $10,000 stipend. The fellowships reflect the foundation’s commitment to enhancing public service by investing in character formation and leadership development.

Fellows are selected based on their demonstrated interest in community and organizational transformation through public service, activism, and social entrepreneurship, as well as a commitment to working in two of three designated areas—the public sector, private sector, and nonprofit sector—over the course of their careers. Special emphasis in the program is placed on character development and ethical leadership.
ABOUT BILL AND PENNY GEORGE

Bill George is professor of management practice at Harvard Business School, where he teaches leadership and leadership development. He is the author of four best-selling books: 7 Lessons for Leading in Crisis, True North, Finding Your True North, and Authentic Leadership. Bill currently serves on the boards of Goldman Sachs, the Mayo Clinic, and the Georgia Tech Advisory Board. He was on the boards of ExxonMobil, Novartis, and Target, and is the former chairman and CEO of Medtronic. In April 2014 the Franklin Institute awarded Bill the 2014 Bower Award for Business Leadership. He was elected to the National Academy of Engineering in 2012 and has been named one of “Top 25 Business Leaders of the Past 25 Years” by PBS. He received his B.S. in Industrial Engineering from Georgia Tech in 1964 and his M.B.A. from Harvard University in 1966. He is the recipient of honorary doctoral degrees from Georgia Tech, Mayo Medical School, St. Thomas University, Augsburg College, and Bryant University.

Penny Pilgram George is Board Chair of the George Family Foundation in Minneapolis. Established in 1994 by Penny and Bill George, the Foundation fosters wholeness in mind, body, spirit, and community by furthering the work of authentic leaders and transformative programs serving the common good. Dr. George is a pioneer and leader in the integrative health and healing movement, working to transform healthcare delivery and community wellbeing. She is co-founder of the Bravewell Collaborative, a national collaboration of philanthropists dedicated to advancing the principles and practice of integrative medicine. As co-founder of the Penny George Institute for Health and Healing at Allina Health, she helped to create the largest system-wide integrative medicine program nationally. She currently chairs the Penny George Institute Foundation. As a consulting psychologist, Dr. George specialized for more than 20 years helping diverse organizations select and develop senior executives and build high-performing teams—expertise she draws upon in her philanthropic work and leadership roles. She holds a bachelor’s degree from Duke University, a master’s degree from the University of Minnesota, and a doctorate from the University of St. Thomas.
ACADEMIC HIGHLIGHTS
Harvard Business School, M.B.A. Candidate
Yale University, B.A. in Political Science, Pi Sigma Alpha
Zuckerman Fellow (2013–2014)

PROFESSIONAL HIGHLIGHTS
McKinsey & Company: Summer Associate
White House: National Economic Council Intern
Barclays Investment Bank: Assistant Vice President
2012 Barclays Citizenship Award Winner for “Team Achievement of the Year”
World Economic Forum: Global Shaper

NARRATIVE
I had a front row seat to the 2008 financial crisis—on the fifth floor trading floor of Lehman Brothers, to be exact. I realized that historic summer how crucial capital markets are to our global economy and how important it is that we safeguard our financial system from future crises. I also realized the importance of a functioning relationship between Washington and Wall Street.

During the four subsequent years that I covered financial institutions at Barclays Investment Bank, U.S. economic policy responded to the financial crisis in ways that fundamentally changed the business model and competitive landscape for banks, asset managers, and exchanges, not to mention millions of American employees, savers, and homeowners. My work on the National Economic Council last summer allowed me to focus on housing and financial markets policy, two areas that have a very tangible impact on the health of our economy and the daily lives of Americans. The experience reinforced for me the importance of cross-sector experience and collaboration in addressing the world’s most pressing problems.

As I continue to navigate my career, I seek to build on my knowledge and experience in the private sector to better understand how economic policy is developed and implemented at the federal level so that I can play an active and constructive role in protecting our financial infrastructure and ensuring that economic growth and socioeconomic mobility remains within reach of Americans for generations to come. I hope to be a public sector leader capable of working with private sector actors to bring private capital, resources, and innovation to bear on pressing urban social problems, such as infrastructure, affordable housing, job creation, and education. The most pressing social challenges facing our cities and our country as a whole are issues that require collaboration and partnership between government and business. I believe that America’s cities can be powerful centers of economic innovation, cultural dynamism, and social progress, but only if we continue to invest in our communities, expand access to high quality public goods, and enhance socioeconomic mobility.
I grew up in San Francisco, where I first became exposed to social injustice through basketball, witnessing on a daily basis the educational barriers that impinged on my teammates’ prospects of social mobility, security, and self-actualization. These early experiences inspired me to focus my career on expanding opportunities for young people facing the greatest barriers in our society.

Currently a joint M.P.P. / M.B.A. candidate, I have spent the last year working on consulting projects for the New York City Department of Education and the City of Boston's Office of Youth Empowerment and Employment, while focusing my academic research on the efficacy of the federal government’s place-based Promise Neighborhood Initiative.

Prior to graduate school, I served for three years as the deputy director of VAYLA, a New Orleans-based youth empowerment nonprofit focused on grassroots leadership development education policy advocacy. Alongside my fundraising role, I founded and directed the Raise Your Hand Campaign, a community-based K-12 policy advocacy initiative that engaged over 200 student and parent leaders in the development of district-level campaigns to improve educational equity for low-income, homeless, and immigrant families. Our multi-year campaigns ultimately brought about lasting institutional changes to the provision of interpretation and translation services, student participation in school turnaround planning, and transportation access.

Prior to joining VAYLA, I was the founding deputy director of the national nonprofit Challah for Hunger, authoring the organization’s first multi-year strategic plan and raising $200,000 in seed capital from Jewish social venture foundations. As an undergraduate at Pomona College, I received leadership awards from the Public Policy and International Affairs (PPIA) program, the Davis Projects for Peace Initiative, the Napier Center, the Donald Strauss Foundation, and the People for the American Way Foundation. I also received the departmental prize for my senior thesis on the politics of New Orleans post-Katrina education reform, segments of which were later published in UCLA’s AAPI Nexus Journal and Iowa State University’s Journal of Critical Thought and Praxis.
With an engineer father, I grew up on a steady stream of math puzzles. As I grew up, my passion for cracking tough problems has stayed with me, but the questions I care about have changed.

My hometown of Fortaleza has one of the best private education systems in Brazil. The training I received allowed me to compete in international math competitions and won me the opportunity to study at Harvard College. Between competitions, I spent holidays in Quixada, the city where my parents grew up, just a couple hours away from Fortaleza. A small city in one of Brazil’s poorest states, Quixada has an underfunded and underperforming school system.

My father, through a lot of hard work and a fair amount of luck, had been successful beyond what his poor childhood and education could have predicted. On my visits to Quixada, I couldn't help but think of all the kids with hidden talents who weren't as lucky.

This injustice—people so close in space yet so far in opportunities—has motivated me to understand how to bring about economic opportunities for change in a developing country. After college, I pursued experiences in the for-profit sector, where as a strategy consultant for Oliver Wyman I sharpened my business skills; and the nonprofit sector, where as a consultant for TechnoServe in Ethiopia I improved my understanding of peoples’ needs and opportunities to address them. While away from home, I have sought to keep myself connected to Brazil through work for Primeira Chance, a nonprofit that provides scholarships and mentoring for low-income students in my home state.

Moving away from math problems has meant moving away from clear and neat solutions. Development problems are full of trade-offs and lack easy answers. My experiences at HBS and HKS have been an extraordinary opportunity to deepen my learning, challenge my thinking, and connect with a joint degree cohort similarly passionate about change. I am excited for the opportunity to continue developing my leadership skills through the George Fellowship and apply those skills towards making an impact in the development of my country.
My time as a consultant was a powerful introduction to multi-sector problems and solutions. In serving a mix of private companies, city and state governments, and small nonprofits, I came to see the benefit of leaders who are nimble as a result of broad exposure. The best consultants that I worked with were able to not only appreciate specific nuances of a particular situation but also make cross-sector connections. They were able to really harness their combined learning across sectors instead of viewing the world in silos.

I came to Harvard looking to develop my own interdisciplinary view of the world, and I have not been disappointed. As a Zuckerman Fellow in 2013–14, I was pushed by my peers to a deeper level of introspection, honesty, and vulnerability than I had ever before known. We examined questions of race, equity and community, and benefited from the diverse experiences and skills that we had between us. I am so excited to return to the CPL family and to continue this learning as a George Leadership Fellow.

I hope to be remembered as someone who was able to use his private sector expertise and relationships to shape worthwhile policies in the public sector and deliver necessary outcomes in the nonprofit sector. This is something that I dream of doing on as broad a scale as possible—not only close to home but also in more far-flung parts of the world that have shaped who I am. No matter where this path leads me, I will have failed if I cannot walk it with humility, gratitude, and perspective. I am at Harvard as a matter of some personal perseverance, but a much larger measure of good fortune and sacrifice on the behalf of others. The George Leadership Fellowship is a great honor but one that will not make me complacent. The path ahead is long and I am very excited by the chance to make it worthwhile.
NARRATIVE

My parents immigrated to America from Pakistan in their late twenties to settle in a small town in Oregon. Participating in the oldest tradition of America, they sought to create their own chapter of the American Dream. Central to this aspiration was a clear desire to have a positive impact in their community, especially for those most in need, reflecting the values of their heritage, faith, and new home. As a first-generation Muslim-American, I grew up watching my parents weave their identities into the nation's fabric. My parents helped to create the first mosque in our small town, bringing together a disparate group of citizens and immigrants alike from all over the world and every corner of America.

This small microcosm of the broader world provided a glimpse into the immense power brought by uniting people together for the common good. Individuals descending from Pakistan and India, Somalia and Malaysia, Kansas and Canada all came together to celebrate their common faith, and more importantly, to serve their community. Centuries of ethnic and cultural divides dissipated in the American melting pot as our community worked to create social service programs for those in our local community, from shelter homes to resettlements to educational support and vocational training to government advocacy and interfaith programming.

As I reflect on my experiences thus far and look to my future after Harvard, I am emboldened to chase after the most complex problems that require bringing together communities and stakeholders to work towards a greater good. The problems facing my generation are plentiful, and in a world that is more connected year by year, the need to understand how to collaborate across borders, cultures, and mindsets will be paramount for any meaningful progress. Building bridges is my calling, and I hope to leverage this to tackle these great ills both through the public and private sectors. As a favorite saying goes, “If you want to go fast, go alone. If you want to go far, go together.”
As a college student, my perspective on malnutrition was merely statistical. I did not know how to integrate the sights, sounds, and smells of the poverty and hunger in East Africa. It was through an experience that led me to Uganda, however, that I first discovered my role in addressing this global pandemic.

In 2010, I led a team of students in collaboration with Massachusetts General Hospital to establish a malnutrition center at the Nyakibale Hospital in Rukungiri, Uganda. We taught a comprehensive curriculum on malnutrition treatment to the pediatric medical team, streamlined the operational process, and implemented a pricing scheme that allowed for cross-subsidy and improved affordability.

While my time in Uganda strengthened my commitment to public service, it also exposed me to the importance of the private sector in economic and social transformation. For instance, our program relied on a consistent supply of Plumpy’nut, a ready-to-use therapeutic food (RUTF) manufactured by the private French firm Nutriset. While I was in Uganda, however, a local company won a competitive bid to license and produce an equivalent version in Uganda. With the support of the government, this partnership created new jobs, supported local farmers, and encouraged a constant exchange of business know-how between the two firms.

I was deeply impressed by the role that the private sector can play in long-term sustainable development. For two years, I worked in management consulting, where I specialized in healthcare and served clients in both the public and private sectors. I also worked with the United Nations Development Programme and the Clinton Foundation to examine private-sector solutions to global healthcare delivery.

My long-term goal is to make a significant difference in public health by working at the intersection of business and the government. I am deeply grateful to the George Family for their commitment to my leadership development. Through this fellowship, I look forward to the opportunity to learn from a diverse community of fellows, deepen my personal leadership skills, and strengthen my understanding of cross-sector solutions to healthcare.
AMANDLA OOKO-OMBABA

HARVARD KENNEDY SCHOOL  MASTER IN PUBLIC ADMINISTRATION / INTERNATIONAL DEVELOPMENT CANDIDATE

NARRATIVE

“Amandla Awethu”—power to the people! My late mother named me Amandla to reflect my late father’s struggle for a new political dispensation in Kenya. They inspired my initial desire to live a life of public service. But witnessing the 2007 post-electoral conflict at home in my role as an election monitor reaffirmed this commitment. Seeing Kenya on fire—as a result of poor governance, deep rooted land wealth issues, poverty, and disgruntlement en masse at having the right to vote obfuscated—helped me crystallize my own definition of public leadership: empowering citizens to deliver on change.

I believe that growing private sector resources and capabilities in Africa is key to incubating the changes we seek in economic prosperity, political participation, and increased social cohesion. I focused my work at McKinsey on performance transformations and building capabilities to drive improvements in the finance and governance of public and private sector institutions. From managing a team advising one of the largest national oil companies in West Africa on infrastructure projects, to designing a financial inclusion architecture for the Ethiopian government, to providing welfare payments to eight million rural inhabitants, I feel incredibly privileged to work at the intersection of public and private sectors with individuals who have committed their lives to addressing some of the most pressing issues Africa faces today.

My time with the African Leadership Network (ALN) and co-founding SecondStoryAfrica.com affirmed the power of interdisciplinary approaches to development. Conversations on creating economic and social wealth simultaneously often lead to action when leaders from the private and public sectors are at the same table. My two years at Harvard have fundamentally changed how I view my career and ability to have impact. The path will be nonlinear and I am eternally grateful for the opportunities CPL has provided for me to explore. I cannot wait to be part of this amazing family for one final year as I continue to hone my private sector mind and public sector heart towards public service.
It’s the summer of 2004 and Anciana has invited me for dinner at her house. In her eighties and having fought to give her children the best opportunities she could, money is not enough for housing or medicine. I am now finishing my third social project along with another 100 college students who are working with vulnerable families over the summer. Anciana and other families in vulnerable or poverty situations helped instill in me a passion for social change. An inclusive society provides equal opportunities, so that through individuals’ own efforts and solidarity Chile can achieve true human development.

During college, I had the opportunity to lead several social projects and run for student politics where hundreds of volunteers showed me that human initiative, passion, and innovation can achieve change. I discovered that engaging others in public service is one of my passions. After college, I co-founded IdeaPaís. We shared the conviction that by engaging young leaders to pursue social change, we could collaborate with human development in Chile. Today, hundreds of young leaders have been trained and motivated to enter public service at IdeaPaís.

A year after graduation, the Minister of Public Works invited me to become his Chief of Staff. This experience allowed me to realize that politics is my vocation: a real opportunity to collaborate in building a developed, free, and just society.

After HBS I plan to look for opportunities to promote social change through high impact projects. I am convinced that businesses and social enterprises—when well-oriented—can solve challenging social problems. After gaining more experience, I want to collaborate through politics, helping to create new ideas, and bring visions and positions together behind the real human development that Chile and Latin America need.

These years at Harvard have been a great opportunity to learn from others, where different perspectives have shaped my view of the world and helped prepare me for future challenges. In my third and final year, the George Leadership Fellowship will be the perfect chance to grow as a leader who can contribute in the future in reshaping Chilean and Latin-American politics.
NARRATIVE

As early as I can remember, I recall being deeply troubled by the opportunity gap I observed in my hometown. Although I didn't always have the vocabulary to describe what I saw, I knew there was something fundamentally different about the odds many of my classmates faced.

Growing up in public school, it didn't take long for me to realize that many youth living just a few miles across town had significantly different notions of what their futures held. Being the child of two college educated parents, I eventually understood that I was a beneficiary of a “birth lottery” that did not extend to many of these peers. As I became more aware of the residential segregation that existed around me, I also grew interested in the idea of neighborhoods and the roles they play in our personal trajectories. This focus became a core value that has driven my professional and academic journey ever since.

I have had the opportunity to help shape federal urban policy addressing this challenge while directly engaging with communities these initiatives target. Increasingly, these efforts are implemented by partnerships between public, private, and nonprofit organizations that collaborate to spur neighborhood development. By aligning their resources in investments like early childhood education, workforce development, and housing assistance, these place-based initiatives are changing the odds in our nation’s most underserved communities. With a firm belief that a child's zip code should not determine their life chances, I aspire to lead similarly comprehensive efforts and help stem the tide of intergenerational poverty.

The HBS / HKS joint degree program has been a phenomenal opportunity to reflect on the impact I hope to make in my career. I believe that my complimentary academic tracks in business and public policy are preparing me well for work that will necessarily extend across sectors. I am extremely grateful for this experience and the George Leadership Fellowship in particular, as the skills, experiences, and thought partnerships I am developing at Harvard will most certainly help me catalyze neighborhood impact in the future.
My life changed when I was diagnosed with colon cancer at age twenty-four. I had only mild symptoms and no family history. Just two years earlier, I was playing field hockey in NCAA championships. After years spent analyzing the profitability of healthcare companies on Wall Street, I began to see the industry differently. I benefitted from a world-renowned cancer hospital and excellent health insurance, advantages I learned that many, less fortunate patients do not have. Post-diagnosis, I found myself thinking of the patient as much as the CFO, and of ways I could fix the problems I observed in healthcare.

While still completing chemotherapy, I discovered Fight Colorectal Cancer (Fight CRC), an advocacy-focused nonprofit dedicated to the treatment, prevention, and eradication of colorectal cancer. I have since served the organization and cancer community as a fundraiser, advocate, and board member. My studies as a joint degree candidate have helped me lead the organization in the board room and on Capitol Hill as we advocate for legislation and funding to benefit cancer patients. While this is just a piece of the solution, the public sector will play an important role in improving the industry for all patients in the future.

Equally important are the companies, institutions, and clinicians that help deliver care. I have spent summers working at and learning from these actors so that I can ultimately use my six years of private sector experience to benefit patients. Now healthy, I continue to fight the disease on behalf of others, while working professionally to transform the industry and improve care for all.
Engrained in me by my family and strengthened by my experiences in my native country of South Africa, equality and justice based on respect for every person's right to freedom, dignity and a decent life are the core principles I live by. In Sub-Saharan Africa, I intend to alleviate injustice by supporting businesses and influencing policy development, with the ultimate goal of improving economic stability and social equality. With this generalized framework in mind, I have spent the past two years at Harvard exploring opportunities to effectively pursue these objectives.

My passion to make an impact has been fueled by injustices and inequalities that I have witnessed in over 85 countries. From witnessing the legacy of apartheid while working with entrepreneurs in South African townships to documenting firsthand accounts of atrocities against humanity from Congolese refugees to working to alleviate systematic constraints while coordinating stakeholders in the Kenyan agriculture sector, I have come to understand the impact government policy and business decisions can have on a country's citizens. My work in investment banking and growth equity investing has given me an appreciation for the infrastructure that supports businesses in a developed economic system. While working in healthcare focused equity investing, I saw the benefits of ensuring that accurate information is captured and digested by policy makers in a sector that is core to human capital development. In addition to supporting economic systems, facilitating basic human rights development is crucial to the aforementioned objectives and has driven my work with the Amy Biehl Foundation and the Global Justice Center, as well as my work with political candidates across Africa.

The joint degree program continues to provide me with the tools necessary to evaluate and shape opportunities, develop capacity, coordinate diverse stakeholders across sectors, and succeed in a global environment. The George Leadership Fellowship will give me an opportunity to further refine my leadership style and values by increasing my connections with fellow students, alumni, speakers, and activists. It will also give me the opportunity to further explore how best to effectively approach achieving my goals post graduation.
My inspiration comes from a year I spent teaching in a village in northern Namibia. In a sandy corner of the world ravaged by environmental degradation, HIV, and the shadow of apartheid barely 20 years gone, I was privileged to live side-by-side with teachers and learners who amazed me daily with their generosity, resilience, and capacity for joy. But at the same time, I was also struck by a deep sense of unfairness: that kids more deserving than I would never experience the privilege that I had done nothing to deserve.

I believe in a vision of the world in which every child has a shot at a full and productive life, a world in which the basic goods of life are not allocated based on an arbitrary birth lottery. For this vision to become reality, a new paradigm of development is needed. Instead of the aid-based models of the past, we need new models based on sustained private sector growth. And increasingly, in Africa, private sector investment comes not from traditional Western partners, but from the East. China is already Africa’s largest trade partner, and this investment is composed not only of headline-grabbing natural resource deals, but also of labor-intensive manufacturing firms. Through my research, I have met dozens of Chinese factory owners in shirtsleeves setting up machinery in the African bush, and there are few things that give me more hope for Africa.

My aspiration is to help build a new kind of partnership for Africa. One example is my work last summer in Kenya, where I co-led a project to create a business case for Chinese construction firms to invest in vocational education. We showed that Chinese firms could reduce their costs by as much as five times by co-investing in next-generation vocational schools, which would help Kenya make a dent on its current 40% youth unemployment level. This is not charity. It is next-generation sustainable development, leveraging the unique assets of the developing world, for the developing world—a model I hope to help grow into a movement in the years to come.
JAMES WILSON
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

NARRATIVE
Australia is an increasingly unfair society that has abandoned its egalitarian roots. Eventually, I want to become a politician so that I can help redress this trend. I have received much in my life—from my family, from my society—that I feel a responsibility to give back. I have made contributions to improving Australian society through my political work with the Victorian government and my public sector work at BCG. But this has been only the first, small step towards what I intend to be an impactful career of public service.

My early career experiences taught me that successful politicians require both a compelling policy vision and the right skills to enact that agenda. Sitting around the cabinet table, a successful minister must convince his colleagues of his policy's merits and then drive the change through a large department. I admire past business leaders such as Malcolm Turnbull—senior minister and former leader of the Liberal Party—who prior to entering politics was a successful investor, who applied his business experience to government. He has operated with a policy pragmatism that allowed him to achieve agreements that eluded his more partisan colleagues, and steered considerable changes through one of Australia's more fraught departments. Moreover, his unconventional route into politics has given him a freedom to disobey the party line that those whose positions depend on patronage lack. Therefore, to serve my vision of working towards a fairer society I plan, as an initial step, to strategically build on my skills through a career in business.

I am excited to embark on the George Leadership Fellowship experience to further improve my leadership. Engaging with the CPL curriculum and reflecting with the other fellows will provide a fabulous capstone to my three years at Harvard University.
“The cycle of intergenerational poverty involves a web of factors that cannot be addressed in isolation. Integrating me into a community of leaders who will make an impact across various sectors, the George Fellowship Program will facilitate critical relationships and learning opportunities that will render me a more effective advocate for youth development and educational equity.”

Hayling Price
Harvard Kennedy School
George Leadership Fellow
Master in Public Policy Candidate
ABOUT THE GLEITSMAN PROGRAM IN LEADERSHIP FOR SOCIAL CHANGE

With the income generated by a $23 million endowed gift from the estate of Alan L. Gleitsman, CPL launched The Gleitsman Program in Leadership for Social Change (GPLSC) in 2007. It was Mr. Gleitsman’s hope that if the world knew of the accomplishments of social activists, others would be inspired by their stories and would fight to correct some of the other problems facing us, thereby improving the quality of life for all of us.

The GPLSC’s three principal components are:

• **The Gleitsman Leadership Fellowship Program**, which provides significant financial support and a robust cocurricular experience to promising students interested in social change;

• **The Gleitsman Citizen Activist and International Activist Awards**, each of which carries a $125,000 cash prize and enables students and the greater Harvard community to learn from the presence of an extraordinary change agent when she or he visits campus; and

• **The Alan L. Gleitsman Professorship of Social Innovation**, an endowed professorship that will link pivotal social innovation programs at the Harvard Kennedy School, including the longstanding Gleitsman Program in Leadership for Social Change and the New World Social Enterprise Fellows Program, which will launch in the fall of 2015. Both programs will be housed at Harvard Kennedy School’s Center for Public Leadership (CPL).

This year, the endowment will support five new activists with full tuition Fellowships and welcome back two returning Fellows to carry on Alan’s vision as often expressed through his favorite Robert F. Kennedy quote: “Few will have the greatness to bend history itself, but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation.”
ABOUT ALAN GLEITSMAN

Alan L. Gleitsman was a successful entrepreneur in the television industry for more than three decades and the founder of The Gleitsman Foundation, which he established in 1989 to honor individuals who have initiated social change. Mr. Gleitsman wanted to recognize people who make a difference, tell their story, and make other people aware of what one person can do.

In addition to the Foundation, Mr. Gleitsman initiated a scholarship program at UCLA designed to help attract outstanding medical students to the field of geriatrics; was honored by the University of Southern California for his contributions to cancer research; participated in the International Peace Walk in the Soviet Union; and established a scholarship program at the high school he attended in Great Neck, New York that is awarded annually to the school’s most outstanding graduate.

Mr. Gleitsman began his business career in sales for Sterling Television, a television program distribution company that later became The Walter Reade Organization. In 1970, he started Alan Enterprises, Inc. in Los Angeles, specializing in the syndication of television programs in the U.S. By the time he sold the company in 1986, he had acquired the rights to a substantial library of motion pictures, cartoons, and series, and was actively involved in distribution to television and video throughout the world.
NARRATIVE

For almost three years, I have devoted myself to the struggles of the rural farmers in Africa. To date, more than half the population in Sub-Saharan Africa still lives below the poverty line, with farmers being the poorest. I am a firm proponent that capital, agriculture knowledge, and communities grounded in strong ethical values are fundamentals for resilient village economies.

My own journey to this career begins on a small farm in rural Uganda. My father was murdered two weeks before my birth leaving my mother as a sole provider. Through working the land and making micro-investments, she was able to provide for our education beyond our means. I learned the value of hard work early on and saw this trait in my mother and many other women and families in my village. I determined that I would pursue a purpose driven life: to provide sustainable, replicable, and scalable opportunities to struggling families.

Since its launch in August 2012, Hiinga has invested in over 2,500 families with small loans, farming education, and Christian values. Our goal is to empower 100,000 families in the next seven years.

I feel extremely privileged to be part of the Mid-Career Program and to be selected as a Gleitsman Fellow. Through this incredible opportunity, I hope to learn, grow, connect, and make long-lasting friendships. I know that my thinking will be challenged and my mind will be stretched. I will leave as a better prepared changemaker agent with a strong network of peers.
NARRATIVE

I grew up in ex-Yugoslavia, which went through severe economic and political crises, wars, and sanctions. I grew up watching people leave the country in search of a better life. Growing up under these circumstances was fertile ground for a deep-seeded dedication to a better quality of life in my country.

I thought that the government was the best place for making change and after graduating at the top of my class at the School of Political Sciences, recommended by an influential diplomat, I started working for the Deputy Prime Minister. However, although I was happy with my work and life, I realized that my fellow citizens complained about everything. I wanted to encourage them to do something for themselves, not to ask what others can do for them.

I met Professor Marshall Ganz and learned about community organizing and I realized that real engines of social change are the citizens. Without their direct engagement, government’s policies will never effectively meet citizens’ needs. I decided to quit my job in the government and try to make our country a better place by organizing citizens to play an active role in the life of their country and, ultimately, in their own lives.

I firmly believe that all people, no matter their status or background, deserve to be treated equally and fairly. Through my work as Executive Director of Serbia on the Move, I have been able to address inequalities in my society. However, I believe that proper political representation which defends social justice is needed to preserve my country from veering back towards totalitarianism, and that is what I want to work on in the future.

Knowing that there is more I need to learn about leadership, social movements, and campaigning in order to make bigger and more sustainable change in my country, I applied to the Mid-Career Master in Public Administration. I believe that by learning from the best people in these areas, both scholars and fellows, I will acquire knowledge and skills that will best prepare me for a career in public leadership addressing the social justice issue and building positive change for my people and country.
DAINA BUCHBINDER AURON
HARVARD KENNEDY SCHOOL Mid-Career Master in Public Administration Candidate

ACADEMIC HIGHLIGHTS
Massachusetts Institute of Technology, Hubert Humphrey Fellow/Fulbright Program in Urban Planning
Instituto Tecnológico Autónomo de México, B.A. in International Relations

PROFESSIONAL HIGHLIGHTS
Deportes Para Compartir (Sports for Sharing): Founder
World Economic Forum: Global Shaper
International Youth Foundation: Board Member
Ashoka Fellow
Public Speaker at the World Economic Forum, Lego Idea Conference, TED Talks (India, Mexico, and Costa Rica)

NARRATIVE
Growing up in Mexico, the first exposure I had to the professional world was through my mother, a family therapist who for the past 45 years has cared for people from all walks of life and has helped them identify their brightest qualities. I decided from a young age that I wanted to follow her example. After graduating from university, I founded with one friend Deportes Para Compartir (Sports for Sharing), an educational initiative that encourages children, their teachers, and parents to participate in activities that allow them to understand themselves, their society, and how they can shape and improve their surroundings. Our mission: to form better citizens from childhood.

My main drive is catalyzing civic participation by inspiring children to become agents of change. When children are growing up, learning about civic participation in action is key to shaping the kind of citizens they become. Children often dream up simple solutions to complex problems. With the right tools, they can become engaged citizens and turn their communities into healthier and happier places.

Since 2007, my organization has worked with over 440,000 children, families, and teachers across all of Mexico’s states. I manage over 80 people in the team and oversee partnerships with governments and private donors. Recently, my team and I have expanded our projects across Latin America and the U.S. This has been a great success story, but I still have to understand the best strategies to replicate our education model hand in hand with the public and private sectors.

Doing this work has allowed me to be surrounded by, and learn from, genuinely committed people from around the world, starting with my team. Having just completed a one-year Humphrey Fellowship in Urban Planning at MIT, I am ready to embark in the Mason Program as a proud Gleitsman Fellow to develop my potential as a leader. At HKS, I am committed to learn as much as I can, widen my network with lifelong friendships, and collaborate with inspiring peers to achieve my vision: creating education systems that improve our world by nurturing children into better citizens.
NARRATIVE

A single powerful conviction defines my true north—the belief that not only is a better world possible, but that it is tantalizingly within reach. As a trailblazer in the “for-purpose” sector, I am deeply energized by parallel trends: the growing recognition that it is possible to do well by doing good, and the burgeoning group of potential changemakers building social consciousness into traditional multi-sector pursuits. As a Gleitsman Fellow, I come to HKS with a commitment to foster, support, and build this community through three strategies:

1. To identify and champion the everyday changemakers and entrepreneurs around us who, either through disruptive ideas or via redefinition of their respective fields, create social change;
2. To engage and catalyze the use of private capital towards the public good, through innovative personal and institutional philanthropy, impact investment, and the creation of tools and strategies that bring socially conscious principles into everyday financial decisions; and
3. To facilitate a global conversation on social change based on shared principles of humanity, dignity, and equity—while using the tools and levers of innovation, entrepreneurship, and private sector best practices to drive social good.

I developed this conviction during a career built around my core passion—leveraging the best of the private sector to address pressing social needs. As an attorney I have dedicated my practice to increasing access to top-tier legal counsel for nonprofits, governments, and development organizations by building a public interest private law firm at Dhar Law, LLP. We proved that it was not only possible but profitable for a modern law firm working at scale to devote nearly half its billable time to socially purposeful clients. As a venture investor, I have directed personal and institutional impact investments into the most exciting social enterprises around the world. As a policy advisor, I have worked with governments to build robust, corruption-resistant infrastructure for private-public sector cooperation. And as a global citizen, I continue to seek out the innovations, partnerships, and policies that demonstrate that private and public returns can work together to create a better world. Together with my colleagues in the Gleitsman Fellowship and at the Center for Public Leadership, I am excited for what we can build together.
NARRATIVE

In pursuit of the American Dream, many immigrants, like my parents, met the reality of being stuck in low-wage jobs for most of their adult lives. Being one of the only people who could speak English in my household, I took on the responsibilities of interpreting, translating, and advocating for my parents from an early age. I would translate at the grocery store, at doctor’s appointments, and even at my own parent-teacher conferences. I helped translate my parents’ oral agreements with their employers while still in high school. These translation skills were the most powerful tool I had to navigate my surroundings. But I soon understood that translation was not enough; I lacked legitimacy, power, understanding, and access to the legal processes that were affecting my family and community, particularly in the workplace.

Seeking to arm myself with powerful tools to advance racial/ethnic and economic justice, I decided to pursue a concurrent degree program for a M.P.A. at the Harvard Kennedy School and a law degree at the University of California, Berkeley School of Law. A year from now I will join the 4% of attorneys who are Latino/a in this country. I envision myself working on a two-pronged approach as both a lawyer and a policy advocate.

Before HKS, I managed the first-ever national gathering of quantitative data of domestic workers, which resulted in the report, Home Economics. The research report was released in late November 2012 and has received coverage in The New York Times, CNN, Melissa Harris-Perry on MSNBC, Democracy Now!, and other major outlets. The report has been instrumental in helping pass a domestic worker bill of rights in states across the nation. The summer after my first year at HKS, I was awarded the Dubin Summer Fellowship Grant, which allowed me to work with another workers’ rights organization, the Restaurant Opportunities Center (ROC). I have continued working with ROC, taking on multiple roles and helping them in the quest to eliminate the federal subminimum wage ($2.13/hour) and advance a living wage for all workers.
I am a feminist who cares deeply about gender equity and LGBT rights. I believe transformation does not happen spontaneously: we make it happen through deliberate actions, coordinated efforts, patience, and perseverance. I studied psychology and communication because I am convinced that the best way to influence behavior and change practices is by understanding the motivations behind actions and transforming the way people think about the world and their role in it. Not just on an individual level, but on a global scale as well.

For several years I have been thinking about ways to expand the scope of the initiatives I participate in and strengthening key partnerships because social movements need to work with the state and the private sector without losing their independence or jeopardizing their role as a critical mass that demands public accountability. The Mid-Career M.P.A. in combination with the Gleitsman Fellowship is a perfect opportunity to harness my experience with grassroots advocacy and broaden the scope of my contribution for social transformation. It will provide me with a solid foundation of leadership, strategic management, and policy decision-making to increase the impact of my actions for the public good.

When I return to Costa Rica I envision myself heading towards two possible paths. The first option would be founding a social organization dedicated to advocacy in gender equity and sexual diversity. My newly acquired knowledge on negotiation, public policies, and management would enable me to strengthen the capacities of local organizations with international best practices and leading paradigms. The second path would be working in the Special Protection Division within the Ombudsman Office, which handles cases of LGBT discrimination. My development would enable me to strengthen these institutions as a leader that combines experience with social organizations in these topics with a fresh solid formation on public policy, decision-making, and strategic uses of communication. I would take advantage of the network of contacts to share experiences with other countries that may have faced similar challenges in the past or might have innovative solutions and programs in place.
NARRATIVE

As the child of Iranian immigrants, I grew up with a strong social conscience and a deep appreciation for the economic opportunities afforded to me in Australia. During my university years, I spent three summers volunteering as a legal and policy advisor in underprivileged townships across Australia and the Pacific Islands. My travels exposed me to a ‘Third World Australia’ that I never thought existed. I witnessed hundreds of indigenous Australians, migrants, and homeless people trapped in cycles of poverty. These experiences proved to me that entrenched socio-economic disadvantage cannot be solved by isolated government interventions. Finding lasting solutions to this pressing policy problem calls for cross-sector cooperation and collaborative entrepreneurship.

I have spearheaded and worked on innovative approaches to achieving social impact for marginalized communities, including social enterprise, impact investing, and venture philanthropy. As deputy CEO of the world’s largest university-based social impact consultancy, I have connected hundreds of talented students with resource-poor nonprofits seeking pro bono consulting advice. As a corporate lawyer, I have lobbied government to introduce new legal structures to encourage impact investment in social enterprise.

Importantly, my experiences have taught me that social enterprises lack the requisite capital, business expertise, and policy infrastructure to realize their true potential. Therefore, my mission is to strengthen the capacity of the social enterprise and impact investment sector to increase social inclusion for Australia’s most vulnerable populations. Undertaking an M.P.P. at HKS as a Gleitsman Fellow is critical to achieving this mission. The M.P.P. coursework will complement my understanding of legal processes with an appreciation of how to design policy and financial instruments to drive investment in social enterprises. Likewise, the CPL’s cocurricular program offers exciting opportunities to exchange perspectives on social enterprise with other change agents representing a spectrum of ideologies, sectors, and geographies.

I want to harness the power of social enterprise to transform the lives of impoverished Australians. The M.P.P. and Gleitsman Fellowship will empower me to become a “tri-sector leader” who is able to connect across the public, private, and social sectors in order to assist social enterprises to achieve maximum scale, sustainability, and social impact.
“My experience working with children and their communities in fun, healthy, and engaging ways to shape better citizens has convinced me that the world can be a place where everyone can become a change maker. The Gleitsman Fellowship, an inspiring network of brilliant minds and hearts, is a fertile ground where I can learn, share, and grow my organization to maximize impact in the world.”

Dina Buchbinder Auron
Harvard Kennedy School
Gleitsman Leadership Fellow
Mid-Career Master In Public Administration Candidate
ABOUT THE RUBENSTEIN FELLOWSHIP

David M. Rubenstein established a fellowship in 2008 for first-year joint degree students at the Harvard Kennedy School and Harvard Business School. CPL is delighted to begin providing cocurricular programming to Rubenstein Fellows this year.

The Harvard Kennedy School and Harvard Business School have created a fully integrated joint degree program in business and government that represents an innovative approach to preparing leaders for a growing area of practice of critical importance to global society. Students enrolled in the joint degree program will be prepared to work in positions of influence at the interface of business, government, and nonprofit organizations, dealing with challenges in such critical areas as healthcare, the environment, economic development, and government relations.

The Center for Public Leadership will provide a cocurricular program to Rubenstein Fellows focused on the leadership challenges and opportunities of a multi-sector career. Programming will include a welcome retreat on Cape Cod with all fellows, a multi-day field experience to a U.S. city, and leadership seminars focused on cross-sector leadership.
ABOUT DAVID M. RUBENSTEIN

David M. Rubenstein is a co-founder and co-CEO of The Carlyle Group, one of the world’s largest private equity firms. Mr. Rubenstein co-founded the firm in 1987. Since then, Carlyle has grown into a firm managing more than $200 billion from forty offices around the world.

Mr. Rubenstein, a native of Baltimore, is a 1970 magna cum laude graduate of Duke, where he was elected Phi Beta Kappa. Following Duke, Mr. Rubenstein graduated in 1973 from The University of Chicago Law School, where he was an editor of the Law Review.

From 1973–75, Mr. Rubenstein practiced law in New York with Paul, Weiss, Rifkind, Wharton & Garrison. From 1975–76 he served as Chief Counsel to the U.S. Senate Judiciary Committee's Subcommittee on Constitutional Amendments. From 1977–1981, during the Carter Administration, Mr. Rubenstein was Deputy Assistant to the President for Domestic Policy. After his White House service and before co-founding Carlyle, Mr. Rubenstein practiced law in Washington with Shaw, Pittman, Potts & Trowbridge (now Pillsbury, Winthrop, Shaw Pittman).

Mr. Rubenstein is chairman of the Boards of Trustees of the John F. Kennedy Center for the Performing Arts and of Duke University, a regent of the Smithsonian Institution, co-chairman of the Brookings Institution, vice-chairman of the Council on Foreign Relations, a trustee of the National Gallery of Art, and president of the Economic Club of Washington.

Mr. Rubenstein is on the Board of Trustees of the University of Chicago, the Lincoln Center for the Performing Arts, the Memorial Sloan-Kettering Cancer Center, Johns Hopkins Medicine, the Institute for Advanced Study, the National Museum of American History of the Smithsonian Institution, and the National Museum of Natural History of the Smithsonian Institution.

Mr. Rubenstein is a member of the American Academy of Arts and Sciences, the Business Council (vice-chairman), Visiting Committee of the Kennedy School of Government at Harvard, the Harvard Business School Board of Dean's Advisors, the Board of Trustees of the Young Global Leaders Foundation, Advisory Board of School of Economics and Management Tsinghua University (chairman), the Madison Council of the Library of Congress (chairman), and the International Business Council of the World Economic Forum.

Mr. Rubenstein is married to Alice Rogoff Rubenstein, and they have three grown children.
EMILY BROAS

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

NARRATIVE

A proud D.C. native, I went to college thinking I’d return to Washington after graduation to pursue a career in urban policy. Yet in 2009, a headline caught my eye: *Obama taps management consulting exec as first ‘performance czar.’* While I read about the nominee who would streamline federal government operations, I was surprised to learn that his private sector credentials were the basis for his selection. However, upon further reflection, this exchange between business and government is well-suited to draw parallels. One only has to name any governmental dilemma (Detroit going bankrupt, Hurricane Sandy displacing thousands, etc.), and it has parallels in business. These parallels raise the question of what practices can be employed to tighten budgets or expand infrastructure capacity to avoid such crises. Thus, I have sought a foundation that spans the public and private sector to understand how business strategy can inform, fund, and optimize government practices.

At Dartmouth I began my inquiry into urban infrastructure in earnest. During an internship at the Brookings Institution, I examined the strong role private developers played in Washington’s affordable housing policy; in my senior thesis, I explored the disruptive implications of the WMATA subway expansion on an immigrant enclave in Northern Virginia. Continuing my work on transit issues, I completed an externship with a transit-oriented real estate developer in San Francisco, which sharpened my understanding of the investment processes and intergovernmental players that shape our modern cityscapes. At Bain & Company, I continued developing a broad analytical framework, often on projects that directly impacted the health of the built environment (e.g., sustainable building products, mass retail). Through this work, I initiated an alliance with Main Street Partners to bring operational best practices to struggling small businesses in low-income Boston neighborhoods.

We are in the midst of a gentrifying urban order that requires a balanced solution to alleviate unprecedented fiscal pressure on local governments and displaced residents and businesses. Through the joint M.P.P. / M.B.A. degree, and the Rubenstein Fellowship community, I hope to cultivate a personal leadership style and an analytical skillset to confront and address these urban dilemmas through innovative policy.
RONNIE BRODSKY
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION / INTERNATIONAL DEVELOPMENT CANDIDATE

ACADEMIC HIGHLIGHTS
Harvard Business School, M.B.A. Candidate
University of Maryland, B.A. in Economics, summa cum laude, Honors Distinction in major, Phi Beta Kappa; Senior Dillard Award in Economics

PROFESSIONAL HIGHLIGHTS
Summit Consulting: Senior Analyst (Economic and Financial)
Project MicroMundo: Co-Founder and Director
National Academy of Sciences: Energy Economics Research Assistant
International Finance Corporation (IFC), Women in Business: Short-Term Consultant
Nava Dance Collective: Professional Company Member (performer and instructor)

NARRATIVE
Five years ago, I was inspired by The Diary of M play to co-found Project MicroMundo, a nonprofit organization focused on recruiting support for existing Guatemalan development activities. Through Project MicroMundo’s work with Mayan Families, a Panajachel-based nonprofit, I helped launch and grow humanitarian relief programs that continue to provide critical support to some of the most impoverished and vulnerable communities in the region. The injustices and suffering I witnessed among innumerable program participants fighting for survival; the close relationships I developed with them; and the gratifying discovery that I could meaningfully help—these all hardened my sense of moral obligation to the underprivileged.

I moved on from full-time involvement with Project MicroMundo because I believed I could be more effective by improving the institutional landscape that makes NGOs like Mayan Families so indispensable. This first led me to policy consulting in Washington, D.C. Through my experiences facilitating public-private partnerships and impact investing at three federal agencies and the IFC, I have gained much appreciation for the public welfare advances that can be achieved when public and private sectors cooperate. I believe there is potential for many such synergies in international development, and this has largely motivated my pursuit of graduate degrees in both policy and business.

Additionally, through teaching and performing dance internationally for the past eight years and the positive results of an all-women’s dance program I launched in Guatemala, I am a passionate advocate of arts-based drivers of community development and social and political change. As such, I hope to make the arts a fundamental part of the international development lexicon. My time at the Harvard Kennedy School will help me better understand and gain the toolsets to manage the organizational, economic, political, and social dimensions of development processes. I hope to approach development work, particularly on issues of women’s empowerment and environment, holistically and effectively. I am very grateful to join, learn from, and perhaps eventually collaborate with the esteemed CPL network.
I enrolled at Harvard Kennedy School for the same reason I joined the United States Navy: my desire to make the world more stable, just, prosperous, and free.

While stationed in Japan, I recognized the value that data analytics could bring to monitoring foreign military activity in the hotly contested South China Sea. I led my team of intelligence analysts to develop a computer program capable of mapping every missile battery, fighter squadron, and warship in the Eastern Hemisphere. Our work enabled the Navy to more safely and effectively maintain strategic deterrence by positioning forces to diffuse conflicts before they arise. Next, I saw the carnage that improvised explosive devices wrought in the Middle East and Horn of Africa, and trained special forces to safely disable those bombs and bring their makers to justice. When the 2014 American Migration Crisis began, I witnessed the devastation it had on local economies in Honduras and Guatemala, and helped communities get back on their feet by rebuilding rural infrastructure, training police, and bringing medical care to underserved areas.

I believe that U.S. military remains one of the world’s great forces for liberty. But in recent years, people have enjoyed greater freedom than previously imaginable thanks to the thrilling rise of technology. With vast increases in processing speeds, global interconnectedness, and access to information, technology has become this generation’s most powerful social catalyst. The challenges now are two-fold: sharing the benefits across all mankind and writing public policy that fosters continued technological advancement. These tasks will require a new generation of leaders versed in technology and able to span the public and private sectors. I aspire to be among them.

The Rubenstein Fellowship is the bridge that will lead me to my next phase of service. I look forward to the exposure to diverse intellectual frameworks and leadership challenges through the cocurricular experience. But most of all, I am excited to embark upon this educational journey with a truly remarkable class of Rubenstein Fellows who are similarly passionate about taking on the world’s problems.
My parents and I immigrated to the United States when I was eight years old. When I revisited our old apartment in China six years later, I was struck by the stark contrast between our old life and our new one. Tucked away in an old, poorly maintained neighborhood, our former apartment building featured stairwells with no lighting, walls stained with soot, and piles of coal stashed under the stairs.

Returning to that apartment made me realize what my parents had accomplished in building a new life for our family in the U.S. In addition to their own perseverance and hard work, my parents succeeded through countless opportunities created for them by family, friends, and even strangers. Since the life that I enjoy today resulted from opportunities that others created for me, I am passionate about paying forward those opportunities so that others can have the chance to improve their lives.

Over the past three years, I have been developing technology-driven solutions for the widespread poverty and food insecurity in the developing world. My vision is to bring the development sector into the digital age and use innovative technology to significantly improve the efficacy and efficiency of aid in reducing poverty. While I am excited by the tremendous potential in this area, I also recognize that there are equally tremendous challenges that must be overcome. For example, innovators in this space need to be equipped with more than just business and technological acumen; they also need to have a deep understanding of the broader economic, cultural, and political context in order to identify the appropriate technologies that would promote sustainable development.

I am enrolling in Harvard Kennedy School's M.P.A. / I.D. program in order to gain this vital understanding. Furthermore, my experiences have also taught me that people's capacities and mindsets can be the greatest tools—or the greatest barriers—to leaders seeking to affect transformative change. Through the Rubenstein Fellowship, I hope to learn from experienced leaders how they have influenced mindsets and behaviors and rallied teams to overcome the toughest challenges.
CHRISTOPHER (CHRIS) CHENG
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

NARRATIVE

I grew up in a small suburb just outside of Nashville, Tennessee. My father was born in Hong Kong and immigrated to the United States right after high school. He did not have much money, so he worked the night shift at UPS to pay for his daytime college classes. He soon fell in love with my mom, a Nashville native with a sweet southern accent. I am deeply grateful for my father’s opportunity to start and raise our family here. The fulfillment of his American dream motivated me to serve our country in the armed forces, where I have learned invaluable lessons about the world and myself. The most rewarding lesson is from the sustainment of a strong, supportive relationship with my wife through three deployments and five years of long distance dating. On this journey, I have grown to be a wiser and happier man and leader.

Through our cross-country courtship, I learned to appreciate active listening and candid conversation, techniques that I aspire to apply when leading my soldiers. Incorporating fun is also important to my relationships and my leadership style. Chelsea helped me surprise my parents when I returned from my first deployment by driving me to an entertainment makeup artist who transformed me into an elderly man that later crashed my parents’ dinner date. Similarly when my company was having perpetual issues with drugs and alcohol, I changed our impersonal and general safety policy to a spirited program that incorporated our soldiers’ participation in comedic raps that prompted peer-to-peer accountability. In addition to a handful of mostly embarrassing and occasionally funny times, our company went on to have our longest streak of zero discipline cases.

Growing our relationship while persevering through life’s early obstacles is one of my proudest accomplishments. My ambition is to apply these life and leadership lessons to my academic endeavors at Harvard and prospective careers in business and public service. It is an honor for me to be a Rubenstein Fellow, and I am beyond excited to share and learn with inspiring scholars and leaders from all around the world.

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

University of Southern California, B.A. in International Relations and Global Business; Student Body President, Order of The Laurel and The Palm

PROFESSIONAL HIGHLIGHTS

United States Army Ranger: Captain

United States Army: Chemical, Biological, Radiological, and Nuclear Defense Officer

United States Army: 3rd Battalion, 75th Ranger Regiment

United States Army: Company Executive Officer, 1st Brigade, 4th Infantry Division

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE
CHRISTOPHER (CHRIS) CHENG

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

University of Southern California, B.A. in International Relations and Global Business; Student Body President, Order of The Laurel and The Palm

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NARRATIVE

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Growing up with two physician parents, I also lived with both of my grandmothers until they succumbed to cardiovascular disease and diabetes. Around the age of ten, I learned to draw and test blood samples on a glucose meter to help my grandmother who could no longer do it herself. At the same time, my parents often shared stories about successfully treating their patients. While I became familiar with the tragic nature of disease, I also cultivated optimism about the human capacity to heal.

My goal is to become the leader of a healthcare organization that improves access to medicine in resource-limited countries. I grew up aspiring to be a physician-scientist and started laboratory research at age thirteen. Though I loved the concept of experimentation and discovery, I also craved the opportunity to solve macro healthcare problems with near-term impact. After interning for the House of Representatives on healthcare reform in college, I discovered that I wanted to lead public health efforts as an executive, not a clinician. To create sustainable change in healthcare delivery systems, I realized that I would need to combine my technical knowledge with business skills. Working in consulting helped me to develop problem-solving and execution skills while gaining exposure to private sector business operations. At the Clinton Health Access Initiative, I combined my intellectual interest in global health with field experience across many countries in Sub-Saharan Africa and Southeast Asia.

After exploring multiple disease areas and working with donors, governments, and implementing partners around the world, I see endless opportunities to innovate access to healthcare. Healthcare delivery processes are often disjointed and led by different stakeholders, which leads to misalignment and broken feedback loops. Understanding the fundamentals of business, policy, and their intersection is important for me to foster closer alignment across sectors and industries. I am deeply thankful for the opportunity to pursue an M.P.P. / M.B.A. as a Rubenstein Fellow so that I can grow into a leader who bridges gaps and drives change.
NARRATIVE

Someone once told me that to be truly fluent in a foreign language is to not only communicate in it, but also dream in it. It is the moment when the language influences the way you form ideas both intentionally and subconsciously. By pursuing the M.P.A. / I.D. and M.B.A. joint degree program as a Rubenstein Fellow at Harvard, I aim to become fluent in two languages: international development and business.

While working at the Gates Foundation, I often watched messages get lost in translation between a Ph.D. and a former investment banker. A consultant over simplified the requirements of a new healthcare worker program while an economist became absorbed by the sample selection process for evaluation. A room of diverse backgrounds and perspectives is essential for problem solving in the field of international development, but it often lacks an interpreter. Too frequently our leaders and problem solvers are fluent in one language or the other.

As an applied math major who researched economic development in India, a former consultant at The Boston Consulting Group, and a strategy consultant at the Bill & Melinda Gates Foundation, I have contributed to conversations in both languages. As a Rubenstein Fellow, I will have the opportunity to sharpen my vocabulary.

The joint degree and Rubenstein Fellowship experience will not only strengthen my communication in international development and business, but will also redefine my vision for the future of these fields. By becoming fluent in the two, I aim to lead innovation at their intersection. Whether I decide to enhance financial inclusion in frontier economies through mobile technology or to improve a vaccine supply chain in Africa by integrating it with the supply chain of a Fortune 500 company, I am committed to leading public and private sector collaboration for effectively solving significant international development issues. I want the intersection of these languages to redefine my expectations for the future and the realm of possibility.
NARRATIVE

I was diagnosed with Diffuse Large B-Cell Lymphoma at age twenty-two, only eight months after graduating from college. I had just begun my career as a Financial Analyst at my dream company, Google, and I feared that cancer would rob me of my future. It was the single most anxiety-provoking experience of my life. Fortunately, my amazing team of doctors and nurses caught the disease at an early stage and began an appropriate treatment course. With the help of an incredible support network of family and friends, I was able to achieve complete remission with six rounds of chemotherapy.

While the healthcare system saved my life, my experience with it was not always positive. Nothing had prepared me to navigate the complex web of doctors, hospital administrators, and insurance providers who served as the gatekeepers to my health. I eventually learned to be the project manager of my own care, which was often more taxing than the disease itself. I pored over documents and spent hours on the phone, disputing erroneous charges on my medical bills and coordinating between multiple hospital systems, all while continuing to work full-time. But as difficult as I found the experience, I realized that my college education and employer-provided medical insurance were true privileges that aided me in my journey to health. Many of my fellow patients in the treatment room did not have access to those resources.

After completing my treatment course, I wanted to explore avenues to leverage my experience in multiple business functions at Google to help improve U.S. healthcare systems and hospital operations. More broadly, I wanted to pivot to a career where I could help save lives. Through Harvard’s M.P.P. / M.B.A. joint degree program and the Rubenstein Fellowship, I hope to develop leadership skills that will allow me to work across the public and private sectors to drive better patient experiences and reduce healthcare costs.
PATRICIA FLORESCU
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

NARRATIVE

In rural Romania, I grew up along the steep slopes of the Parâng Mountains, where the breathtaking scenery, ice-cold springs, and lush foliage instilled in me a love of nature. However, I also witnessed the destruction that people could cause to the environment, as a result of loosely defined or vaguely enforced environmental regulations. Later, when my family moved to the large industrial city of Ploiesti, I saw this conflict between development and conservation again, in Ploiesti's polluted skyline of smokestacks and oil refineries.

These conflicts have inspired my career in energy development. I have strived to bridge the gap between energy development and environmental preservation by working at the nexus of energy policy and market-based business solutions. While at ICF International, I engaged primarily with the U.S. EPA Clean Air Markets Division, designing groundbreaking environmental policies, which regulate pollutants never before controlled under the Clean Air Act. After switching divisions, I explored the relevance of energy policy in long-term, capital-intensive investment decisions for power-sector planning. I focused on understanding the impact of market design structures and market dynamics on the financial performance of power assets across North America and the Middle East. These experiences exposed me to some of the most important issues in the energy space and allowed me to think critically about policy issues.

My commitment to the energy industry is fueled by a desire to understand the complexities and subtleties of this intersection of science, technology, economics, and policy. By continuing to learn about the industry I hope to have a global impact by facilitating investments that provide better access to cleaner, reliable power sources and that promote the virtuous cycle between energy infrastructure development and economic growth.

The Rubenstein Fellowship is the perfect avenue to acquire this integrated knowledge of public policy and business. The program will provide me with the analytical tools to understand market design and economics and will give me insight into the relationship between business and government, as well as a practical framework to bridge the public and the private sectors.
Growing up in Colombia, from a young age I wanted to develop a career in the public sector. After completing internships in Colombian public institutions, I worked for three years with McKinsey & Company serving governments and leading private firms. During my tenure there, I was offered the opportunity to work as Senior Advisor to the Government's Negotiation Team for Peace Talks currently happening in Havana. This ongoing process is probably the most important item in Colombia's political and social agenda in history given that for the last sixty years, my countrymen and I have not enjoyed a single day of peace due to a cruel internal conflict. In this new role, I had two main responsibilities. First, I had to suggest, research, and analyze negotiation proposals on subjects like political participation or rural reform so that the team could later discuss them at the table. Second, I started drafting the accord's implementation plan, a demanding task requiring the prioritization of hundreds of initiatives that could profoundly change Colombian society.

After completing the M.P.P. program at Harvard Kennedy School, I plan to continue my involvement with Colombia's peace process. My short-term goal is to return to serve those government institutions that will be fundamental post-conflict. I believe that if the government desires to amend past historical injustices and maintain peace with guerrilla and paramilitary groups, it has to drastically improve its processes in order to deliver concrete results. In this context, my objective is to help Colombian public institutions establish new and innovative delivery models that will translate public policies into concrete, measurable results. This will require implementing new managerial practices, innovative multidisciplinary approaches, and cutting-edge analytical tools. In the long-term, I will continue creating positive change within public service, possibly by delivering improvements to the Ministry of Agriculture and the National Unit for Victims' Reparation.
JARED GOODMAN
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION / INTERNATIONAL DEVELOPMENT CANDIDATE

NARRATIVE
The horizon of my worldview expanded furiously once I picked up my first *New York Times*. Since then, I have developed a fascination with the problems, challenges, and promise of the broader global community that has driven my academic and professional development. My three years at the U.S. Department of State offered me the opportunity to understand and influence those events I had grown up reading about.

In my time as a diplomat, I advised senior officials at the State Department, including the Secretary of State, various Deputy Secretaries of State, and the Counselor of the Department, on issues ranging from African and East Asian affairs to economic and development policy. That work placed me in situations as diverse as representing the United States on the ground in conflict mediation efforts in South Sudan and Mali to supporting sustainable development around the Lower Mekong River to planning regional strategies for countering Boko Haram in Nigeria and the Lake Chad basin.

A common theme, and most often a formidable obstacle, throughout all these endeavors was the lack of economic development or opportunity that prevented political or social understanding and reconciliation. Whether facing regional disparities in growth or high levels of unemployed youth, the international community will not be able to address some of the most pressing challenges of our time (e.g., increased radicalization, civil conflict, or sustainable management of natural resources), without fundamentally changing the economic situations in various parts of the world.

I hope to use my time at Harvard Kennedy School and Harvard Business School to develop an understanding of how to approach these economic development challenges at the micro level as well as to learn how to develop those insights into scalable policy options for the U.S. government and international community. Through my education at Harvard and the Rubenstein Fellowship, I aspire to enhance my ability to develop and promote effective policies in the top levels of the executive branch.
Motivated by my desire to give back and my curiosity about the world, I took a gap year between high school and college. I deliberately chose two distinct experiences—working on a presidential campaign and volunteering in East and Sub-Saharan Africa—to help me understand the similarities and differences between established ways of creating social change. The experience also encouraged me to define my own approach to change. Ultimately, I became drawn to social enterprise because I believe in invoking compassion while improving life for everyone.

In my future endeavors, I plan to take on the challenge of financial inclusion, particularly in rural areas of developing countries. My passion for this topic, and my desire to pursue it as a social enterprise, comes from my experiences researching informal moneylenders in Malawi, and working both in the private sector and at a social enterprise in Kenya. Today, only one in five adults in rural Africa has a bank account, while an even smaller percentage actively uses them. I want to help make basic financial services available, affordable, and attractive to this population of over 600 million. Through innovations in loan deadlines, savings instruments, and micro-insurance, I want to create opportunities for my customers and value for my shareholders.

It was in Ghana as a sixteen-year-old that I first asked myself what I could do to serve others, and realized that I lacked the skills I needed. Since then I have taken a strategic approach to building them through my studies and my professional life. I am honored and excited by the opportunity to continue on this path at Harvard Kennedy School and through the Rubenstein Fellowship, to embrace the challenge of becoming an effective, yet humble leader.
I was brought up in a family with a clear mantra: the very best thing you can do with your life is to better the world. This has two primary implications. First, despite the myriad of needs in the developed world, the impact of efforts and funds in the developing world is vastly greater. Second, if one possesses the skills to work in this field, one should; if not, there are other ways to improve the world indirectly. I was raised hearing about development activities across the globe and became excited to determine whether I could do such work myself.

This enthusiasm led me to devote a significant portion of my time to public service activities, from tutoring low-income students to participating in and managing service organizations throughout high school and college. My time at McKinsey has validated my effectiveness in conducting the work I care about by serving public and social sector organizations that strive to improve health outcomes across the world. After working in the U.S., I realized I could have far greater impact by working internationally to improve outcomes for extremely underprivileged and hard-to-reach populations than I could by serving those countries from afar or trying to make a dent on a highly developed, if imperfect, health system. I spent a year in Nigeria and Ethiopia working to transform health commodity supply chains. This experience was instrumental in fostering my understanding of the roadblocks to making real change—both day-to-day challenges I could never have appreciated from afar and the institutional strengthening required for these programs to be effective—and in spurring me to be thoughtful in rigorously assessing the impact of new initiatives.

My experiences have led me to pursue the HKS / HBS joint degree to enhance my ability to make evidence-based decisions, manage large and complex programs, and to bring different groups together, from economists to policy makers to NGOs to private sector entities. These partnerships are becoming increasingly important in solving the world’s greatest challenges.
NARRATIVE

My professional ambition is to elevate the work of the social sector to improve the lives of the poor and vulnerable. To create improvements, I believe the most powerful approaches lie at the intersection of multiple sectors and call for the application of sophisticated business and policy tools. I have spent the last four years working at The Bridgespan Group, exploring the big questions about how to create transformative social change by interfacing with public systems and incorporating business thinking into the nonprofit world.

Working with many of the biggest players in the nonprofit sector has solidified my belief that interconnected social problems must be addressed in nuanced ways that cut across sector lines. My work at Bridgespan has reinforced my conviction about the important overlaps between nonprofit and business work and demonstrated clear intersections between nonprofit work and policy solutions. I believe that to be an effective leader in supporting social change efforts, I will need versatility across nonprofit, business, and policy domains.

I am excited to pursue the joint M.P.P. / M.B.A. program's interdisciplinary training and to be a Rubenstein Fellow at CPL in order to better leverage my skills in the evolving intersections between the nonprofit, public, and business sectors.
As you can imagine, growing up in a rural farming community anywhere in the world is a significantly different way of life than that of any urban area. You are in a predominantly low-income community. Schools have only a few teachers with limited opportunities. Few go on to college, and even fewer graduate from those colleges. This was my experience, growing up in a rural village of 1,000 people. I went from a high school class of 65, to a university with 40,000+ students, to working in one of the largest cities in the U.S. (Chicago). Within these different environments I observed and experienced significant inequality in relation to income, health outcomes, and everything in between. However, one of the common threads throughout these experiences is the impact of education and what it means for families. My time in the favelas of Rio de Janeiro proved to me the importance of education in resource-constrained settings, where families constantly prioritized educational opportunities, for their children and for themselves, with the ultimate goal of improving their living situations. This observation was reinforced as I worked to improve health outcomes in Ethiopia while at the Bill & Melinda Gates Foundation, where the areas with poor health outcomes also frequently struggled with limited educational opportunities.

Through these experiences I recognize how critical education is, and I am passionate about bringing more opportunities to other rural students around the world. By combining my rural upbringing, my work in the business world as a consultant, and my public sector experience, I hope to bring new educational tools from the private sector to scale in public, rural schools. As I strive to bridge this gap between the public and private educational sector I know that the Rubenstein Fellowship, along with a joint degree from HKS / HBS, will assist me greatly in my pursuits. I look forward to honing my leadership skills with the support of my joint degree classmates and the Rubenstein Fellows.
After studying Chinese and Chinese history as an undergraduate, I chose to spend my early career working in China's dynamic nonprofit space. I was captivated by the tremendous changes the country has seen in the last several decades. Economic reform has lifted half a billion Chinese out of poverty while leaving behind hundreds of millions living in the country's rural and remote areas. These dizzying transformations have created a social justice challenge that I strongly believe does not end at national borders.

I joined Teach For China as part of the organization's first fundraising team that embarked on an ambitious growth plan to increase the number of top university graduates serving as teachers in low-income Chinese schools. China's sociopolitical environment is fraught with challenges for a young start-up nonprofit and I have lost count of the times that I have been told that what Teach for China is trying to accomplish is impossible. Nevertheless, we have thrived over the past four years and dramatically grown the scale of our impact. As a part of this growth, I know that a relentless sense of possibility and the flexibility to try new strategies can overcome seemingly insurmountable obstacles. As one of few Americans on our Chinese team, I have also seen how cross-cultural collaboration can be a source of innovation and organizational strength.

As I helped build Teach For China, I became fascinated with the factors that equip organizations to grow and thrive. I believe that an M.B.A. from Harvard will equip me with the leadership and management skills to continue a career working to build great organizations that further a social mission. A degree from Harvard Kennedy School will build my knowledge of policy creation and how to work effectively with the public sector. I hope to use these skills to work with organizations that expand social opportunity through education and leverage the power of cross-cultural collaboration. As a Rubenstein Fellow, I am so excited that the Center for Public Leadership will offer me opportunities to work with and learn from a community of talented individuals with similar passions for a career with social impact.
One of my most rewarding undergraduate experiences was a series of challenge sessions with my thesis advisor. What began as an historical review of Indian transportation policy evolved into an analysis of its economic impacts today and then became a comparative economic outlook for India and China based on investments in transportation infrastructure. It was a circuitous, illuminating path, with some of its twists and turns created by my evolving interests and others by the expertise and curiosity of my advisor.

My career has developed in a similarly organic way. Halfway into undergraduate coursework focused on international development, a few professors captivated my attention with their analysis of the unfolding financial crisis at home. The near collapse of certain financial institutions and products interested me in a way that a seemingly healthy financial system had never done. I scrambled to get an internship at the Federal Reserve to see the policymakers’ crisis response up close. At the Fed, I helped build a data management office, which allowed policymakers to access the vast amounts of data required to effectively understand the financial system. Afterwards, I spent five years as a management consultant specializing in financial policy, providing support to U.S. financial institutions implementing new regulations and to policymakers in developing them. I also managed a project at the World Economic Forum developing proposals for enhanced macroprudential financial policies.

Seven years after the financial crisis, as domestic financial policies are largely settled, the next challenge is building international policy coordination. Without this, we cannot effectively manage multinational institutions, nor ensure the stability of the global financial system. This is where I plan to start at HKS: with international relations and diplomacy in the financial services sphere. If history is any guide, my aspirations will evolve in ways I cannot imagine now, shaped by the expertise and guidance of the HKS community. My goals are simply to be challenged by my peers, to learn as much as I can from their different experiences, and finally, to find my voice as an aspiring diplomat.
ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Harvard College, A.B. in Government, magna cum laude; Thomas T. Hoopes Prize for Outstanding Scholarly Work at Harvard

PROFESSIONAL HIGHLIGHTS

World Bank: Analyst, Governance Global Practice; ET Consultant, Middle East and North Africa Region

Obama for America: Deputy Training Director; Field Organizer

Earth Institute at Columbia University: Research Assistant

Council on Foreign Relations: Research Assistant to Senior Fellow for Latin America Studies

New York State Assembly: Policy Fellow

The Tobin Project: Research Assistant

David Rockefeller Center for Latin America Studies: WorldTeach Fellowship, Ecuador

Capital Partners for Education: Mentor

NARRATIVE

When I helped run an afterschool program in college, I realized how many promising young kids had never been told they could be leaders. I learned that sometimes to be a leader is to help others recognize their leadership potential. When you make people leaders, you strengthen their stake in society and their confidence that they can solve society's problems.

Working in field operations on the Obama campaign, I witnessed the power of leaders at scale. The most important part of my job was holding “one-on-ones”—talking to everyone from college students to stay-at-home moms to retired executives about why they should become leaders on the local neighborhood team. In a few short months, I watched as formerly brand-new volunteers began conducting trainings, organizing events of fifty-plus people in their homes, and inspiring others to get involved. I left my precincts after the election, but this network of leaders was able to mobilize and expand the team on their own. Some took on new leadership roles at civic organizations and at work. They proved to me that if you want to see progress on the issues that matter to you, you need others to continue that work after you leave.

At the World Bank, I carried this core value of building leaders in my work on improving governance in the Middle East and North Africa. My team promoted a capacity building model that empowers countries’ institutions to establish their own sustainable programs. We saw firsthand that ownership from local leaders is the only way to ensure a project’s impact beyond its closing date.

Over the past few years, I’ve been lucky to meet many inspiring people working for change across the world. But we still need more people who feel that sense of agency. That’s why I hope to use my time at Harvard and in the Rubenstein Fellowship to better equip me to build leaders. When more people across generations feel they have the ability to change things, solutions to the world's most seemingly intractable problems will be within reach.
ALEXANDRA MCGOODWIN
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

NARRATIVE
My professional goal is to lead cross-sector solutions that create sustainable environmental and social development for communities worldwide. This path took shape at age twelve when I chose to pursue a career as a professional tennis player. Traveling around the world, I was exposed to diverse cultures and saw the extreme hardships regularly experienced by many communities. These experiences had a profound impact—I knew I wanted to create alternatives and opportunities for people in need.

During my academic studies, I became particularly interested in neoliberal development policies and their environmental and social impacts. While these policies were intended to promote economic growth, I was surprised to see how they frequently led to greater inequality and environmental degradation because they weren’t tailored to the targeted communities. These and similar experiences during my fieldwork in Ethiopia, reinforced my desire to become part of a new collaborative approach to sustainable development.

Putting knowledge to practice, I joined the Social Responsibility Department at Occidental Petroleum Corporation where I managed the company’s community projects. My work in the Middle East included the implementation of a support program for small and medium enterprises in Oman and the development of an artificial reef project in Qatar. Working on these initiatives—where businesses and governments successfully work together to create mutual benefits—further convinced me that cross-sector, interdisciplinary efforts are critical for long-term sustainable success.

It is my intent to work at the nexus of business and public policy to develop sustainable, cross-sector solutions, particularly addressing global food security and environmental degradation. These collaborative efforts require leaders with a deep knowledge of social and environmental needs, a greater understanding of company productivity and strategy, and the ability to collaborate across different sectors and regions. Through the joint M.P.P / M.B.A. degree and Rubenstein Fellowship, I hope to gain the skills needed to be this kind of leader and effectively shape sustainable change for the good of all communities. I’m incredibly grateful to the Center for Public Leadership for making this opportunity possible.

ACADEMIC HIGHLIGHTS
Harvard Business School, M.B.A. Candidate

University of Cambridge, Master of Philosophy in Environment, Society and Development

University of California, Los Angeles, B.A. in Geography and Environmental Studies, summa cum laude, Phi Beta Kappa; Captain of the UCLA Women’s Tennis Team

PROFESSIONAL HIGHLIGHTS
Occidental Petroleum Corporation: Corporate Social Responsibility Advisor

Dissertation Fieldwork in Ethiopia, focused on foreign acquisitions of agricultural land in Ethiopia

Kate Bertram Prize, recognition by Cambridge University for graduating with First Class results

Rose Gilbert UCLA Scholar Athlete of the Year Award

2008 NCAA Division 1 and PAC 10 Women’s Tennis Team Champion
KEVIN MOTT
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

ACADEMIC HIGHLIGHTS
Harvard Business School, M.B.A. Candidate
United States Naval Academy, B.S. in Mechanical Engineering
Team Captain, USNA Lightweight Rowing Team 2010

PROFESSIONAL HIGHLIGHTS
United States Marine Corps: Captain, Infantry Company Commander
Combat deployment to Afghanistan
Navy and Marine Corps Achievement Medal with Valor

NARRATIVE
Working in ambiguous and challenging environments in the military showed me the value of unique perspectives. My education as an engineer teaches me to look at problems very differently than my training as an infantry officer. The engineer seeks to identify vulnerabilities in people, products, and processes in an effort to improve them; the infantryman seeks to exploit those vulnerabilities and gain a tactical advantage. Reconciling that divergent thinking and leveraging both perspectives has made me a better leader.

My time in the military inspired me to seek out tough problems and make a positive difference in the lives of others. I believe that the fusion of a rigorous business and public policy education through the HKS / HBS joint degree program creates a unique experience and perspective that can enable unmatched positive change.

I am passionate about finding a solution to the problem of veteran unemployment and underemployment to create that change. Too many of the junior enlisted Marines that I served with cannot find a job. Others only find employment in positions that do not take advantage of their leadership and management skills. The hardest hit are those closest to my heart—the infantrymen who did most of the fighting and who do not have the kind of technical skills that readily translate to the civilian workforce.

This issue sits precisely at the intersection between business and policy. Change will come only with cooperation between the military, industry, and government. I know that by combining the joint degree experience with the unique cocurricular education offered through the Center for Public Leadership and the Rubenstein Fellowship, I will gain the context and perspective necessary to craft a solution.

As a Marine infantry officer, I know that the best ideas are not effective unless they can be translated into meaningful, actionable solutions. Creating a solution to the problem of veteran unemployment and underemployment requires the kind of action-oriented skills that only HKS, HBS, and the Center for Public Leadership can provide.
HARI GANESH SATHYENDRAN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

NARRATIVE

Watching the transformation of the village of Oragadam in Southern India from an impoverished existence to a thriving town after the establishment of a large Mercedes plant showed me firsthand the benefits of development. The same dissolute and unemployed local youth became responsible community members with a stake in ensuring the viability of their well paying jobs.

I am proud of the small role I played in this transformation. I worked with Daimler to negotiate and overhaul the government policy for large automotive investments that facilitated this project. A particularly challenging issue was determining the compensation for farmland that was to be acquired. Religious structures present on the land further complicated the process. Through that experience, I realized that just and equitable compensation for individuals displaced or otherwise negatively impacted by development will be a critical part of any development policy design, no matter the economic benefits of that policy.

I am also keenly aware of the environmental costs of development. At Stanford, I was part of the Investment Responsibility Team that studied how coal companies generated toxic emissions and contributed to the greenhouse effect. Ultimately, my team informed the analysis that led to the landmark divestment of the Stanford endowment from all coal companies.

My long term goal is to return to India and contribute to equitable and sustainable development. I believe the joint M.P.P. / M.B.A. degree will provide me with the right perspective to look at this debate holistically. I look forward to my time at the Kennedy School to learn about the impact, efficacy, and limitations of different public policy instruments as a solution for the challenges we face. I am thankful to have been chosen for the Rubenstein Fellowship and mindful of the responsibilities that come with it.
In 2012, I co-founded Pasand, a social venture that empowers young women in India to make choices for their own health and dignity through top-quality health education. Pasand's conception came at a pivotal moment in Indian history for women's health and gender equality. In 2010, the Indian government announced a program to provide subsidized sanitary napkins to rural, bottom-of-the-pyramid adolescent girls across India. This program attempted to improve the economic conditions of over eighty-seven million girls in India who currently resort to traditional, unsanitary methods to manage their periods, leading them to miss school or work. While this program seemed promising, the key impediment to widespread adoption was not the affordability of sanitary pads but rather menstrual taboos and poor health education.

Through Pasand, I have watched the Indian government, for-profit entities, and NGOs work in silos to improve women's health outcomes. However, to drastically advance the state of women's health, stakeholders across industries need to communicate and collaborate. As the U.S.-based Executive Director of Pasand, I have made a concerted effort to pursue partnerships with like-minded organizations across the public and private sectors.

As an M.P.P. / M.B.A. candidate at Harvard, I am excited to engage with other socially mindful individuals and build a community of purpose-driven leaders. I want to translate the experiences I've had with Pasand and the skills I will develop in the joint degree program to support social entrepreneurs and promote synergies between policy and entrepreneurship. Through this process, I aspire to bring together a myriad of stakeholders to collaboratively solve some of the world's gravest social and economic problems. The Rubenstein Fellowship, in conjunction with my studies at HBS and HKS, will equip me with the skills to be an effective, mindful, and innovative leader, committed to social impact work, at the intersection of business and policy.
NARRATIVE

Student politics at UC Berkeley make Congress look tame. Fierce debates on the senate floors, months long campaigns, and intense scrutiny from the student paper scared most students away. As a sophomore eager to have an impact on campus, I took on the challenge, ran for office, and was elected student body president. My presidency fell during a trying time. California was in the midst of the recession, and public education funding was on the decline. I spent every day improving the lives of 35,000 students by lobbying against budget cuts, planning new course offerings with faculty, and supporting the design of a new $224 million student union. At times I even acted as the intermediary between police and student protestors.

My term as president also coincided with the aftermath of the devastating 2010 earthquake in Haiti that took over 250,000 lives. I joined a relief mission to Port-Au-Prince, alongside students and professors, to find a way for our university community to contribute to the reconstruction efforts. We created the University of California Haiti Initiative (UCHI), which promotes development in Haiti through higher education partnerships. In this experience, I realized my professional goal is to lead outcome-driven organizations dedicated to finding new solutions for social challenges.

Following university, I chose to spend several years with Bain & Company to build my business acumen. As my skills developed I came to ask myself how the business practices I applied with corporate clients might create impact in the social sector. I sought a position with the Office of the Quartet Representative in Jerusalem to understand firsthand how these business principles would apply to development. In this role, I was fortunate to collaborate with development professionals who used the promise of economic growth as a tool to improve Israeli and Palestinian relations.

During my time at Harvard, I plan to leverage the M.P.P. / M.B.A. program to explore how economic development can drive political change. I am grateful to learn alongside global leaders in the fields of business and policy, and sincerely appreciate David Rubenstein’s generous support.
Growing up as the daughter of an entrepreneur, I spent many summers working in my dad’s warehouse and learning that the world operates on financial incentives. At the same time, I developed an interest in making a difference in my community and therefore, spent many weekends volunteering with local NGOs.

During my second year of college, I attended a lecture by Muhammad Yunus, the “Father of Microfinance.” He spoke about using capital more efficiently to reduce poverty, and realizing that it was possible to merge both of my passions, I formed a microfinance organization at my university to help underserved entrepreneurs in my community.

To gain a broader perspective on social entrepreneurship, I spent a summer developing the micro-lending and financial literacy operations of an NGO in Ghana. While I had originally thought that the private sector was the key to making a social impact, it was not until I saw financial empowerment in this context that I realized the impact of policy on such efforts. While Ghanaian policy does promote social entrepreneurship as a means to reduce poverty, there are few rules detailing the accountability of lenders and borrowers. Developing regions, which have the potential to benefit from these social enterprises the most, are the very ones whose policies are prohibitive to substantive social impact. Thus, I learned that it is critical to address social problems through both the public and private sectors.

I aspire to start an organization that will enhance access to capital for the poor to provide empowerment and poverty reduction. Through my studies at both HKS and HBS, I hope to harness the best of the public and private sectors to make an impact in the lives of a broad range of underserved people. Furthermore, I am thankful that that Rubenstein Fellowship will give me the opportunity to develop my leadership skills and engage with like-minded faculty and peers who will challenge me and ultimately enhance the level of impact that I can make.
Olivia Volkoff
Harvard Kennedy School Master in Public Policy Candidate

Academic Highlights

Harvard Business School, M.B.A. Candidate

Boren Scholar, Middlebury School in Russia (Moscow)

Penn State University, M.Eng. in Nuclear Engineering

Harvard College, A.B. in Engineering Sciences, Secondary Concentration in Government, Language Citation in Russian Language

Professional Highlights

U.S. Naval Officer: Naval Reactors Engineer

Director, Public Affairs, Naval Nuclear Propulsion Program

Lead Engineer, Nuclear Components Division

Awarded Navy Achievement Medal for work in support of the U.S. Navy's alternative fuels initiatives

NARRATIVE

Public service has been a natural part of my life, having both served as a U.S. naval officer and by volunteering my time to nonprofit organizations in my community. As a nuclear engineer in the Naval Nuclear Propulsion Program, I witnessed how nuclear power can contribute to a low-carbon energy future, gained practical engineering and management experience, and observed firsthand how political and budgetary decisions can impact technical missions. Leveraging my experience, I plan to create positive change in the world by implementing effective energy policy and promoting technological innovation.

Throughout my life I have also maintained an international focus. I have traveled to nineteen countries outside the U.S. and have studied Russian, French, and Mandarin Chinese. I was immersed at an early age in different languages and cultures. Coming from a family of French and Russian immigrants, it was not unusual for multiple languages to be spoken at the table during family gatherings. My international experiences have helped me grow as an individual, build cultural sensitivity, and develop an empathetic perspective that will continue to serve me well in personal and professional contexts.

I want to apply myself to a career in which I can use my technical background and international experience with a Kennedy School education to shape elegant solutions to the major energy and technology challenges confronting my generation. Solving these problems requires not only technical know-how, but also thoughtful and wide-reaching policy combined with practical leadership and management skills.

As a Rubenstein Fellow in the joint M.P.P. / M.B.A. program, I will be supported and inspired by a community of professors and peers that will make me a better leader in my field and give me the tools to confront these complex challenges.
The question of the U.S.’s role in the world—and, in particular, our obligations to people in other countries—has long motivated my academic and professional work. At Princeton, I studied public and international affairs, focusing on issues of poverty and conflict in certain countries of Sub-Saharan Africa. My thesis explored the impacts of various international factors on the long-term outcomes of civil wars. My main conclusion confirmed the overarching lesson I reached in my study of international affairs: unintended consequences of policy are often the most meaningful in the long term.

After graduating, I began a career in international policy, focusing on different issues. As part of the New York Fed’s International Affairs & Strategy function, my attention shifted to the various realms of economic policy in which the Fed is involved, including monetary and regulatory policies and the provision of financial services to foreign institutions. During my four years, I became very interested in the workings of the global financial and economic system, and the competing objectives faced by both policymakers and market participants. This has only further complicated my understanding of the policy challenges that motivate and interest me the most.

My ultimate goal is to pursue a career at the intersection of foreign and economic policy, ideally one where I can help promote better outcomes for vulnerable populations around the world. I hope to formulate strategies that are based on long-term thinking and that take into account the complex interactions of U.S. policy actions in the real world. Developing such an approach requires rethinking governance structures, one of my main motivations for pursuing both management and policy degrees. In the short-term, I hope to better understand the constraints and motivations faced by the private sector, specifically private companies based and operating in developing countries. Having seen how different forms of financial regulation alter financial institutions’ incentives, I hope to find ways in which broader government action (whether American or foreign) can promote sustainable and inclusive growth. I plan to use my time at HKS and HBS to develop a stronger analytical, technical, and managerial foundation for these pursuits.
As a Japanese national, my interest in public service stems largely from core Japanese values that my parents raised me with: gratitude, duty, reciprocity, and humility. Having grown up in one of the wealthiest countries in the world, it was only when I began living and working in Swaziland and Malawi that I realized how grateful I was to be born into such a privileged environment, how it was my duty to give to those less fortunate than myself, and how I could reciprocate to those who have been instrumental in my growth by paying it forward and empowering those most in need.

It was out of sheer luck that I ended up with the Clinton Health Access Initiative. What had initially been envisioned as a short break between consulting and graduate school turned out to be life changing. When I first arrived in Swaziland, little did I know what meaningful experiences would await me and how passionate I would feel about my work. Working with CHAI and supporting the Ministries of Health in Southern Africa has concretized my lifelong interest in public health, specifically the intersection of public and private spheres. I believe that health needs the engagement of both sectors: only the former can confer rights to its citizens and often only the latter has the resources to invest in R&D and product development. Together, these sectors can strengthen health systems and ensure that supply side gains properly trickle down to patients in need of lifesaving diagnostics and medicines.

I am pursuing a joint degree to develop the skills and credibility to engage both developing country governments and private sector suppliers. The M.P.A. / I.D. and HKS experience will particularly expose me to a myriad of perspectives that will enhance and enrich my understanding of “development.” These perspectives will challenge me to think more critically about the role of NGOs and foreign governments in improving health systems. I am excited to be part of the Center for Public Leadership network and be inspired and motivated by a talented group of peers and professors.
How is the “right to health” operationalized?
How do effective health systems function?
These questions are at the core of my career decision-making. If queried during my foray into corporate America, I would have mused that the answers lay within the coffers of compassionate pharmaceutical companies that seek to expand access to healthcare. Asked three years ago, I would have argued that the answers reside in well-crafted legislation and healthcare systems designed with patients, not special interests, in mind. Today, I believe that the solutions lie at the intersection of the public and private spheres. I intend to operate at this juncture, and I want to enhance my perspective through the Rubenstein Fellowship and as a M.P.P. candidate. I joined Novartis International AG and Mathematica Policy Research to transform healthcare delivery, and these degrees will advance me toward that goal.

In the future, I would like to lead innovative, IT-driven public-private partnerships to expand healthcare provision globally, and I envision myself as the Head of Public Policy for a multinational healthcare company. The HBS and HKS joint degree program and Rubenstein Fellowship will help me develop a strategic vision for the partnerships I hope to manage and to create value for the public through responsible business. I look forward to learning from the Center for Public Leadership administration, fellows, and my classmates in the coming years.
“Through my experience in the field of corporate social responsibility, I learned firsthand the challenge of fostering economic development while protecting the environment. I’m excited to be part of the Rubenstein Fellowship program, where I will have the opportunity to develop cross-sector leadership skills and help redefine how the public and private sectors create shared value.”

Alexandra McGoodwin
Harvard Kennedy School
Rubenstein Fellow
Master in Public Policy Candidate
Master in Business Administration Candidate
ABOUT THE SHEILA C. JOHNSON LEADERSHIP FELLOWSHIP PROGRAM

“An ability to work across sectors—public, private, nonprofit—and to inspire innovative politics will help bring the sustainable improvement that these underserved communities desperately need.”

Sheila C. Johnson, Founder and CEO of Salamander Hotels & Resorts

The Sheila C. Johnson Leadership Fellowship supports up to ten students each year. This fellowship—created through the vision and generosity of Sheila C. Johnson—brings to campus emerging leaders who are dedicated to addressing disparities in African-American and other underserved communities in the U.S. through health care, education, economic development, criminal justice reform, and a range of other efforts in public policy and social entrepreneurship.

Sheila C. Johnson Fellows receive full tuition, health coverage, and a generous stipend toward any HKS graduate degree, including one obtained through HKS’s joint or concurrent degree programs with other schools. In addition to their courses, the Sheila C. Johnson Fellows will participate in a comprehensive, yearlong cocurricular program that will both augment their leadership development and forge bonds within this exceptional group. Fellows participate in an annual retreat, weekly dinners, and leadership development workshops. The program will also connect fellows with accomplished local, national, and international leaders who will share their insights on how best to develop and inspire new ideas; support and foster sustainable change; and build cross-sector partnerships to serve historically underserved communities.
ABOUT SHEILA C. JOHNSON

Sheila C. Johnson is a successful entrepreneur and impassioned philanthropist.

As Founder and CEO of Salamander Hotels & Resorts, Ms. Johnson oversees a growing portfolio of luxury properties, including the equestrian-inspired Salamander Resort & Spa—recognized in 2014 by Condé Nast Traveler as one of the Top 10 Resorts in the South and by Travel + Leisure as one of the World's Greatest Hotels.

As Vice Chairman of Monumental Sports & Entertainment, Ms. Johnson is the only African-American woman to have ownership in three professional sports teams: the NBA's Washington Wizards, the NHL's Washington Capitals, and the WNBA's Washington Mystics, for which she serves as President and Managing Partner. She also serves on the Executive Committee of the United States Golf Association.

Ms. Johnson is a partner in ProJet Aviation, a comprehensive aviation service company specializing in aviation consulting, aircraft acquisitions, management, and charter services. She is also a partner in Mistral, the makers of fine bath, body, and home products; and in November 2012 launched her own collection of luxury scarves, inspired by her travels around the world and manufactured in Italy.

Ms. Johnson has long been a powerful influence in the entertainment industry, starting with her work as founding partner of Black Entertainment Television. She has served as executive producer of four documentary films, including Kicking It, which premiered at the 2008 Sundance Film Festival; A Powerful Noise, which premiered at the 2008 Tribeca Film Festival; She Is the Matador; and The Other City, a critically acclaimed portrayal of the HIV/AIDS crisis in Washington D.C., which premiered at the 2010 Tribeca Film Festival. She also helped finance the Screen Actors Guild nominated feature film The Butler, directed by Lee Daniels and distributed by Harvey Weinstein.

A fervent supporter of education and the arts, she serves on the Board of Governors of Parsons The New School for Design in New York, and is a member of the Leadership Council at Harvard Kennedy School's Center for Public Leadership (CPL). She is also a board member of the ANNIKA Foundation, as well as founder and chair of the Middleburg Film Festival, a celebration of independent film that opened to sell-out crowds in October 2013.

From 2006 to 2009, Ms. Johnson served as global ambassador for CARE, a leading humanitarian organization that combats global poverty by empowering women. She also served as a member of Accordia Global Health Foundation's International Council, rallying support for the foundation's efforts to overcome the burden of infectious diseases in Africa.
JENNIFER ANGARITA
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

NARRATIVE
I spent many summers accompanying my mother to her job where she worked long hours with low pay as a domestic worker. Decades of cleaning windows and scrubbing bathrooms ravaged her fingerprints. Her workplace hardships colored my childhood, and yet our experience was not uncommon. Rather it embodies a dire national trend of rising poverty, stagnant wages, and a race to the bottom in labor standards. Years of failing public policy have fostered this stark vision of inequality, which I aspire to address and to upend.

After moving to the U.S. from Colombia at thirteen months of age, I spent over two decades navigating our nation’s flawed and complex immigration system. As a first-generation immigrant, I am deeply committed to expanding and defending the rights of historically marginalized communities. My upbringing in Texas exposed me early on to the racial and socio-economic disparities that color the lives of many underserved communities.

At Yale, I organized students and community members to advocate for the passage of state- and federal-level DREAM Act legislation. In my role at the AFL-CIO, I advocated for vulnerable worker populations that federal and state labor laws systematically exclude. My personal experiences and ties to numerous community-based organizations have strengthened my commitment to social change and my interest in racial justice and gender equity.

I understand public policy is of critical importance and must be leveraged to catalyze the advancement of social change. With a M.P.P. from Harvard Kennedy School, I can acquire concrete analytical tools to better understand and employ the policy innovations necessary to protect the rights of immigrants and working people, like my mother. As a Sheila C. Johnson Fellow, the past year has offered me unparalleled experiential learning opportunities and hands-on leadership development. Through the support of this fellowship, I hope to tackle the urgent economic and racial disparities facing our society and bring change to the lives and working conditions of underrepresented communities.

ACADEMIC HIGHLIGHTS
Yale University, B.A. in Anthropology with Distinction

PROFESSIONAL HIGHLIGHTS
International Federation of Domestic Workers: Human Rights & Governance Fellow
AFL-CIO: National Worker Center Coordinator
Dwight Hall Center for Public Service: Summer Fellowship Coordinator
Junta for Progressive Action: Fellow
MEChA de Yale: President

HARVARD KENNEDY SCHOOL
MASTER IN PUBLIC POLICY CANDIDATE

JENNIFER ANGARITA
Ever since I was a little girl, I have come home to find my mother seated at our kitchen table, pouring over order forms and products. Mary Kay. Ardyss. Real Estate. Herbalife. At some point, each of these was her third job, after caring for me and working at a hotel or hospital during the day. I was constantly astonished by her drive, but also mystified by how our finances barely improved.

My desire to understand the mechanisms of poverty was born of my need to make sense of my mother having so little in spite of her effort. Through working on women's empowerment initiatives at USAID, consumer protection at the White House, and community development lending at Calvert Foundation, I expanded my lens to analyze my life and the immigrant community from which I come to see patterns that trapped us financially: The thirty-minutes I traveled to cash checks at Citibank, one reason many in my neighborhood opt for the check cashing venues within a few blocks, which are more expensive. The 10% in fees we pay to Western Union to send money to support family in the West Indies. The countless times mom has used a credit card to purchase inventory for her business, as she was unlikely to receive a small-business loan when she had only her vehicle as collateral.

My goal is to increase financial literacy and inclusion amongst women of color, and to open a space for them to expand their businesses. Going forward I want to work on public-private partnerships, to use policy to incentivize private sector investment in Black, female entrepreneurs. To be effective in this field, I need to remain cognizant of its relation to issues of education, housing, and health, among others. The Sheila C. Johnson Leadership Fellowship will help me to develop the broad perspective and leadership skills that I will employ to create policies that work for families like my own.
As an education reform professional, a first-generation college attendee and graduate, and a product of a low-performing public school system, I have experienced from multiple perspectives how the United States K-12 public education structure consistently and disproportionately fails impoverished students. Furthermore, growing up in a low-income African-American family, I have experienced firsthand how poverty-related issues can influence a family's outlook and affect children's academic performance. It is thereby my responsibility to advocate for education policy reform that will combat social inequality.

My transition from a low-performing public school system in Memphis, TN to an affluent, private university highlighted the vast difference in educational opportunities that exists between people of assorted economic backgrounds. This dichotomy led me to reflect on the depth of the often cyclical, ill-fated situations impoverished children face and the consequent implications on their futures. I felt it was my charge to offset this imbalance of opportunities, so I dedicated my career to improving public education. Joining AmeriCorps as a volunteer reaffirmed my passion and helped to call attention to the equally important matter of community mindsets. The promise of societal success is an intangible luxury that impoverished communities do not effortlessly have, often engendering bleak outlooks. These outlooks manifest in many aspects and contribute to the aforementioned cyclical affect. I, therefore, also plan to work to reset the low expectations that plague many impoverished African-American communities.

My ultimate career goal is to significantly influence transformational change through public education, while simultaneously working to alleviate poverty and negative mindsets in the African-American family. While I’ve had great experiences in the field of education, as a Sheila C. Johnson Leadership Fellow, I will amplify my ability to correct educational disparity. I seek to expand my leadership, influence, and impact. My community deserves an exceptional leader that will initiate revolutionary change.
As a child, my father repeated one phrase: “You can do anything if you work hard enough.” His words were my shield—a shield I wielded at the subtle and not-so-subtle negative messages society sends a woman of color coming of age. Yet as an adult, I see how many people do not have the opportunity to fulfill their potential, independent of their hard work.

My professional life began in East Palo Alto (EPA), a majority-minority working-class community in Silicon Valley. As Assistant Director of Development at Foundation for a College Education, I helped raise the $500,000 annual organizational budget to increase the number of low-income students of color from EPA who graduate from college. At the Mural Music & Arts Project, I launched a wrap-around leadership development program for low-income minority high school students.

This taught me that although many nonprofits change lives on an individual basis, few achieve the scale necessary to eliminate societal barriers that perpetuate disadvantaging systems. This stems, in part, from the disconnected landscape of the social sector. The education, employment, affordable housing, and healthcare ecosystems operate independently, but the problems plaguing low-income families do not. My students were unlikely to excel in school if they spend their out-of-school hours working to support their families, or were at constant risk of eviction. Their challenges are complex and interconnected, and require solutions that reflect the intersectionality of their circumstances.

I plan to spend my career re-weaving the fabric of the social sector to better serve the people who need it most. This entails bridging the support structures needed to enable communities to thrive, bringing together a coalition of expertise that will provide coordinated solutions. This effort will apply business acumen to the nonprofit soul, and aim to achieve government scale. My work in East Palo Alto taught me how to implement on the ground, and my Wharton M.B.A. taught me the language and best practices of business. I look forward to HKS and the Sheila C. Johnson Leadership Fellowship providing the public sector perspective and leadership development necessary to create cross-sector change.
I grew up as a black male in South Central Los Angeles, leaving little time for ambition or altruism. In high school, however, I was able to turn my attention to societal ailments plaguing black communities. Examining my life, I recognized that I owed my good fortune and concern for others to my family. Despite our circumstances my parents had provided a structure and support that far too many of my brothers lacked. Seeking to restructure notions of the family in my community, I began volunteering at the Jenesse Center for Domestic Violence.

At first, I was skeptical I could be effective. The women at the shelter had responded to my presence with passive animosity or fear. As a black male, I served as a constant reminder of the physical harm, emotional turmoil, and ongoing legal entanglements ex-partners had inflicted on victims. Nonetheless, I knew I had to overcome the challenge. Initially, I helped conduct workshops for victims and recreational activities for children. But as time passed I became interested in addressing domestic violence on a deeper level. At Morehouse College, my pre-law curriculum inspired me to confront the issue's complexity. I pioneered a college-based effort, Jenesse University, which enlisted college students in the endeavor to deter domestic violence and sexual assault. Hundreds of students have participated in programs to raise awareness of domestic violence through unique events and bold discussions.

With the Sheila C. Johnson Leadership Fellowship and the Harvard Kennedy School experience, I hope to further push the bounds of policy reform. With both a J.D. and M.P.P. from Harvard, I will address the institutional failures that continue to frustrate at-risk families in communities that mirror my own. Moreover, I will harness available resources to strengthen Jenesse University and address a range of issues that plague marginalized populations. By engaging with motivated, cross-sectional agents in both law and policy, I will effectuate change in a range of issues involving the uplifting of urban communities.
NARRATIVE
Roughly five years ago I returned to Montgomery, Alabama believing I would somehow touch the lives of inner-city youth in my hometown. I soon realized it was them who would change me in far greater measure. At Common Ground, we attempt to redirect the life trajectory of approximately 100 high-risk youth annually in a neighborhood plagued by poverty, violence, and broken homes. Through relationship-based programming (organic gardening, financial literacy, creative arts, mentoring, professional tutoring, etc.) my goal has been to initiate transformation not only in the children, teens, and parents but also in our staff.

Looking back my entire professional career has been marked by a consistent theme of encouraging others to recognize and realize their dormant abilities. Whether as an inner-city teacher, personal trainer, business owner, or youth program director this undercurrent remained. It's rooted in a belief that all of us are created with unlimited potential waiting to be unveiled and richly experienced not only by ourselves, but by all those we come in contact with. This belief has led to remarkable successes in places most deemed unreachable.

Through partnership between local government, NGOs, and invested mentors I have witnessed transformed lives slowly resurrect one inner-city community. This caused my passion to evolve from a focus on guiding individuals, into seeing entire neighborhoods and nations flourish, as the people who comprise them are uplifted. I now want to see under-resourced neighborhoods transition into becoming valued resources themselves by implementing relevant policies and organizing community leadership, thus changing their socioeconomic landscape.

This desire leads me to the Harvard Kennedy School Mid-Career M.P.A. and the Sheila C. Johnson Leadership Fellowship. Through these experiences, I will gain core competencies of policy evaluation and creation, along with insight from renowned social change practitioners. I believe the most valuable resource on the planet is people, fully expressing their gifts. If this holds true, then underserved communities across the nation and the world are goldmines of human capital waiting to be unearthed.
BRANDON HOFFMAN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE

ACADEMIC HIGHLIGHTS

The Wharton School, University of Pennsylvania, M.B.A. in Finance

The Toigo Foundation: Fellow

Management Leadership for Tomorrow (MLT): Fellow and Advisor

California State University, Fullerton, B.A. in Business Administration, cum laude

PROFESSIONAL HIGHLIGHTS

Morgan Stanley: Equity Research Associate (FinTech / MedTech)

JPMorgan: Investment Banking Associate (Tech / Media), “Launching Leader M.B.A. Diversity Scholar”

J.P. Morgan Chase: Private Wealth Management

Reborn Brilliance Productions: Founder / Music Producer

NARRATIVE

At age fifteen, I reached adulthood. Having been abandoned by one parent after another during the preceding years, I was left to take care of myself and endure life on the streets. While I worked various jobs to make ends meet, more importantly, I kept my grades up and graduated high school as an AP student on the honor roll. Nonetheless, I fell between the unnoticed cracks within our educational system, and not permitted any loans or financial aid due to low income, no cosigners, and being a minor at the time. Unable to afford my preferred university to which I was admitted, I worked and paid my way through community college and transferred to a California State University. These experiences have helped me get where I am today. Currently, my dreams have come true and I am fortunate enough to have graduated from Wharton at the University of Pennsylvania and to be studying at Harvard, two of the world’s greatest universities.

My volunteer work at Management Leadership for Tomorrow and in rural areas of China, clarified for me the inequalities in the world that prevent many children from ever realizing their true potential because they lack the opportunities, resources, or support. My sole refuge was education, which has empowered me to transcend from my extremely humble beginnings to a chance at having a fulfilling and prosperous life. I will try to give back to others and mend our fractured system.

I plan to build upon my knowledge and experience within finance and investments. Studying at HKS, I will learn about the policies that impact our society and educational system. My ultimate goal marries these two worlds together through the realm of impact investing. I will leverage my finance expertise to manage and raise funds that will be invested in ways to contribute and sustain the education in underserved communities in the U.S. and abroad. Being a part of the Sheila C. Johnson Fellowship will give me the additional tools that I need to truly give back in a lasting way as a future leader in our underserved communities.
NARRATIVE

Growing up in the U.S. as a Cuban immigrant was an experience that shaped how I view the world and my role in it. My family came to this country with nothing, and my parents sacrificed everything so that I could have a better life; relinquishing what they had in Cuba and continually sacrificing their time and happiness to make sure our needs were met. From their example, I have learned the importance of living for others; and as I have grown older, I have not forgotten where I came from. It is from this background that my passion for impoverished communities stems, and it remains as the catalyst for everything I do.

After graduating from university I joined Teach for America as a middle school English teacher. I saw firsthand what happens to classrooms and schools that lack clear policy directions. We were told that our students had to grow by certain percentage points each testing cycle, yet we were not given the necessary books or curricula with which to teach. This experience should be an anomaly in American education, not the norm. Teachers should not have to regularly face unimaginable levels of pressure, but unfortunately it is a common narrative amongst new and veteran teachers alike.

Our current educational system does not foster a supportive environment for teachers, nor is it conducive for students’ success. This is why I wish to work on state policy that promotes growth in our teachers. Specifically, I wish to tap into new paradigms and methods of funding to revolutionize the way states train teachers and educate students. I am particularly interested in working with Social Impact Bonds and Pay for Success models. I hope to expand this potential into after-school and summer programming for students, technical and professional training for teachers, and additional classroom assistance. The Sheila C. Johnson Leadership Fellowship will help me develop the skills I need in combating inequality, and it will provide me the opportunity to work with and learn from like-minded individuals.
ADORA MORA

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE

NARRATIVE

In my life, I aspire to empower young people to imagine and fulfill their dreams, contributing their best selves to change their communities. Youth empowerment matters to me because I grew up in a predominantly African-American, low-income neighborhood in Ohio where all too often achieving dreams meant relying on luck and surmounting impractical odds.

At first I thought it was enough to find creative ways to empower others while pursuing my interest in business. But over time, as I stayed in touch, I witnessed my hometown peers lose their way because of a lack of support and opportunity. College dropout and youth unemployment statistics became real, recognizable faces—my neighbors, close friends, and loved ones. As their life trajectories changed, so did mine. Applying my skills and experiences to meaningfully address youth educational and career advancement issues in communities similar to my hometown became an even more essential part of my story.

Determined to find an organization at the forefront of solving these issues, I sought out a job at the Harlem Children’s Zone (HCZ). Implementing new cross-site initiatives across HCZ’s comprehensive pipeline, I learned the nuanced challenges of dream fulfillment at scale while understanding its intersection with school systems, poverty, family, residential segregation, health, and employment.

I intend to spend my career acquiring experiences to strategically invest in disruptive approaches to problems faced by disadvantaged youth America has left behind. At Harvard Kennedy School, I will deepen my understanding of what a prudently managed nonprofit looks like and study the underlying social inequality theories driving disparities in college attainment and youth unemployment.

As a Sheila C. Johnson Leadership Fellow, I will join a learning community dedicated to the rigorous exploration of service leadership. My peers will challenge me to think of groundbreaking ways to gauge impact or even validate my aspiration through their personal stories and diverse career experiences. Every moment will inspire me to aim my bar of success even higher. Every day will add to my resolve to serve people in neighborhoods similar to mine who are fighting for first and second chances at fulfilling their dreams.

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Harvard College, A.B. in Sociology with High Honors, cum laude

PROFESSIONAL HIGHLIGHTS

Harlem Children’s Zone: Senior Project Manager, College and Career Readiness Initiatives

Barclays Capital: Investment Banking Analyst
My life could almost be summed up as an act of indebtedness. I was granted another shot at life when I resettled in the U.S. after the collapse of the communist regime in Ethiopia. While coming to America was a godsend, I knew that education would fulfill my life's potential even though it was denied to my parents who toiled away as a taxi driver and an airport janitor—just to support me and my seven siblings.

Since then, I have combined my insatiable curiosity about the world with my belief that everyone deserves the right to have fulfilling lives. Initially, this meant working to resettle refugees from Burma, the Democratic Republic of the Congo, and Somalia into the Denver community.

After graduating from Syracuse University, I was awarded the Fulbright Scholarship to teach English to Turkish university students in central Anatolia. After two years of wonderful Turkish food, I returned to post-revolutionary Egypt to continue my Arabic studies with the Boren Fellowship.

Yet, hidden beneath these international experiences was a sinister theme even prevalent within my local community: violence against women. This is a personal issue, but as a future U.S. diplomat, I want to advocate for inclusive security for girls and women, and use my capacity and authority to engage this issue with the fervor it deserves.

I am beyond thrilled to partner with an exciting cadre of Sheila C. Johnson Leadership Fellows who are also committed to making a lasting difference in our communities.
“The Sheila C. Johnson Fellowship has been a transformative experience. From discussions with civil rights leaders to analyzing future demographic shifts, the fellowship has pushed me to better understand the challenges and needs of underserved communities. The fellows community has offered a unique space to explore creative and collaborative approaches to addressing the systemic disparities facing our society today.”

Jennifer Angarita
Harvard Kennedy School
Sheila C. Johnson Fellow
“My passion for technology and scientific research, alongside my commitment to public service, led me to be a tech-oriented entrepreneur within the public sector. Before leading larger projects and units and embarking on the next level in my career, I must sharpen my skills in strategy, economy, and large-scale administration. The Wexner Israel Fellowship, focused on leadership development at the heart of CPL, is the perfect place for me to hone these skills and discover new leadership abilities.”

Tomer Sharoni  
Harvard Kennedy School  
Wexner Israel Fellow  
*Mid-Career Master in Public Administration*
THE WEXNER ISRAEL FELLOWS PROGRAM

The Wexner Israel Fellowship represents a unique partnership between The Wexner Foundation, the Israeli Civil Service Commission, and Harvard Kennedy School. This Fellowship was created through the generosity of Les and Abigail Wexner via The Wexner Foundation and is anchored at the Center for Public Leadership, which has long benefitted from the Wexners’ generosity. The Fellowship seeks to develop transformative leaders for Israel’s public sector. Each year, up to ten outstanding Israeli public service leaders are selected to pursue a Mid-Career Master in Public Administration at Harvard Kennedy School and to participate in a series of leadership seminars and institutes sponsored by the Foundation itself.

The Wexner Foundation is focused on strengthening Jewish professional and volunteer leaders in North America and public service leaders in the State of Israel. The Foundation’s leadership initiatives include an alumni network of 2500 individuals, including 240 Israeli public officials who participated in the Wexner Israel Fellowship Program since it was established 27 years ago, and 39 members of the recently established Wexner Senior Leadership Program.

Wexner Israel Fellows engage in the following programs in addition to their HKS coursework:

- Engagement with the Center for Public Leadership (attending retreats, faculty workshops, and student-led sessions with 100 other CPL-sponsored fellows) helps synthesize classroom learning with practical professional leadership.
- Interaction with the New England Jewish community and Wexner alumni in the region creates ongoing personal and professional ties, often extending beyond the Fellowship year.
- Out-of-town institutes provide Fellows with in-depth exposure to the cultural, organizational, political, and religious realities of the North American Jewish community life, and deepens productive relationships between Israeli leaders and their global Jewish community counterparts.

- A weekly Wexner seminar focused on Five Pillars of Leadership: Professional Development, Personal Growth, Public Service Inspiration, Partnerships, and Peoplehood, which incorporates the HKS experience into the Israeli public sector reality.
ABOUT THE WEXNERS

Leslie H. Wexner founded L Brands in Columbus, Ohio, in 1963 with one store and first-year sales of $160,000. Today, total sales exceed $12 billion. Mr. Wexner serves as Chairman and CEO of L Brands, a global leader in lingerie, fragrance, and beauty, which includes Victoria's Secret, PINK, Bath & Body Works, La Senza, and Henri Bendel. The company's products are available in nearly 4,300 stores in more than 70 countries. Mr. Wexner is a member of the American Academy of Arts and Sciences; chairman, The Ohio State University Wexner Medical Center Board; chairman of the advisory council for the Center for Public Leadership at Harvard University; member of the Royal Shakespeare Company International Council; and chairman of the Columbus Partnership and is a founding member and the first chair of The Ohio State University Foundation. Mr. Wexner holds a B.S. degree in Business Administration from The Ohio State University and honorary degrees from Brandeis University; Hebrew Union College; Hofstra University; Marietta College; Jewish Theological Seminary of America; Hebrew University of Jerusalem; University of Tel Aviv; and Yeshiva University. Mr. Wexner was inaugurated by Harvard University into the Society of John Harvard Fellows, and serves as a visiting lecturer at Harvard Kennedy School.

Abigail S. Wexner is the chairman and CEO of Whitebarn Associates, a private investment company. She serves on the boards of L Brands, Inc., Advanced Drainage Systems, Inc., The Ohio State University, Nationwide Children's Hospital, the Columbus Downtown Development Corporation, the Columbus Partnership, Pelotonia, The Ohio State University Wexner Medical Center, The Wexner Foundation, The Wexner Center Foundation, The Columbus Jewish Federation, and the United States Equestrian Team Foundation. She is founder and chair of the board for The Center for Family Safety and Healing and KidsOhio.org, founding board member and vice chair of the board for KIPP Columbus, and a past chair of the Governing Committee of the Columbus Foundation. Mrs. Wexner also held a presidential appointment to The United States Holocaust Memorial Museum. Prior to moving to Columbus, she practiced law from 1987 to 1992 with the London and New York offices of Davis Polk & Wardwell. She is a graduate of the Dwight School, New York City; Barnard College, magna cum laude and Phi Beta Kappa; and New York University School of Law.

Mr. Wexner and Mrs. Wexner are the parents of four children, ranging in age from seventeen to twenty-one years of age.
LUAY BADER

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE

NARRATIVE

During my first two years at the Ministry of Culture and Sport it was my responsibility to represent the ministry to high-level delegations and committees. I advanced rapidly in the ministry and within four years I was appointed by the Sports Minister to coordinate the National Council for the Prevention of Violence and Racism in Sport.

I aim to represent the State of Israel at international conferences and to make links with international sports organizations, which I hope will lead to the enhancement of sport activities in Israel and more opportunities for Israeli athletes to compete at an international level.

My career goals are to advance and obtain a more senior position in the sports field within the next two to five years. I am looking for increased responsibility, further opportunity to be creative, and the ability to make decisions that will implement my professional vision and goals.

One of my goals in life is to contribute to developing positive relationships between Arabs and Jews, thus helping to ensure that Israel becomes a more cohesive society. “Perfection is not attainable, but if we chase perfection we can catch excellence.” The sentiments in this phrase are what led me to the Mid-Career program at Harvard Kennedy School. The program’s academic rigor aligns with my goal to study at a high level at America’s, and indeed the world’s, top university and to achieve the best. I believe that the program will enable me to develop my skills and knowledge in different ways. Firstly, the program will enhance my professional knowledge and improve my English, which is crucial for the international role that I seek. Secondly, the Mid-Career program focuses on the development of leadership skills which will give me the tools to strengthen my leadership in my field, to lead a team in the most professional way possible, and help me to implement my goals. The knowledge and skills that I will gain at Harvard will enable me to do this successfully in the short-term and in the long-term when it comes to my professional ambitions in life.

ACADEMIC HIGHLIGHTS

Zinman College in the Wingate Institute, Netanya, Israel, M.P.E. in Physical Education and Life Science

Ohollo College, Katzren, Israel, B.E.D. in Physical Education Teaching

PROFESSIONAL HIGHLIGHTS

Ministry of Culture and Sport in Israel: Sports Supervisor Central and Southern Districts, member and coordinator of the National Council for the Prevention of Violence in Sport in Israel

Wingate Institute for Physical Education and Sport in Israel: Executive Committee Board Member

Ministry of Education in Israel: Physical education teacher and supervisor overseeing 178 schools

Ohollo College: Teaching assistant on the physiology of sport

Forum to promote physical activity for senior citizens: Chairman

Football for All: Project initiator in the Arab sector center

HARVARD KENNEDY SCHOOL

MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE

LUAY BADER
At the age of fourteen, I had to reinvent myself; my family immigrated to Israel from Russia and I found myself immersed in an unfamiliar culture. The crisis of rebuilding my identity and the quest to belong have shaped my character and crystallized my professional and personal vision for the future.

Following my studies at the Hebrew University, I joined the IDF Medical Corps. Joining the IDF and contributing to the Israeli community finally provided me with Israeli cultural roots and a sense of connection. It strengthened my commitment to public service within my chosen field—the Israeli public health sector.

Throughout my career as an officer in the IDF Medical Corps, I have developed the ability to identify and to deal with constant uncertainty. I learned to plan and work in the two-pronged approach of strategic thinking and management—preparing the healthcare system for national emergencies while providing everyday medical services for the population under our care. I am constantly looking for ways to improve our services and make them more efficient despite the budgetary and administrative constraints endemic to any large organization. Service in the Medical Corps inspires me to combine professionalism, idealism, dedication, and excellence to provide a more efficient and caring health environment.

During my military service I was recognized as one of the next generation leaders in the IDF. I took part in an international program promoting cooperation with worldwide medical communities on issues of medicine and research. This experience convinced me that encounters based on shared interests and interpersonal relationships are very powerful tools for connection and can serve as a bridge for the highest level of cooperation.

To this end, I am excited to take part in the Mid-Career program and Wexner Israel Fellowship Program. Along with honing my leadership skills, it will establish a sound foundation for professional and scholarly cooperation with my international colleagues. I feel this will qualify me to make a powerful contribution to the national healthcare system by enhancing and improving the quality of medical care and playing a leading role in healthcare reform.
Healthcare is changing all over the world: as new technologies emerge, average life span increases, and medical focus shifts from treatment of acute disease to maintenance of chronic problems, and even to improvement of the healthy state. However, these changes also cause a rapid rise in healthcare costs, making physicians deeply concerned with and affected by economic considerations.

After graduation, I intended to devote my career to clinical work as a primary care physician. However, I came to realize that in order to impact the health of a larger magnitude of patients, a different path was required. Choosing a career in medical management, rather than devoting myself solely to treating patients at a clinic, has been the most profound decision I have taken in my professional life. Looking back, I strongly believe that my current path allows me a much stronger impact on the health of my patients compared to what I could have achieved as a clinical physician.

The same values that led me to choose primary medicine have encouraged me to shift my focus to healthcare management. These values include focusing on disease prevention, not just disease treatment; believing in the role of the primary care physician as a case manager and a guide to patients in the labyrinth of healthcare systems; and involving patients in clinical decisions to enhance patient abilities and health literacy.

Maccabi Healthcare Services is Israel’s second largest HMO, caring for more than two million patients nationwide. It is a great privilege for me to serve as head of Maccabi’s Community Health Department in such an organization. This position allowed me to promote new models for community healthcare services, aimed at strengthening healthcare team work, cooperation between caregivers, and a new focus on patient empowerment.

I am very excited about the year I will spend as a Wexner Israel Fellow at Harvard Kennedy School. Focusing on developing my leadership, communication, and political skills in a nurturing environment will enable me to understand the systemic aspects of public organizations and will empower me to operate successfully in those spheres in order to further my values at work.
NARRATIVE

When I was seven years old, my mother died of cancer. Growing up in the periphery of Israel with my father as a sole provider, I had low expectations of my future career path. In spite of these expectations life took a positive turn when I graduated from university summa cum laude and received many job offers from business firms. Yet I desired to work for a cause that would more directly contribute to society. Because I wanted to build my career in public service, I went to work with former finance minister Roni Bar. Taking Roni’s advice, I later started working at the most influential place for an economist—the Budget Department at the Ministry of Finance.

Today I lead the team which among other things develops the government’s fiscal policy and designs the government’s budget. During my time at the ministry I have addressed issues and challenges on almost every aspect of life, not only economic ones. I led the reform for Israeli fiscal rules in the beginning of 2014 and directed the fiscal consolidation plan of 2013–2014. I spearheaded legislation and the establishment of Israel’s Sovereign Wealth Fund jointly with Professor Eugene Kandel, Head of the Prime Minister’s National Economic Council. After continuously working in government for several years, it is clear to me that this is where I want to be.

I believe the Israeli government needs to take a step forward and to adapt itself to the changing reality. After graduation, I will continue working to increase transparency, reduce bureaucracy, and improve public trust. I would also like to focus on increasing the cooperation between the government, the private sector, and the international community. I was exposed to the values of such collaboration when I led and coordinated the complex process of creating the first Israeli Sovereign Wealth Fund.

I believe that being a Wexner Israel Fellow will enhance my leadership skills and academic understanding. I am looking forward to being a part of the Wexner community and to getting to know the North American Jewish community in order to be able to cooperate with them in the future.
MERAV HORSANDI
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE

ACADEMIC HIGHLIGHTS
Tel Aviv University, B.A. in Political Science and History of the Middle East, magna cum laude

PROFESSIONAL HIGHLIGHTS
Israeli Ministry of Foreign Affairs: Strategic Affairs Division, Non-Proliferation Department

The Embassy of Israel to the United States: Chief of Staff to the Ambassador

The Embassy of Israel to the Hashemite Kingdom of Jordan: Spokesperson and Political Advisor

NARRATIVE
One of my fondest memories as a child was having Saturday breakfast with my family. Every time an issue was raised, my brother and I would exchange amused looks, knowing it would end with one of us being sent to fetch a book in search of an answer. Through moments like these my parents instilled in me a craving for knowledge and the desire to think broadly. I was also raised on the connection to Israel and our roots. As an adult, I longed to learn more about my heritage and the region, and thus decided to major in history of the Middle East. While expanding my knowledge I looked for ways to utilize it, and my sense of duty led me to join the Foreign Ministry.

I was very fortunate to serve in our neighboring country, Jordan, striving to build bridges between people on both sides of the river. That experience strengthened my desire to be involved in furthering and fostering stability in the region by advancing relations with our neighbors. In addition to the unique role that the Ministry of Foreign Affairs can play, I humbly believe that I can contribute in adding a vital missing element and carve a role for Israeli female diplomats at the heart of policy crafting. I believe there is a significant role that women can play in advancing peace, supplementing the current toolbox with their perspective.

I envision a leading role for diplomacy within the Israeli decision-making process. I believe the work of the Ministry of Foreign Affairs is central to presenting a comprehensive approach to decision-making. It should work to develop a multi-faceted policy aimed at advancing civil projects, economic development, and cultural ties to improve our global posture.

Through the Wexner Israel Fellowship, I hope to broaden my perspective and build upon experiences of colleagues worldwide while sharing points of view from around the globe. Furthermore, I expect to gain valuable leadership skills and a multidisciplinary mindset which I can use to enhance the role the Ministry of Foreign Affairs plays in crafting Israel’s foreign policy.
My grandparents’ generation built the State of Israel against all odds. They fought for its survival and envisioned Israel as a modern, sustainable place. My generation's most critical duty is to safeguard this achievement and to lead Israel forward. The future of Israel depends on the talents of our youth and their willingness to work together in the face of national challenges. Effectively recruiting and applying this incredible resource within Israel's public service is my ongoing mission.

For the last eleven years I have served in the Israeli Prime Minister's Office in various technological and leadership positions. I witnessed many times how the combination of true technological innovation and hard work can overcome critical national security challenges. I led a group of analysts and engineers on pioneering projects that address complex defense problems. It was an honor to shape some of our country's security strategies in an effort to defend the lives of Israelis.

I started my public service career at the age of eighteen by joining Talpiot, one of Israel's selective academic and leadership training programs for officers. I earned a B.Sc. in Physics, Math, and Computer Science, along with tools and knowledge in strategic thinking, system analysis, and management. I went on to command a class of Talpiot cadets, with the goal of developing their leadership potential and commitment to personal excellence. I chose to serve my country for the majority of my adult life and plan on continuing this path. I maintain that Israel needs strong public service to encourage its best and brightest to stay under its auspices—a philosophy I am intent on embodying.

However, I sense that I must sharpen my skills in strategy, economy, and large-scale administration. Those skills are applicable in a wide spectrum of leadership positions in Israel; there is no better place to acquire these skills than at Harvard Kennedy School, a milieu deeply immersed in cross-cultural discourse. I am excited about the year I will spend as a Mid-Career candidate and a Wexner Israel Fellow, and hope to learn from the experience of others from all over the world, students, and professors alike.
NARRATIVE
I began my career as an attorney in the Israeli civil service in 1998. Early on, I was put in charge of high-profile, legally innovative, and complex cases. I was trained to handle large-scale cases of white collar offenses. In 2012, I was appointed as the head of the prosecution team of the “Holy Land” case, which was considered a milestone in the struggle against corruption in Israel and one of its most significant criminal cases. In 2014, I was appointed director of the office's Department of Economic Offenses and supervised all of the office's cases dealing with corruption and financial crimes. I dealt with policy planning, goal setting, organizational decisions, and human resources.

Serving as an attorney in the State Attorney's Office is a way of life for me and more than merely an occupation. As the State's representatives, we have a great deal of power, which must be exercised with caution and humility. As public representatives and trustees, we must act with integrity, dignity, and fairness, fully acknowledging our responsibility to seek justice, to promote equality before the law, and to maintain public order in its widest sense. Leadership in my life is about more than striving for professional excellence and success in legal battles—both necessary and irreplaceable goals. No less important a challenge is instilling employees with core values and moral impregnability.

Participating in the Mid-Career M.P.A. program at Harvard's Kennedy School as a Wexner Israel Fellow is the best qualification I can envision for the next phases of my career. I look forward to acquiring skills to understand the modern public sphere, surrounded by leaders and executives from all over the world. I'm certain that this network of prominent civil servants will provide me with a precious opportunity to refine my critical, intellectual, and creative thinking.
I have been serving in the Israeli National Police (INP) for the last sixteen years in various command and staff positions, mainly in the Investigation & Intelligence Department. I took pride in commanding many investigators and conducting complicated investigations of public interest in the fields of organized and international crime and corruption.

As Assistant to the Chief Commissioner, I dealt with all matters concerning the implementation of the high command policy in the largest enforcement authority in the state of Israel, in a wide spread organization of 30,000 policemen and policewomen and thousands more volunteers. This office exposed me to the “art” of decision-making at the highest levels of civil service, public administration, homeland security, and law enforcement in a struggling democracy and a complicated multicultural society, all within the fragile and tense reality of the Middle East.

During my career I have gained knowledge and insights concerning the dilemmas that a law enforcement authority faces in fighting crime and terror and preserving public order. I've come to realize that in order to be efficient and successful in these goals and meeting the public demands, one has to gain public trust. Without public trust the police cannot rely on the public's cooperation; it can't expect victims to file complaints and reach a responders hotline in an emergency; it can't deter criminals from committing their next crime. Unfortunately, throughout the years, the INP faced an ongoing decline in public trust even though it has been successful in significantly lowering crime rates in all fields. I find great interest in this subject and I plan to seek solutions to bridge this troubling gap.

I'm convinced that the Mid-Career program at Harvard Kennedy School as well as the Wexner Israel Fellowship Program will expose me to great ideas, insights, and methods for global public administration. I look forward to developing and enhancing my leadership abilities to shape and implement modern civil service policy. Upon my return to Israel, I will commit to making the changes needed to ensure and strengthen the public's sense of security and quality of life.
ABOUT THE ZUCKERMAN FELLOWS PROGRAM

The challenges we face in our public schools and public health systems, as well as in government at all levels, are too complicated to be solved without the insight and commitment of leaders with the highest-quality professional training. But for many who have a strong aptitude for public service, the opportunity costs associated with acquiring the necessary training are too high.

In response to this problem, the Zuckerman Fellows Program equips people from the fields of medicine, law, and business to provide leadership for the common good by making it possible for them to pursue public service degrees at the Harvard Graduate School of Education, Harvard T.H. Chan School of Public Health, or Harvard Kennedy School. The Zuckerman Fellowship provides recipients with full tuition and health insurance fees plus a stipend for one year.

Zuckerman Fellows are selected on the basis of commitment to public service, leadership abilities, and intellectual and academic achievement.

In addition to their formal coursework, Zuckerman Fellows participate in a yearlong cocurricular program that includes small-group discussions with members of the Harvard faculty as well as other leading academics and practitioners, personal and professional skill-building workshops, and a field experience. Taken together, these interdisciplinary activities help the fellows integrate classroom learning with their individual career plans and interests.
ABOUT MORTIMER ZUCKERMAN

Mortimer B. Zuckerman is chairman and editor-in-chief of *U.S. News & World Report* and is the chairman and publisher of the *New York Daily News*. He is also the co-founder and chairman of Boston Properties Inc. and a regular commentator on The McLaughlin Group.

He is a trustee of Memorial Sloan Kettering Cancer Center, a member of the Bank of America Global Wealth & Investment Management Committee, the Council on Foreign Relations, the Washington Institute for Near East Studies, the CUNY Graduate School of Journalism, the International Institute of Strategic Studies, the Bipartisan Policy Center, and the vice chair and treasurer of the International Peace Institute. He is a sponsor of the Kennedy School of Government at Harvard University, a former associate professor of City and Regional Planning at the Harvard Graduate School of Design, a former lecturer of City and Regional Planning at Yale University, a past president of the Board of Trustees of the Dana Farber Cancer Institute in Boston, a member of the Trilateral Commission and the former chairman of the Principal's International Advisory Board of McGill University. He is a former trustee of New York University and the Institute for Advanced Studies at Princeton. He is a former chairman of the Conference of Presidents of Major American Jewish Organizations and served as president of the America-Israel Friendship League.

Mr. Zuckerman is a graduate of McGill University in Montreal where he received an undergraduate degree in 1957 with first class honors, a degree in law in 1961, and an honorary LL.D. in 2011. He received an M.B.A. with distinction from the Wharton Graduate School, University of Pennsylvania in 1961 and an LL.M. from Harvard University in 1962.

He has received honorary degrees from Colby College, Southampton College, Hebrew College, Berkeley College, the Icahn School of Medicine at Mount Sinai, and an honorary Doctorate of Laws from McGill University and Columbia University. Mr. Zuckerman was awarded the Commandeur De L'Ordre des Arts et des Lettres by the government of France, the Lifetime Achievement Award from Guild Hall, the Gold Medal from the American Institute of Architecture in New York, the Sy Syms Humanitarian Award from Yeshiva University, and a Queen Elizabeth II Diamond Jubilee Medal from the Canadian government.
MARGUERITE THORP BASILICO
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION / INTERNATIONAL DEVELOPMENT CANDIDATE

NARRATIVE

A mentor of mine once described to me what makes physicians unique: we “run towards trouble.” We seek out challenges and unsolved problems, hoping to offer solutions and support to those who suffer. It was this aspect of medicine that appealed to me, and I find the same attraction to health policy.

As an undergraduate at Harvard College, my coursework exposed me to the challenges of healthcare that could not be solved in a biology lab. I used my degree in Social Studies to delve into issues of poverty and health disparities. Outside of the classroom, I spent summers working in Malawi on health delivery projects with Partners In Health, a national nutrition program with the Clinton Foundation, and developing an advocacy platform with local HIV activists. A class on the history of Africa first piqued my interest and my first six months in Malawi confirmed that I hoped to dedicate my career to global health. When not in Malawi, I have worked with AIDS activists—first with the Harvard chapter of the Student Global AIDS Campaign and later with Health GAP, organizations dedicated to fighting HIV through political advocacy. After I graduated in 2011, I led the redevelopment of SGAC as national coordinator, working with chapters across the country to pressure policymakers on issues of AIDS funding, access to affordable medicines, and international trade.

I believe that issues of individual health and wellness are inextricably tied to public policy. HIV offers a unique lens to understand how poverty, inequality, and discrimination intersect with government funding streams and patent law to produce tremendous human suffering. But the HIV crisis has also created a space for health, gender, and trade activists to come together with progressive policymakers to improve health systems. I hope that through a career in medicine and global health policy, made possible by the quantitative skills I will gain at Harvard Kennedy School in conjunction with my medical degree, I can “run towards” the challenge of health inequity.

ACADEMIC HIGHLIGHTS

Harvard Medical School, M.D. Candidate

Harvard College, A.B. in Social Studies, cum laude

PROFESSIONAL HIGHLIGHTS

Truman Scholar, 2010

Gerald Foster Scholar, 2012

Health Global Access Project: Policy Analyst

Student Global AIDS Campaign: National Organizer

Partners In Health / Harvard Medical School: Research Assistant

HARVARD KENNEDY SCHOOL
MASTER IN PUBLIC ADMINISTRATION / INTERNATIONAL DEVELOPMENT CANDIDATE

MARGUERITE THORP BASILICO
Growing up my mother placed great emphasis on the importance of oral health; she had suffered from dental disease and wanted better for her daughters. I have memories of us brushing our teeth together and the time we bought dentist Barbie. And while it is these early experiences that initially drove me to pursue a career in dentistry, it is not what shapes my professional goals today.

In training to become a dentist, I have learned the importance of dental care and the technical skills to treat oral disease. But on the quest to gain this knowledge, I was exposed to today’s vast disparities in oral health. This exposure has motivated me to pursue a career in public health and work to improve the health of communities. I know that I will be more fulfilled addressing health through prevention and policy and attacking the root of disease instead of treating one patient at a time. I now know that the problem is larger than just a few fillings, and I am passionate about addressing this issue.

In my third year of dental school I was given the opportunity to complete an Albert Schweitzer Fellowship. For this fellowship I designed, implemented, and evaluated an oral health program for several senior citizen centers in the California Bay Area. Successfully completing the project and seeing great outcomes solidified my aspirations toward a career in public health. I know that I am passionate about and capable of making positive health changes on a population level.

As a former student of economics with ever increasing knowledge and awareness of the social, educational, and policy driven disparities in oral health, I have set my goals on a career as a change maker in dental public health. I have seen my lifetime passion for dentistry transition into a dedicated career in improving the health of our nation and I am ecstatic about the possibilities that lie ahead. I plan to use my background in economics, clinical knowledge in dentistry, public health training, and Zuckerman Fellowship experiences to make a significant impact to improve oral healthcare systems in America and reduce disparities in oral health.
At fifteen years old, I received a medical diagnosis and twenty-four hours later had a surgery that would change my life forever. Since that day, the endless medical bills, fights with insurance companies, and referrals to different specialists have motivated me to not only become a physician who cares for individual patients, but also to champion large-scale innovations that will improve the healthcare system's ability to care for all patients.

With that in mind, I did a Fulbright research scholarship in Bogotá, Colombia after graduating from college. While there, I recognized a need for Hepatitis B prophylaxis amongst the city's sex workers and dedicated myself to developing and managing a vaccination program that inoculated almost 200 high-risk individuals. This was my first experience with designing and implementing a healthcare intervention on a population level, and upon returning to the U.S. to begin my medical education, I knew my career would focus on policies and services that could improve healthcare on a large scale.

As a medical student during the early implementation of the Affordable Care Act, and through work experiences at the U.S. Department of Health and Human Services, I have seen the profound impact that federal policy has, both for better and for worse, on the U.S. healthcare system. I am committed to a career improving U.S. healthcare through the lens of a physician at the government level.

While my medical education and residency will give me the clinical knowledge and skills to care for my patients, it is the M.P.P. at Harvard Kennedy School and the leadership training of the Zuckerman Fellowship that will teach me how to apply that clinical perspective to making policies that benefit patients on a broader scale. As a physician leader in the federal government, I hope to continue improving healthcare and the system in which it is delivered for patients like myself.
To be in service of something greater than one’s self is a truly coveted calling. In 2005, I was commissioned as a Naval Officer and began a career of service. The following winter, I completed Navy SEAL training as one of thirty-three original graduates from a class of 185. Over the next ten years, I held diverse leadership roles in Afghanistan, Yemen, the southern Philippines, and the Horn of Africa among others. I reflect on these years of service as the greatest honor of my life.

As I transition from the military, my passion for service is now directed domestically. I believe our nation’s energy security is interwoven with our national security, macroeconomic prosperity, social mobility, and environmental consciousness.

Throughout a three-year dual degree at Harvard Kennedy School and Tuck School of Business at Dartmouth, I plan to explore the public and private intersection of energy. Effective energy policy, like counterinsurgency strategy, must be highly contextualized. In addition to studying policy and business practices, I also plan to research data analytics in the Behavioral Insights Group to identify effective social “nudges” to encourage more responsible energy usage. This industry sector requires versatile leaders who can plainly understand its commercial, social, and geopolitical implications.

Mort Zuckerman’s generous fellowship prepares and fosters leaders with diverse skillsets. As a veteran, this community is an ideal environment for me to prepare myself for a new assignment. Finally, my strongest inspiration arrived seven months ago. My daughter represents the tangible recipient of any good I do in this world. What better perspective can I ask for as I make a profound transition to a new career?
NARRATIVE

In college, I benefited immensely from professors and mentors who were eager to help me master challenging concepts. It was their dedication and support that made me desire to serve a similar role for others, which I explored as a peer leader for an organic chemistry course and by serving on student-faculty pedagogical committees. This developing passion for education ultimately led me to the field of medicine, where physicians are lifelong teachers of—and learners from—their colleagues and patients.

In medical school, I became aware of the challenge of balancing the role of student with that of caregiver, particularly because these roles are often at odds. Medical students are expected to learn necessary skills on patients—often without benefit to the patients and sometimes with harm. Patients are viewed as implements of education rather than partners in the learning process; over time, the very empathy that society values in its future physicians erodes. As a result, patient satisfaction, which is crucial to successful outcomes, lags far behind what is both acceptable and achievable.

During my third year of medical school, I opted to join the Cambridge Integrated Clerkship (CIC), a longitudinal education program in which students gather a panel of patients and forge yearlong relationships with them. I came to know my patients’ unique histories and barriers to effective care, not just their diagnoses, which made me both a more empathic and successful practitioner of medicine. My experience with CIC underscored for me the benefits of patient-centered medical education for both patients and students—and the incredible value to be gained by making this model the new standard in medical education.

The HGSE Special Studies Program will provide me with the tools and training necessary to achieve such reform in the field of medical education. I look forward to developing my leadership skills as a Zuckerman Fellow and the opportunity to engage with and learn from the multidisciplinary fellows, advisers, and leaders involved in the program. I am certain they will serve as important catalysts in my continued intellectual development—and as critical supports in my goal to innovate medical education and improve patient care nationwide.
NARRATIVE

My mother has been my role model since childhood. As a family doctor in an underserved community, she fiercely advocates for her patients. I learned early on that being a doctor was not just about medicine or science but also about working to create an environment that helps people be safe and healthy.

In medical school, I became interested in working with adolescents. I led a project interviewing incarcerated adolescent girls who had been commercially sexually exploited. During this time, I was privileged to learn about their needs and the challenges they have faced. A project originally designed to evaluate the health needs of these adolescent girls turned into the basis for a presentation I made at the state capitol, advocating for legislative action. Through this work, I became interested in health policy and became involved in organized medicine.

Working in health policy empowers me to advocate for my patients. I feel more equipped to understand the challenges faced by my patients, and I recognize the need for physicians who are leaders and advocates. I’ve cared for patients afraid to access healthcare until their cancer has already metastasized. I’ve consoled families in which an untreated psychiatric illness led to violence because the patient was ineligible for treatment. Time and time again I’ve seen patients seek medical care only to be impeded by an uncompassionate system molded by policies that don’t meet their needs. I am hopeful that through leadership, advocacy, and multidisciplinary teamwork, I can be part of the solution.

My goal is to be a leader in public service, combining a career in clinical pediatrics with health policy and advocacy. I am eager to learn not only how to craft and critically evaluate health policies, but also how to navigate the complex healthcare and political systems to pass and implement those policies. With the training and resources I will obtain through HSPH and the Zuckerman Fellowship, I will work to create a healthcare system that is compassionate, equitable, and evidence-based—a system that doesn't punish vulnerable children, but gives them the resources and support they need to be successful.
SARA SELMA MANSUR
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE

NARRATIVE
My professional interests derive from a childhood spent in the cross-section of cultures: my father is Lebanese-Palestinian, my mother is Cajun, and I attended a French-immersion school in Texas. In national security and energy, I’m passionate about global issues that require bridging opposing viewpoints and channeling these disparate interests towards a creative solution. I hope to build upon my various experiences in order to create cross-sector, multi-stakeholder solutions to energy innovation and energy access.

I first recognized the fundamental role access to energy plays in our daily lives while visiting my family in Lebanon, where regular electricity blackouts are normal. When I realized these blackouts occur as a means of wielding power for political forces, I committed to a career pursuing political and technological solutions to this issue. I have since built experience in the myriad of forces driving energy policy. At the City of Houston’s energy policy office, I crafted policy amidst significant economic and sociocultural constraints, negotiating between disparate interests in a political culture resistant to environmentalism. At the Breakthrough Institute, a climate think tank, I led the development of public-private partnerships to encourage domestic energy innovation, advancing these recommendations with policymakers.

Finally, as a consultant for the U.S. national security community, I learned how to uncover the discrete, underlying narratives that drive behavior in conflict-ridden areas. I realized that such deeply-held narratives also drive the way populations perceive energy issues. I hope to apply this lens to my career in energy, using narratives to anticipate and guide political shifts toward impactful energy policies.

Now, in my first year at Sloan, I am building a business toolkit and understanding of the management practices that drive energy innovation. At HKS, I hope to hone my leadership and analytic skills to lead an international organization that innovates in energy policy development. This is an endeavor that requires leveraging the resources and capabilities of public policy and the private sector, and bringing together diverse stakeholders toward the public good. This is why I am so drawn to the cross-sector pollination afforded by the Zuckerman Fellowship, which I believe is essential to solving intractable public policy issues.

ACADEMIC HIGHLIGHTS
MIT Sloan School of Management, M.B.A. Candidate
Brown University, A.B. in International Relations

PROFESSIONAL HIGHLIGHTS
MIT Clean Energy Prize: Co-Director
MIT Energy Business Bootcamp: Co-Director
Uber: M.B.A. Intern
Monitor 360: Senior Consultant
The Breakthrough Institute: Policy Analyst
City Hall Fellow
StartingBloc: Social Innovation Fellow
Brown University Division I Varsity Women’s Tennis Team: Captain
A warm wave of anxiety came over me seconds after I heard my email swoosh away. Doubt soon followed: was my call to action for the events in Ferguson, MO in concert with the collective conscience of my UCSF peers? They soon responded. Our planning culminated in #whitecoats4blacklives, the nationwide medical student “die-in” demonstration. This swift action followed from community building by the student group I co-founded at UCSF, Underrepresented in Medicine (UIM).

My social consciousness—born of being a first generation Ghanaian-American raised near Scranton, PA—is an inextricable part of who I am. I grew acutely aware of intercultural tension at an early age. At home, my Ghanaian parents found my American love of basketball and name brand sneakers an expensive annoyance. At school, I was often the first person of color my classmates had seen in the flesh, my unprecedented appearance intrigued them. For example, they innocently asked why my hair was “like a Brillo© pad.” I answered only as an equally innocent and ridiculous kid could: “Because I curl each hair with toothpicks before I go to bed.”

Negotiating differences among my peers, my parents, and myself provided an instructive and well-adjusted perspective, which motivates me to serve others through mental healthcare. Working at a halfway house for the mentally ill, I focused on building rapport with residents because I knew the relentless turmoil of otherness. More recently, helping to forge a productively cohesive UIM community required that I reflect on my childhood, and re-examine its external and internal barriers to togetherness.

Afforded the opportunity of a lifetime as a Zuckerman Fellow, I want to learn empathic leadership from my talented co-fellows and inspiring curriculum. I am studying health policy to eliminate the stigma of mental illness. When we shroud mental illness in shame, we burden our nation with enormous and unnecessary healthcare costs. In this new era of American healthcare, I believe this great opportunity, combined with diligent preparation, will grant us the fortune needed to unburden ourselves of mental illness stigma.
NARRATIVE

My commitment to higher education originates in my own educational journey beginning at Horace Mann Elementary School in the Chicago neighborhood known as South Shore. Despite the disparities regarding opportunities to explore higher education options, the seeds planted at Mann produced a career in business, which then created the opportunity for me to lead one of the top M.B.A. programs in the nation. While success stories from urban schools like mine are not as rare as they once were, they are certainly rarer than they should be. It is difficult to escape today’s frequent headlines summarizing the plight of young African American men, and equally difficult to disconnect those stories from the challenges facing every level of our educational system.

Among the most pressing challenges facing colleges and universities is a rapidly changing external environment due to technology, economics, public policy, and other factors. Institutions that exist today—and institutions that do not yet exist—must be adaptable in order to thrive in the face of these changes and provide attractive alternatives for potential students. There is a clear need for professionals who understand the strategic and operational aspects of viable organizations, as well as the critical complexities of our higher education environment. Within Harvard’s Center for Public Leadership, the Zuckerman Fellowship is unique because of its explicit objective of bringing these different skill sets together.

Through this fellowship, I intend to augment my private sector and limited university experience with academic depth to help me better understand university issues, culture, and operations. I plan to return to Emory University’s leadership team as a more balanced, emotionally intelligent partner with an expanded ability to empathize with my students and colleagues.

In the long term my objectives include developing and applying management and governance models that help universities become more accessible, efficient, and viable organizations. Kids at Horace Mann, and every elementary school, deserve a wide range of options for higher education that appeal to them, and that will be around when the time comes to help them make their mark on this world.
NARRATIVE

As a child, I was always attuned to the struggle my parents faced to afford healthcare for my family. Neither received health benefits at work or earned enough to buy insurance, so the fear that an injury or illness could bankrupt our family was constant. My parents pushed me to overcome learning disabilities and become a first-generation college student largely because they did not want me to have to forgo care as they did.

In four years as a legal intern and then attorney in the health law field, I have seen significant changes in the insurance landscape. I have also—as an LGBT rights advocate and gender-nonconforming person myself—seen major improvements in the rights of sexual and gender minorities, including access to care. And yet there is still much to be improved in our healthcare system, particularly with respect to marginalized groups. People need the knowledge and opportunity to make meaningful healthcare decisions, despite the institutional bias our system reflects.

In my current work, I have increased healthcare and end-of-life planning services for the LGBT population locally in Washington, D.C., in an attempt to improve patient autonomy and combat bias. Nationally, I have launched an education initiative known as the Healthcare Bill of Rights that has been endorsed by every major LGBT organization in the country. As fulfilling as this work has been, it has also shown me the need for systemic reform.

In my year studying health policy at Harvard, I hope to explore novel options for improving care options while reducing costs. I am honored to have the opportunity to develop my abilities as a health policy leader through the Zuckerman Fellowship.
Speaking Bengali first, English second, has defined my understanding of how language, and translation, influences a person's ability to advocate for her own dreams across communities. Translating between worlds throughout my childhood has trained me to translate skills and concepts across disciplines; to communicate common goals and missions across students and families, government school teachers, and nonprofits in Dhaka; and to synthesize data into healthcare decisions in rural India.

Driving grassroots change with low-income students in Dhaka brought me into communities of day-laborers, textile workers, and rickshaw pullers working long hours to support their families, leaving children at high risk without networks of support. After the collapse of Rana Plaza, the urgency of transparency in global manufacturing drove me to pursue my M.B.A. with a focus in strategy across emerging markets, operations and supply chains, and data analytics to drive community development alongside profitability and local job creation. My passion for child protection and conviction that all children deserve access to healthy environments in which they can pursue and actualize their dreams propels me to the private sector as the hub of job creation and ethical labor. I strive to economically and socially empower low-income families to advocate for themselves through private sector transformation and growth across the developing world.

My focus in international and global affairs at Harvard Kennedy School will allow me to delve into the many economic, social, and governmental factors affecting private corporations in emerging markets and the challenges to urban development. Moreover, the Zuckerman Fellowship offers me a diverse community of scholars with whom to learn, grow, and address the multifaceted challenges in generating an equitable social and business environment where families, and therefore children, can excel. Partnering with my peers to lead cross-sector change in under-resourced communities excites me most as a Zuckerman Fellow. I can think of no better community of inquiry than the fellows and alumni at the Center for Public Leadership to prepare me to lead, and therefore to serve, my country of birth and my country of ancestry.
I really enjoy helping people. As a self-proclaimed country boy from rural northeastern North Carolina, this love of service has allowed me to explore the world, from serving as a recreations coordinator in a post-Katrina New Orleans HIV/AIDS house to volunteering at a South African hospital. However, public service became truly authentic for me only when it forced me to venture out of my comfort zone.

Throughout college, my service endeavors were limited to causes that I selfishly found to be personally fulfilling and low-risk. However, upon graduation in 2010, I moved to Greenville, Mississippi to become a math teacher. Teach For America provided me with the opportunity to move to a region of the country wrought with issues that are often poorly understood and thus overlooked, to immerse myself in that environment, and to be really vulnerable in the process. In addition to teaching geometry and algebra, I learned about the breadth of issues that young, rural, and poor minorities face. As an advisor for our student government, I led a holiday food drive that yielded over 1,000 items from a school where over 90 percent of students received free or reduced-price lunch. In the process, my students taught me that anyone can be socially conscious if given the opportunity. More importantly, they forced me to acknowledge the biases and misconceptions that I unknowingly carried with me into Mississippi.

Addressing disparities in wealth and health is not always glamorous or comfortable. However, it is necessary if we want to help the poorest and neediest among us. As a future physician, I want to continue to serve by practicing exceptional clinical medicine and by advocating for my patients through the passage of better health legislation. At Harvard’s T.H. Chan School of Public Health, I look forward to learning about the policies that affect patients in their pursuits of healthcare, especially those that lead to differences in outcomes between racial, geographic, and socioeconomic groups. I am excited to learn alongside an exceptionally talented group of Zuckerman Fellows, where together we will continue to address our own biases while becoming better leaders and collaborators.
NARRATIVE

While many kids attend low-performing schools in districts across the country, Hurricane Katrina and the resulting mass exodus to neighboring states particularly affected the quality of education in New Orleans. I could tell which grade in elementary school my students were in when the storm hit based on the essential skills they were missing—multiplying fractions or adding and subtracting negative numbers. Helping my school adapt its math curriculum to the Common Core State Standards would first ensure no one else had to teach Algebra II from only a teacher’s edition, but more importantly, it would increase rigor for both displaced students and those competing for college entry outside of Louisiana.

I left the classroom to pursue policy work that would have an impact on a greater number of students. At StudentsFirst, I specialized in teacher preparation, charter school establishment and accountability, and Common Core policies. I wrote a bill requiring Indiana teacher preparation programs to track and report graduate effectiveness, and a second bill holding these programs accountable to their graduates’ results and testified in Indianapolis. Prospective candidates would be able to see which programs performed better, and districts could hire from the best programs. The second bill unanimously passed the legislature with the support of in-state reform partners, the local union, and the state’s universities of higher education. The consensus-building and lobbying efforts that we used to message the goals of the legislation helped set up successful implementation efforts.

However, legislation is not a guaranteed means of change, particularly in certain jurisdictions. Impact litigation has gained ground for students in civil rights, educational funding, and disabilities access. I performed pro bono research at the Public Interest Law Center of Philadelphia for their civil actions against the School District of Philadelphia on behalf of students with disabilities. Harvard Kennedy School has the tools to assist with my plan to work for a state department of education post-graduation. The end goal is to bring educational equity to all children by changing the infrastructure of our current systems via legislative or funding innovations seen in other professional sectors, which the Zuckerman Fellowship is uniquely suited to facilitate.
NARRATIVE

A Teach For America classroom in Hawai‘i and a New York investment bank’s trading floor have more in common than one might imagine—they both require passion, commitment, and a vision for impact. The trading floor would challenge my intellect, while the classroom would pull at my heart. In the end—now the beginning of this journey—the classroom would win out, and I now find myself connecting the experiences of my life to form what will be my vision, theory of change, and life trajectory.

My journey to Harvard and to the Center for Public Leadership has been filled with what I previously thought to be detours, which I now realize were necessary experiences—experiences that have established the foundation for the lasting impact I hope to make on public education. The U.S. public education system, the children of Hawai‘i, and the Aloha spirit of the islands that I now call home have served as a backdrop for these experiences. While I had previously left to pursue a degree and career in finance, and now leave to earn a degree in school leadership, I remain committed to and inspired by the potential that exists within every child growing up in poverty in our country and in our world.

My hope for this degree and fellowship experience is twofold—first and foremost, to grow and develop as an individual while serving as a thought-partner and ally to all those in my cohort and fellowship “ohana” (family). Secondly, I hope to return to Hawai‘i the leader that I must be to forward a vision to dramatically increase educational opportunity and life outcomes for children growing up in the Hawaiian Islands. As I mentioned, this is the beginning of my journey, and I am honored to grow alongside of and through the incredible people and resources of the Harvard Graduate School of Education and the Center for Public Leadership.
ELYSE VYVY TRINH

HARVARD GRADUATE SCHOOL OF EDUCATION MASTER OF EDUCATION CANDIDATE IN SPECIAL STUDIES

NARRATIVE

As a student of Brown University's eight-year Program in Liberal Medical Education, I spent my high school and undergraduate years chasing every opportunity to work with young people in any setting whose mission was to build community, to invest in youth leadership, and to help young people come alive and recognize their own power. I worked with children living with HIV in my motherland Vietnam; taught social studies, art, and science at numerous academic summer programs; and built and delivered curriculum for hospital-based art therapy. When I finally arrived at medical school, I refused to let my passion for youth development rest, so I signed up to be a volunteer tutor through Brown Refugee Youth Tutoring and Enrichment (BRYTE), a decision that changed my life.

I ended up serving as two-time director of BRYTE Summer Camp, which provides ESL-focused academics and enrichment to hundreds of Providence's refugee youth, and which is staffed by eight college students and eight high school-aged refugee youth, many of whom are camp alumni. In medical school, I have studied under celebrated experts with countless accolades to their name, yet in these past few years my greatest teachers have been: Mechack, my brilliant seventeen-year-old mentee who is going to direct camp someday; Appoline, my twelve-year-old tutee who shows relentless courage in the face of unimaginable obstacles; and the hundreds of parents I've met who have risked their lives and work so hard just to give their children a fighting chance at survival and success.

My years of experience at the intersection of medicine and education have filled me with a profound conviction that health and educational outcomes are deeply intertwined. For this reason, I am incredibly excited to join the Zuckerman Fellows and plan to use this opportunity to understand what it takes to make school-based health a leading model of primary care for children and families. I will also explore my growing interest in another intersection of health and education—that is, how to train the next generation of lay and professional healthcare workers in communities that face significant shortages.

ACADEMIC HIGHLIGHTS

Warren Alpert Medical School of Brown University, M.D. Candidate
Brown University, A.B. in Human Biology, Concentration in Race and Gender

PROFESSIONAL HIGHLIGHTS

Brown Refugee Youth Tutoring and Enrichment (BRYTE) Summer Camp: Director
BRYTE Health Allies: Founder and Coordinator
Camp Galileo Cupertino: Lead Art Instructor, Lead Science Instructor
Breakthrough San Francisco: 5th Grade Social Studies Teacher Intern

HARVARD GRADUATE SCHOOL OF EDUCATION
MASTER OF EDUCATION CANDIDATE IN SPECIAL STUDIES
ELYSE VYVY TRINH
For the past two years, I worked in agricultural development for the Ethiopian Government via a startup agency set up by Ministerial mandate. In this role in Addis Ababa, I further resolved my passion for strengthening social sector institutions to function more effectively. My experience in the private sector began during my undergraduate years, where I studied at the University of Michigan's Ross School of Business. Internships in Finance at Goldman Sachs and J.P. Morgan and then two years as a management consultant at McKinsey & Company taught me how to design and execute transformational change.

I first discovered my passion for poverty alleviation as a child, growing up in a first-generation American family. My parents emigrated from India to the U.S. and instilled a strong sense of obligation in me, also exposing me to the dire poverty of their home country over many visits back to India. As a freshman in college, I further built on this passion through work with ATRAVES, a nonprofit organization operating in a poor barrio of Managua, Nicaragua. Working alongside the directors of the nonprofit to think about strategic plans and survival opened my eyes to the major challenges that face social sector institutions.

While public sector issues are so pressing, talent and resources are often lacking. Addressing problems like food security requires the effective utilization of resources to reach end consumers. Hundreds of millions of dollars in aid is received by Sub-Saharan Africa, but the ratio of effective dollar to dollar spent remains abysmally low. The runoff of resources into bureaucratic, status quo systems leaves farmers poor and nations hungry.

I am excited to study at Harvard Kennedy School as a Zuckerman Fellow. Through courses, programs, and the Center for Public Leadership, I am eager to better understand public sector issues and to build skills in negotiation, advocacy, and other critical areas to foster change as a leader. I look forward to challenging my assumptions of how to address issues like food security, and to learn from faculty and students alike, particularly through the community of the Center for Public Leadership fellows.
“Urban transformation requires leaders well-versed in building powerful partnerships between the social, public, and private sectors; skilled in problem-solving across challenges; and who hold a deep compassion and context for the diverse cities they serve. The Zuckerman Fellowship offers me the opportunity to grow and learn with and from a cohort of diverse, multidisciplinary leaders dedicated to this very transformation.”

Roohi Rustum
Harvard Kennedy School
Zuckerman Fellow
For more information about Center for Public Leadership Fellowship Programs, please visit:
www.cpl.hks.harvard.edu

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