CENTER FOR PUBLIC LEADERSHIP
FELLOWS
Profile Book 2019-2020
# CENTER FOR PUBLIC LEADERSHIP FELLOWS
Profile Book 2019-2020

<table>
<thead>
<tr>
<th>Fellowship Program</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Public Leadership Fellowship Programs</td>
<td>3</td>
</tr>
<tr>
<td>Louis and Gabrielle Bacon Environmental Leadership Fellowship</td>
<td>4</td>
</tr>
<tr>
<td>Black Family Graduate Fellowship</td>
<td>10</td>
</tr>
<tr>
<td>Dubin Fellowship for Emerging Leaders</td>
<td>26</td>
</tr>
<tr>
<td>Emirates Leadership Initiative Fellowship</td>
<td>36</td>
</tr>
<tr>
<td>Fellowship for Serving African-American Communities</td>
<td>46</td>
</tr>
<tr>
<td>George Leadership Fellowship</td>
<td>54</td>
</tr>
<tr>
<td>Gleitsman Leadership Fellowship</td>
<td>64</td>
</tr>
<tr>
<td>David M. Rubenstein Fellowship</td>
<td>70</td>
</tr>
<tr>
<td>U.S. Latino Leadership Fellowship</td>
<td>84</td>
</tr>
<tr>
<td>Wexner Israel Fellowship</td>
<td>90</td>
</tr>
<tr>
<td>Zuckerman Fellowship</td>
<td>98</td>
</tr>
<tr>
<td>Index of Fellows</td>
<td>111</td>
</tr>
</tbody>
</table>
CENTER FOR PUBLIC LEADERSHIP FELLOWSHIP PROGRAMS

Student fellowship programs are at the heart of the Center for Public Leadership’s mission to forge leaders capable of solving the world’s most pressing problems across the sectors of business, government, and civil society. Offering tuition support and an intensive leadership development program, our eleven fellowship programs are magnets for some of our world’s most promising emerging leaders and action-oriented change agents.

- **Louis and Gabrielle Bacon Environmental Leadership Fellowship**: For students from the government, business, and NGO communities dedicated to preserving and enhancing our shared environment.

- **Black Family Graduate Fellowship**: For U.S. veterans and active duty military working toward degrees in public policy, law, and/or business at Harvard Kennedy School, Harvard Law School, and Harvard Business School.

- **Dubin Fellowship for Emerging Leaders**: For 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 Leadership Initiative Fellowship**: For student leaders from the UAE and across the Arab world pursuing advanced training in public management and leadership development.

- **Fellowship for Serving African-American Communities**: For students dedicated to improving the lives of African-American communities in the U.S.

- **George Leadership Fellowship**: For students pursuing joint degrees at Harvard Kennedy School and Harvard Business School in their third year who are designing their final capstone experience.

- **Gleitsman Leadership Fellowship**: For students who are social activists and agents of social change.

- **David M. Rubenstein Fellowship**: For first-year joint degree students at Harvard Kennedy School and Harvard Business School preparing for careers in cross-sector leadership.

- **U.S. Latino Leadership Fellowship**: For leaders addressing disparities in Latino and underserved communities in the U.S.

- **Wexner Israel Fellowship**: For outstanding mid-career leaders serving in the government and public sector in Israel.

- **Zuckerman Fellowship**: For students who hold or are working toward degrees in business, law, or medicine to also obtain a master’s degree at Harvard Kennedy School, Harvard Graduate School of Education, or Harvard T.H. Chan School of Public Health.
ABOUT THE LOUIS AND GABRIELLE BACON ENVIRONMENTAL LEADERSHIP PROGRAM

The Louis and Gabrielle 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 receive full tuition, health insurance, and a living stipend, and are eligible for summer internship funding. The Bacon Fellowship also includes a potential slot for an academic fellow or practitioner to support and enhance the fellowship experience.

Bacon Fellows participate in a year-long co-curricular program designed by the Center for Public Leadership (CPL) that includes 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 and Gabrielle 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 former member of President Obama’s Council of Advisors on Science and Technology.
ABOUT LOUIS AND GABRIELLE BACON

Louis Bacon is a conservation philanthropist who has spent more than two decades supporting efforts to protect natural resources in the United States and abroad. Mr. Bacon is the Chairman of The Moore Charitable Foundation, Inc. (Moore Charitable), which he founded in 1992.

Moore Charitable supports conservation nonprofits that protect and preserve threatened landscapes, habitats and water bodies. Mr. Bacon has protected more than 210,000 acres of land in perpetuity across the United States.

Mr. Bacon has received several honors including the 2010 Colorado Association of Conservation Districts’ Ranch Conservationist of the Year award, the esteemed Audubon Medal in 2013, and the Chairman’s Leadership Award from the National Fish and Wildlife Foundation. In addition, Mr. Bacon received the prestigious Land Trust Alliance President’s Award, the Foreign Policy Association Medal and the 2016 Theodore Roosevelt Conservation Partnership Lifetime Conservation Achievement Award.

Mr. Bacon is the Founder, Chairman and Chief Executive Officer of Moore Capital Management, LP, a private investment management firm.

Gabrielle Bacon is a Trustee of The Moore Charitable Foundation (“MCF”). She oversees the grant portfolio in the areas of education, health, and the arts. Currently, she is working towards her PhD in Land Economy (Environmental Sciences) at Cambridge University, U.K., where her research is centered on human rights challenges caused by environmental degradation.

A graduate of McGill University in Montreal, Canada, Gabrielle received her Master of Philosophy in International Relations from Cambridge University; her thesis focus was the International Court of Justice.

Gabrielle is an active Board member of the Peconic Baykeeper, tackling local water pollution issues on Long Island, as well as on the U.S. Board of ClientEarth, a global environmental organization. Mrs. Bacon was appointed Goodwill Ambassador for North America to the International Commission of the Voices of Future Generations Project Book Series.

Gabrielle Bacon serves as Vice President of the Green Vale School Board of Trustees, as well as on the Women’s Board of The Boys’ Club of New York. Mrs. Bacon is also Board Trustee of New York Presbyterian Hospital and Columbia University-Weill Cornell medical system. She is a member of the Tate International Council (U.K.) as well as the International Council of The Metropolitan Museum of Fine Arts. Mrs. Bacon worked for many years at Sotheby’s in London, U.K., and at several galleries in the U.S.
LIA CATTANEO
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What has inspired you to pursue a career in public service?
Growing up in Washington, D.C. with a mother who has devoted her career to inspiring youth through civic engagement and public service, there was never a question that I would become a public servant. Connecting service with my love of science led me to climate change. It is the issue I will always be driven to solve. My first job was serving as the climate expert for the U.S. Secretary of Transportation—under Presidents Obama and Trump—and as an author on the National Climate Assessment Transportation Chapter. I saw the power of government to make bold changes and threaten progress. There is so much to do and such little time to avoid the disastrous consequences of climate change. I am thankful to HKS for the tools to advance effective solutions and CPL and the Bacon Fellowship for surrounding me with a cohort of inspiring people who make this challenge less daunting.

HIGHLIGHTS
Zoox: Autonomous Mobility Safety and Policy Intern
Center for American Progress: Research Associate for Energy and Environment Policy
U.S. Department of Transportation, Office of the Secretary: Policy Analyst

University of Virginia, BS in Civil Engineering and Environmental Sciences with Highest Distinction, 2016

KATIE SEGAL
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What has inspired you to pursue a career in public service?
The environment has been my passion for as long as I can remember. Growing up in Southern California, I saw how the environment touched everything and everyone, from water supply in drought-prone areas to environmental justice issues throughout the region to the smog that coated downtown Los Angeles. I was inspired to address environmental issues through a public service lens when I noticed the disconnect between scientific evidence and political action. Governments can help improve the condition of the people and the environment but only if there is a bridge between science and policy. I am inspired to pursue a career in public service so that I can serve as that bridge and improve environmental conditions today and for future generations.

HIGHLIGHTS
ICF—Regulatory, Economics, Environment, and Energy Team: Analyst
U.S. Climate Alliance: State Climate Policy Intern
Belfer Center for Science and International Affairs: Arctic Initiative Research Assistant

Tufts University, BS in Biology, Environmental Studies, and Political Science, cum laude, 2014
CAMILA THORNDIKE
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS

Grist 50 Award Recipient, 2017
Our Climate: Co-Founder and Executive Director
Chesapeake Climate Action Network: D.C. Campaign Director
Whitman College, BA in Environmental Humanities, cum laude, 2010

Why have you decided to come to HKS at this point in your life?

I organize to empower people because groups of empowered people can mobilize change. This is the muscle of democracy. A lifetime of practice for environmental protection across seven states and the federal landscape has led me into the intersecting terrain of racial equity, gender equality, and climate protection. I am drawn to HKS to become a stronger leader at the charged nexus of these goals. Last year, I led a coalition campaign to win groundbreaking climate policy in the nation’s capital; despite Trump, the White House will be powered by 100% clean electricity. Our team excelled at the skills I hope to strengthen at HKS: negotiation, communications, economics, organizing, and legislative advocacy. Ultimately, my goal is to unify and focus the fractious progressive movement on reducing climate pollution—with the urgency demanded by science and with a commitment to inclusivity and justice.
“I organize to empower people because groups of empowered people can mobilize change. This is the muscle of democracy. A lifetime of practice for environmental protection across seven states and the federal landscape has led me into the intersecting terrain of racial equity, gender equality, and climate protection. I am drawn to HKS to become a stronger leader at the charged nexus of these goals.”

Camila Thorndike
Harvard Kennedy School
Bacon Fellow
MC/MPA Candidate
The Black Family Graduate Fellowship provides vital financial support and a comprehensive leadership development program for up to twenty-five students annually at Harvard Kennedy School, Harvard Business School, and Harvard Law School who are veterans or active duty military students from the U.S.

This landmark program builds upon what is increasingly clear: that young men and women who have served and often sacrificed for their country represent some of the brightest hopes of their generation to bring fresh, responsible, and ethical leadership to the U.S. and to the world.

Black Family Graduate Fellows will participate in a unique leadership development program that cultivates core competencies that are central to public leadership, including promoting strong moral character and ethics, mastering the arts of persuasion and negotiation, leading effective teams and organizations, and fostering sound decision-making.
ABOUT THE BLACK FAMILY FOUNDATION

The Debra and Leon Black Family Foundation is committed to achieving positive change across a wide array of disciplines. Since its creation in 1997, the Foundation has funded research and initiatives in medicine, the arts, and education.
JOSH ALTMAN
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS
U.S. Army, 82nd Airborne Division: Infantry Captain
Teach For America, Duval County (FL) Public Schools: Secondary Mathematics Teacher
George Washington University, BS in Economics, *summa cum laude*, 2012

Why have you decided to come to HKS at this point in your life?
As a soldier and an educator, my success or failure rested on the strength of two pillars: knowledge and people. Did I know enough? Did I have help and who helped me? When I could answer each in the affirmative, success usually followed. Now, as I move to the next stage of my career, I look to HKS as an opportunity to scale up the lessons of my experience, build greater expertise, and develop meaningful relationships with colleagues who share my desire to solve collective problems. Public leadership in a democracy demands that we seek not only the right answers but also that we build meaningful and diverse partnerships, teams, and coalitions that make positive change and sensible governance a reality.

JON COBB
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS
U.S. Marine Corps: Combat Veteran
Deloitte Consulting: Communications and Change Manager
2018 “MBA to Watch” Recipient by Poets&Quants.com
Vanderbilt Owen Service Award for Exceptional Public Service Leadership
George Washington University, BS in Economics, *summa cum laude*, 2012

How do you hope to inspire change?
I challenge people to have the greatest expectations for the future and to start right now with the smallest actions to make that future a reality. These small steps may not seem like much at first, but they can quickly gain momentum. After living in a war-torn region for so long or growing up in poverty, it is easy to feel a sense of loss of control and to forget that life can get better. Making progress, no matter how small, empowers people to have hope again. That hope can quickly turn into faith and become an unstoppable force that transforms people and nations from the inside out. That is how real, lasting change happens and that is the type of change we need.
ALEXANDER DE AVILA
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

What has inspired you to pursue a career in public service?

Becoming a Marine showed me how service can unify and inspire me to pursue public service innovation. I want to re-energize the promise of service for my generation. After HKS, I plan to establish a nonprofit that coalesces stakeholders to build a comprehensive national service system. The array of programs towards this effort will allow Americans to directly benefit while serving their community. This renewal of public leadership will rejuvenate our civic culture, shape a more collaborative society, and improve efficiency in the public and private sectors. The Black Family Fellowship is an unmatched opportunity to join a network of servicemember-leaders and focus on what matters most: answering the call of “Ask What You Can Do.”

HIGHLIGHTS

NOBLE (None of Our Bravest Left Exposed), Co-Founder
Compensation for American Diplomats and Marines Held Hostage in Iran from 1979–1981: Campaign and Advocacy Team Member
Claremont McKenna College, BA in Government, 2013
U.S. Marine Corps School of Infantry, Recruit Training, with Honors

IAN EPPERSON
HARVARD BUSINESS SCHOOL MASTER IN BUSINESS ADMINISTRATION CANDIDATE, 2021

What has inspired you to pursue a career in public service?

My time as a Marine officer inspired me to pursue a career in public service. I joined the Marines to serve my country in the aftermath of September 11th, but stayed on because I loved being an Officer. The experience allowed me to learn tremendously, especially in decision-making, and gave me the chance to work with great people. The experience also reinforced my passion for service and the belief that good leadership is transformative. I am most inspired by Marine lieutenants who I have trained in the last two years—some of whom are now in harm’s way, and all of whom are leading in challenging environments. Their desire to learn, willingness to sacrifice, and commitment to lead are things I will take with me as I transition back to school. I look forward to using my additional knowledge at graduate school in service of country right after.

HIGHLIGHTS

U.S. Marine Corps: Captain
U.S. Marine Corps: Infantry Officer Course Instructor
White House Department of Management and Administration: Intern
Carnegie Mellon University Andrew Carnegie Society: Scholar
London School of Economics and Political Science, MS in Comparative Politics, 2013
Carnegie Mellon University, BA in History and International Relations, 2012
PHILIP ESSIENYI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

What motivates you to be a leader?

I believe in the adage of leaving your environment in better condition than how it was received—be it organizations, physical space, relationships, etc. This belief drives me to live and lead with an impact-oriented mindset—to help progress our world, no matter how big or small. One of my leadership passions is advocating for more women in positions of power and influence in both private and public sectors. The number of women in top leadership positions continues to lag, an issue that has motivated me to lead more in the U.S. Army, where only 18% are women and even less are in senior roles. I feel a personal responsibility to lead change where our nation’s vital government and private sector organizations espouse the full leadership potential of women.

HIGHLIGHTS

Booz Allen Hamilton: Senior Consultant
U.S. Army National Guard: Fire Control Sergeant
Khom Loy Development Foundation, Thailand: Project Associate
University of Ghana, BS in Business Administration, 2009
Columbia University, MPH, 2015

Why have you decided to come to HKS at this point in your life?

Growing up in Ghana, I felt powerless against failed healthcare institutions which often caused people to suffer needlessly and with tragic regularity. Sadly, failed public institutions across the world have also led to people feeling disillusioned and powerless. This powerlessness inspired me to become a medic in the U.S. Navy and eventually a healthcare consultant helping to transform care delivery for service members through cutting-edge technology. My vision for the future is improved healthcare delivery through the integration of transformative technology in care processes. In the developing world, the work that will lead to such a vision is not only arduous, but will require ground-breaking technology policies and institutional reform. I believe there is no other place to acquire the innovative know-how, confidence, and peer network to carry out my vision and roll back powerlessness in one fell swoop than the Harvard Kennedy School.

SHELANE ETCHISON

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

What motivates you to be a leader?

I believe in the adage of leaving your environment in better condition than how it was received—be it organizations, physical space, relationships, etc. This belief drives me to live and lead with an impact-oriented mindset—to help progress our world, no matter how big or small. One of my leadership passions is advocating for more women in positions of power and influence in both private and public sectors. The number of women in top leadership positions continues to lag, an issue that has motivated me to lead more in the U.S. Army, where only 18% are women and even less are in senior roles. I feel a personal responsibility to lead change where our nation’s vital government and private sector organizations espouse the full leadership potential of women.

HIGHLIGHTS

Booz Allen Hamilton: Senior Consultant
U.S. Army National Guard: Fire Control Sergeant
Khom Loy Development Foundation, Thailand: Project Associate
University of Ghana, BS in Business Administration, 2009
Columbia University, MPH, 2015

University of Central Florida, BA in Interdisciplinary Studies, summa cum laude, 2008

Why have you decided to come to HKS at this point in your life?

Growing up in Ghana, I felt powerless against failed healthcare institutions which often caused people to suffer needlessly and with tragic regularity. Sadly, failed public institutions across the world have also led to people feeling disillusioned and powerless. This powerlessness inspired me to become a medic in the U.S. Navy and eventually a healthcare consultant helping to transform care delivery for service members through cutting-edge technology. My vision for the future is improved healthcare delivery through the integration of transformative technology in care processes. In the developing world, the work that will lead to such a vision is not only arduous, but will require ground-breaking technology policies and institutional reform. I believe there is no other place to acquire the innovative know-how, confidence, and peer network to carry out my vision and roll back powerlessness in one fell swoop than the Harvard Kennedy School.
MARIE HARNLY
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

What motivates you to be a leader?

Standing among Women Airforce Service Pilots in the Pentagon, I was instantly inspired by the history that these women shaped and the opportunities that transpired as a result of their actions. Then the unthinkable happened—one of the Women Airforce Service Pilots thanked me for my service to our country. It was hard for me to imagine a member of a groundbreaking, historic organization who paved the way for female service members showing appreciation for my sacrifices to our nation. After this encounter, I reflected upon the contributions of heroes that came before me and why I lead in the Air Force and realized that my motivation is derived from various arenas: continuing the legacy of the military heroes whose shoulders I stand upon, making a difference in the lives of my airmen, and adding value by achieving strategic effects for our nation.

HIGHLIGHTS

Chief of Staff of the U.S. Air Force: Aide-de-Camp
U.S. Air Force Civil Engineer Staff Officer of the Year Runner-Up, 2017
U.S. Department of Defense Executive Leadership Development Program: 2019 Participant
Stanford University, BS in Mechanical Engineering, BA in Spanish, 2008

AKHIL IYER
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

Why have you decided to come to HKS at this point in your life?

My parents, both immigrants from India, imbued a sense of patriotism in me from a young age. Realizing that military service was the best way for me to give back, I joined the Naval ROTC where I was exposed to the civil-military divide and the role that my fellow ROTC students and I could have in helping to bridge that gap. One of my most memorable college experiences was advocating for reinstatement of on-campus ROTC at Stanford. After graduating, I was fortunate to serve with a remarkable group of warriors as a Marine Infantry and Special Operations Officer. Through my deployments, I also began to recognize the need to better connect private sector expertise and technologies with front-line operators tackling evolving threats. At CPL and Harvard, I hope to help bridge the civil-military divide by fostering this connection and giving back to the nation in ways that transcend the uniform.

HIGHLIGHTS

Center for Strategic and International Studies: Research Intern
U.S. Marine Corps: Infantry Platoon and Company Commander
Belfer Center for Science and International Affairs: Student Fellow
Harvard Business School, MBA Candidate, 2022
Stanford University, BA in International Relations, Minor in Arabic, Phi Beta Kappa, with Honors in International Security Studies, 2011
Why have you decided to come to Harvard at this point in your life?

My years in the U.S. Navy were some of the most rewarding of my life—and my decision to transition back into civilian life one of the most challenging. I knew that I wanted to continue to serve but thought that it was important that I first further my education and build upon my experiences in the military. A graduate education at Harvard University provided the rare opportunity for me to simultaneously reflect on my time in service and prepare for the years ahead. The Center for Public Leadership's mission of developing principled, effective public leaders falls squarely in line with what I have hoped to get out of my experience at Harvard. I look forward to serving as a Black Family Graduate Fellow, learning with and from my fellow CPL fellows, and spending the year working to bridge the civil-military divide within the Harvard community and beyond.
**Why have you decided to come to HKS at this point in your life?**

The experiences that have forged me as a leader and as a thinker have come from immersing myself in environments that are comprised of people with unique experiences and differing viewpoints. This was true throughout my time in the military and it was a major driver behind my decision to pursue a CPL Fellowship. As a Black Family Graduate Fellow, I will maximize my development through different avenues—alternative methods of thinking and experiential opportunities—and I will improve the impact I can drive not only as an aspiring government official but also as a citizen and member of my community. As I look to the next chapter of my life, I know that I will be better equipped to think about, understand, and take on the complex issues that challenge our society.

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**What motivates you to be a leader?**

Over the course of my military career, I have been privileged with the opportunity to serve my country on the international stage, contribute to exceptionally meaningful missions, and lead my fellow service members. Whether it was flying combat rescue missions in Afghanistan, organizing cross-border service projects in Southeast Asia, or coordinating aerial logistics for the fight against Ebola in West Africa, I found an incredible amount of fulfillment in having a positive impact on the people, organizations, and communities that I worked with. Based on these experiences, I have grown passionate about serving others, enabling them to heighten their potential and inspiring them to be the best versions of themselves. As I transition from serving as a military leader to a business leader, my future roles and responsibilities will certainly change but my dedication to service and my motivation to be an impactful leader will remain.

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**HIGHLIGHTS**

**JOSEPH LILLIE**

**HARVARD BUSINESS SCHOOL MASTER IN BUSINESS ADMINISTRATION CANDIDATE, 2022**

**HIGHLIGHTS**

- U.S. Navy: Lieutenant, Surface Warfare Officer
- Grosvenor Capital Management: Investment Analyst
- Harvard Law School, JD Candidate, 2022
- University of Notre Dame, BBA in Finance, 2009

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**BRYAN LEE**

**HARVARD BUSINESS SCHOOL MASTER IN BUSINESS ADMINISTRATION CANDIDATE, 2021**

**HIGHLIGHTS**

- U.S. Army: Aviation Officer, UH-60 Black Hawk Pilot
- Service to School: Student Veteran Ambassador
- Rotary International: Ambassadorial Scholar to Singapore
- Missouri University of Science and Technology, MS in Engineering Management, 2016
- Nanyang University, Singapore, MA in Chinese Studies, 2011
- United States Military Academy, West Point, BS in Mechanical Engineering and History with Honors, 2009
LINCOLN M. LUKICH

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS

- Federal Bureau of Investigation, Hostage Rescue Team: Assistant Team Leader and Sensitive Programs Manager
- Federal Bureau of Investigation, Phoenix Division: Counterterrorism Case Agent and Lead Investigator
- U.S. Naval Officer: Operation Enduring Freedom, Bronze Star Medal
- U.S. Naval Academy, BS in Economics with Merit, 2004

What motivates you to be a leader?

An oath of public service cannot be exclusive to any gender, race, physical aptitude, or socioeconomic status. All who wish to serve others should encourage the analysis of critical issues to generate positive coalitions, and in dire circumstances, to volunteer their life for the public good. Having internalized this oath and witnessed others do the same, my reverence is for public service that embraces innovation and intellectual focus, accepts and grows from critical feedback, impacts a sense of sacrifice, and embodies the highest ideals of leadership and moral integrity. Aligning ethical leadership with responsible governance, I am dedicated to identifying solutions for dilemmas while concurrently forging strong bonds across civic entities and government organizations to solve conflicts amidst turbulent political climates.

JOHN MAHONY

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS

- Federal Bureau of Investigation, Phoenix Division: Counterterrorism Case Agent and Lead Investigator
- U.S. Naval Officer: Operation Enduring Freedom, Bronze Star Medal
- U.S. Naval Academy, BS in Economics with Merit, 2004

Why have you decided to come to HKS at this point in your life?

I chose to attend HKS because I believe its community will uniquely prepare me to drive change for my country as a social entrepreneur. After serving in the military and gaining experience in the private sector, I was drawn back to public service by the mission of creating a more effective and trusted U.S. government. This experience led me to conclude that my country is at an existential moment and that in order for me to most effectively help tackle America’s largest obstacles, I must rapidly acquire a deep understanding of the country’s challenges, identify a specific issue that is critical to strengthening our democracy, set a strategy, and then begin to execute. I believe that HKS is the best possible environment to accomplish these goals by building on my past experiences, exploring my passion for service, and training myself to help transform America’s civic landscape.
Why have you decided to come to HKS at this point in your life?

I came to HKS to hone my skills as I continue to serve in a political capacity in my home state of South Carolina. My military career has afforded me a special opportunity to see good people from all walks of life perform at their very best. My experiences have enlightened me and invigorated my support for public policies that celebrate diversity. Since attending West Point and serving all over the world, my perspective of the value of human life has changed. The diverse individuals I have worked with at home and abroad have taught me how to facilitate buy-in, invent unique solutions, and ultimately, build teams of excellence through radical inclusion. Pursuing a Mid-Career Master in Public Administration will enable me to combine my leadership experience with the political skills necessary to make a positive difference in the lives of the citizens of South Carolina—and perhaps the entire nation.

What has inspired you to pursue a career in public service?

Since my decision to join the military, I have often been asked why I serve. My answer always has to do with my mother, who while battling multiple sclerosis for sixteen years, cheerfully put the well-being of her family and community ahead of her own troubles. As an immigrant and a veteran, she also impressed on me the importance of safeguarding our freedoms, providing me with a powerful example of how, regardless of physical limitations, one person can have an outsized impact when devoted to selfless service. My military service has since shown me the profound impact of the rule of law as well as its fragility. Meeting Syrian refugees and working alongside foreign officers in unstable regions showed me the tangible effects of protecting individual liberties. The Black Family Fellowship is an excellent opportunity for me to continue serving that cause as I pursue my legal education.
What motivates you to be a leader?

As an enlisted Green Beret, I have had the opportunity to work with some of the most talented, hardworking, and dedicated leaders in the U.S. Armed Forces. In both peace and combat, the decisions these leaders make can potentially save lives, alter communities, or alleviate tensions amid brewing hostilities. What motivates me to be a leader is the desire to carry on this tradition of excellence in service, knowing that it is a tradition that began long before I ever put on the uniform and that will continue long after I finally hang it up. In the military, it is understood that by working together we are able to surmount obstacles that would otherwise be impossible, even though this may entail great personal sacrifice. I am inspired to be a leader by all the sacrifices—both large and small—that others before me have made in pursuit of the greater good.

What has inspired you to pursue a career in public service?

I have always been inspired by those who dedicated their lives to certain ideals and to serving others. When I served in the military, I encountered countless young Americans who wanted to be a part of something bigger than themselves and who provided a powerful example of selfless service. I also admire those who serve quietly in fields that receive less public attention, such as my mother who helped to establish the Consumer Financial Protection Bureau. In much the same way as those in the military do, she and her colleagues devoted themselves to service. It is this clarity and sense of purpose that pulls me to public service. While there are challenges and frustrations in such work, I have found that I finish each day more satisfied and fulfilled when it was spent working on a cause I believe in.
RYAN SOLIS
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

HIGHLIGHTS
U.S. Marine Corps: Captain, Intelligence Officer
Navy and Marine Corps Commendation Medal and the Navy and Marine Corps Achievement Medal: Recipient
Program for Emerging Leaders, Center for the Study of Weapons of Mass Destruction, National Defense University: Fellow

Harvard Business School, MBA Candidate, 2022

What has inspired you to pursue a career in public service?
As the son of a Mexican immigrant who went from cleaning horse stables to starting a small business, I developed an early appreciation for the wealth of opportunity in the U.S. With that gratitude came a deep desire to pursue a career in public service, a vision that sharply focused on a military career as I watched the events of 9/11 and wars unfold. For the past six years, I have served in the Marine Corps working to combat threats overseas and at home. Most recently, I served as Intelligence Officer at a specialized unit tasked to respond to the world’s most dangerous weapons. Preparing for the devastating potential of weapons of mass destruction has inspired me to serve in new ways. Today, I am committed to working across the public and private sectors to apply the best technologies to national defense and contribute to global security.

JOSEPH STENGER
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

HIGHLIGHTS
U.S. Air Force: F-35A & F-15E Instructor Pilot, Director of Staff 56th Operations Group
Flying Scarfs: Co-Founder and CEO

Harvard Business School, MBA Candidate, 2022

How do you hope to inspire change?
Founding a social-minded business in Afghanistan lifted the veil of convention that kept me from seeing the possibilities located at the intersection of the private, public, and nonprofit sectors. Where I once saw impenetrable silos, I now see a changing landscape filled with opportunities for businesses and individuals willing to forgo the doctrine of “business as usual” and blur the lines between sectors. My goal is to be a leader in the movement to tear down the barriers that prevent ideas, people, and information from flowing freely between sectors. When I envision my future, I see myself helping organizations develop strategies to maximize their economic and social value and to communicate their socially responsible efforts in a way that resonates with consumers. In doing so, I hope to create lasting, positive change for as many people and organizations as possible.
Why have you decided to come to HKS at this point in your life?

During my deployment, I made a discovery that many new policy and development professionals do: going into a country, setting up a tent, and extracting teeth would provide short-term relief for some patients, but our impact would diminish as soon as we left the area. If we wanted to create sustainable progress, we needed to build meaningful partnerships with the local community. As I deepened my reading and exploration, I came to discover that the consequences of dental disease were even more far-reaching than I had realized, and if I was going to expand access to quality care, it was not going to be through the dental work I did with my two hands but rather it would need to be done through effective public policy.

HIGHLIGHTS

- U.S. Navy: Lieutenant Commander, General Dentistry Clinic Manager, Navy and Marine Corps Commendation Medal Recipient
- 741st Missile Squadron: Assistant Flight Commander, Commendation Medal, 2019
- U.S. Air Force Academy, BS in English with Highest Distinction, Minor in Russian, Distinguished Graduate with Scholars Program and Athletic Honors, 2016

JEREMY WANO

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021

Why have you decided to come to HKS at this point in your life?

As a nuclear operations officer, I oversee the maintenance, security, and lawful execution of America’s intercontinental ballistic missiles. This responsibility, and all other aspects pertaining to nuclear weapons, is governed by the most stringent of military laws. After my exposure to such regulations and their severe consequences, I am attending Harvard Law School to uphold them as an Air Force Judge Advocate. This position will combine my nuclear knowledge, leadership, and law to ensure only the right people are entrusted with critical military decisions. My background will also aid in discussions on security, America’s international military role, and its relations with other nuclear powers. Harvard Law School has a wealth of national security experts and I look forward to expanding my nuclear perspective while developing as a leader through the Black Family Fellowship.

HIGHLIGHTS

- U.S. Air Force: First Lieutenant, intercontinental Ballistic Missile Nuclear Operations Officer
- 91st Operations Group: Company Grade Officer Award Recipient, 2018
- 741st Missile Squadron: Assistant Flight Commander, Commendation Medal, 2019
- U.S. Air Force Academy, BS in English with Highest Distinction, Minor in Russian, Distinguished Graduate with Scholars Program and Athletic Honors, 2016

RILEY VANN

HARVARD LAW SCHOOL JURIS DOCTOR CANDIDATE, 2022

Why have you decided to come to Harvard at this point in your life?

As a nuclear operations officer, I oversee the maintenance, security, and lawful execution of America’s intercontinental ballistic missiles. This responsibility, and all other aspects pertaining to nuclear weapons, is governed by the most stringent of military laws. After my exposure to such regulations and their severe consequences, I am attending Harvard Law School to uphold them as an Air Force Judge Advocate. This position will combine my nuclear knowledge, leadership, and law to ensure only the right people are entrusted with critical military decisions. My background will also aid in discussions on security, America’s international military role, and its relations with other nuclear powers. Harvard Law School has a wealth of national security experts and I look forward to expanding my nuclear perspective while developing as a leader through the Black Family Fellowship.

HIGHLIGHTS

- U.S. Air Force: First Lieutenant, intercontinental Ballistic Missile Nuclear Operations Officer
- 91st Operations Group: Company Grade Officer Award Recipient, 2018
- 741st Missile Squadron: Assistant Flight Commander, Commendation Medal, 2019
- U.S. Air Force Academy, BS in English with Highest Distinction, Minor in Russian, Distinguished Graduate with Scholars Program and Athletic Honors, 2016
KATHRYN WESDYK
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS

Society of American Military Engineers: President
Water4, Ghana: Summer International Service Leadership Scholar
U.S. Naval Academy: Submarine Officer
U.S. Naval Academy, BS in Mechanical Engineering, Trident Scholar, 2019

What has inspired you to pursue a career in public service?

I pursued my undergraduate degree in engineering because I wanted to learn how to solve problems. I hoped to gain the skill set to help address some of the most pressing humanitarian crises the world faces today. However, I quickly learned that in many cases, engineering alone was not the answer. I discovered that the greatest hurdles often came from integrating the technological solutions into the context of the communities. I realized I needed a better understanding of the larger picture if I ever hoped to contribute to solving problems. I now aim to expand my perspective by studying the political and economic factors that drive successful implementation for permanent fixes. By pursuing a degree in public policy, I hope to be able to develop solutions that last. I was inspired to pursue a career in public service because it is the best avenue to create sustainable changes for the better.

MATTHEW WHITE
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS

U.S. Navy: Fleet Replacement Squadron Instructor, Naval Flight Officer for the P-8A Poseidon and EP-3E ARIES
U.S. Navy: Navy and Marine Corps Commendation Medal Recipient 2016, 2019
Capitol Call: Director of Partnership and Outreach
First Coast Rowing Club: Volunteer Assistant Rowing Coach for High School Athletes
Gonzaga University, BA in Political Science, cum laude, 2011

Why have you decided to come to HKS at this point in your life?

After eight years serving as a naval officer, HKS presents an opportunity to prepare myself for new leadership opportunities. During my time in uniform, it was easy to see the impact that small changes in Department of Defense policy had for millions of service members. To that end, it is critical that any public leader learns to wield these tools effectively. I have also come to understand that the strength of our military is not measured by the number of aircraft in the sky or ships at sea. Rather, our nation’s military strength is predicated on a healthy, vibrant, and inclusive civil discourse that I see crumbling. At HKS, I look forward to working with the incredible students and faculty to better understand how to continually expand civic participation and learn how to better deliver the American dream to minorities, women, and those who still struggle to find full inclusion in our country.
What has inspired you to pursue a career in public service?

In March 1996, shortly after the Third Taiwan Strait Crisis, my family and I emigrated from Taiwan to America. Although my parents and I were born in Taiwan, both of my grandfathers had been Army officers in the defeated Chinese National military. As a child, I grew up listening to their war stories, anxieties of Chinese aggression, and gratitude for America’s guarantee of Taiwan’s freedom. I was thus inspired to positively shape the future of U.S.-China-Taiwan relations and foster understanding among all sides. As such, I attended West Point and served as an Army Officer, studied China and globalization at King’s College London, and am now pursuing dual MBA/MPP degrees to gain the business and diplomatic acumen required to effect transpacific change in an era of hyper-globalization. I am excited for the opportunity to learn from and work with other service-oriented scholars at the Center for Public Leadership.

HIGHLIGHTS

U.S. Army: Company Commander, Military Intelligence, Republic of Korea
U.S. Army: Counterintelligence Senior Analyst, Joint Special Operations Command, Afghanistan
Massachusetts Institute of Technology, Sloan School of Management, MBA Candidate, 2022
King’s College London, MS in China & Globalization, Valedictorian, 2013
U.S. Military Academy, BS in Chinese and Systems Engineering with Distinction, 2012

CLARK YUAN
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022
“I have also come to understand that the strength of our military is not measured by the number of aircraft in the sky or ships at sea. Rather, our nation’s military strength is predicated on a healthy, vibrant, and inclusive civil discourse that I see crumbling. At HKS, I look forward to working with the incredible students and faculty to better understand how to continually expand civic participation and learn how to better deliver the American dream to minorities, women, and those who still struggle to find full inclusion in our country.”

Matthew White
Harvard Kennedy School
Black Family Fellow
MPP Candidate
The Dubin Program for Emerging Leaders provides generous opportunities for Harvard Kennedy School (HKS) students with a demonstrated commitment to transformative leadership for the public good.

Dubin Fellows are master’s degree students at 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 co-curricular experience designed to enhance and engage their development as the next generation of public leaders.

In order to facilitate an outstanding fellowship experience and create the broadest possible impact of the program on the entire Harvard Kennedy School, the Dubin 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 HKS 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**—Dubin Leadership Service Seminars offer HKS students the opportunity to lead a policy-focused field experience trip to examine innovative policy solutions to deep-rooted societal challenges.
ABOUT GLENN DUBIN

Glenn Dubin is the Principal of Dubin & Co., a private investment company based in New York. Mr. Dubin co-founded Highbridge Capital Management LLC, an alternative asset management company in 1992. In 2009, Highbridge was acquired by J.P. Morgan Asset Management, and Mr. Dubin remained at the helm to oversee the transition—a transition considered by many to be an example of a model succession plan.

In 2013, Mr. Dubin stepped down as Chairman and CEO of Highbridge to focus on the investment activities of Dubin & Co.

Mr. Dubin is a founder and former Board chair of the Robin Hood Foundation, a philanthropic organization in New York that applies investment principles to charitable giving. He is a Board member of Mount Sinai Medical Center in New York, where he and his wife Dr. Eva Andersson-Dubin established the Dubin Breast Center of the Tisch Cancer Institute. Mr. Dubin is a Board member of the Museum of Modern Art and is a member of the Dean’s Executive Committee of the Harvard Kennedy School.
JOSHUA BALTODANO
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

HIGHLIGHTS
U.S. Department of Labor, Office of Job Corps: Program Manager
San Francisco Juvenile Justice Commission: Chair
City College of San Francisco: Student Trustee and Student Body President
University of California, Berkeley, BA in American Studies, 2014
San Francisco Treasure Island Job Corps, 2008

How do you hope to inspire change?
As a former special education student and high school dropout, I re-entered into vocational training as a Job Corps student, and later oversaw Job Corps as a Program Manager for the U.S. Department of Labor for four years, which provided the impetus for a unique transformation in my life. I attended City College of San Francisco where I collaborated with the Board of Trustees and facilitated the first-ever Equity Hearings, drafting a resolution to expand basic skills courses so students can realistically transfer within two years, and implemented faculty cultural awareness trainings that were implemented by the chancellor. As a result, 24% vs. 7% of black students and 32% vs. 12% of Latinx students who place at the lowest basic skills courses transfer to a four-year university now. My goal is to dismantle the systemic barriers that make me an exception rather than the norm.

BARBARA BUSH
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS
Global Health Corps: Co-Founder, CEO, and Board Chair
Skoll Award for Social Entrepreneurship Recipient, 2018
Sisters First (New York Times Bestselling Collection of Personal Essays): Co-Author
Yale University, BA in Humanities, 2004

Why have you decided to come to HKS at this point in your life?
For the majority of my career, I have been lucky to work in global health and systems change. Initially, my career focused on direct service: supporting patients, their families, and staff at Red Cross War Memorial Children’s Hospital in South Africa, working with UNICEF in Botswana, and teaching design thinking as problem-solving via the Smithsonian Institute. Desiring an impact beyond one-to-one work, I co-founded Global Health Corps in 2009 to build the next generation of global health leaders. Our community of problem-solvers hails from over forty countries and is now over 1,000 young leaders strong. With this exceptional crew, we have achieved results in healthcare access we never dreamed of. Yet, many of our challenges are intersectional—they are not due to disease but rather poverty, gender, and the environment. I am pursuing a degree at HKS to step back and examine this intersectionality with peers as exceptional as my GHC colleagues.
ANCITO ETIENNE
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS

Primero Justicia’s Caracas Chapter: Party Secretary
Finance and Economic Development Committee of the Venezuelan National Assembly: Secretary
Venezuelan Student Movement: Member

Instituto de Estudios Superiores de Administración, MS in Finance, 2019
Universidad Simón Bolívar, BS in Production Engineering, 2017

What has inspired you to pursue a career in public service?

I grew up in poverty in Haiti. At the age of twelve, I was diagnosed with cancer and had limited access to medical care. Given my family’s meager financial means, my only foreseeable option was to die from this curable disease. Thankfully, through Partners In Health, I was able to receive cancer treatment in the United States. Over ten years later, millions of people in Haiti still have no access to medical care or have no means of breaking out of the cycle of poverty. My goal is to work in the Haitian government to develop policies that can generate innovative solutions and implement management practices that strengthen public institutions to better address the many pressing socioeconomic problems that afflict the poor and marginalized in Haiti. The Master in Public Policy program and Dubin Fellowship will empower me to effectively affect change in my beloved country.

ALFREDO GRAFFE
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS

Partners In Health: Major Gifts Coordinator
Mercy Corps: Policy and Advocacy Intern
CLADINS Leadership Institute: Executive Director

University of Lynchburg, BA in Economics with High Honors, Minor in Mathematics, Westover Honors Program, cum laude, 2017
Sheila Garren Outstanding International Student Award Recipient, 2017

Why have you decided to come to HKS at this point in your life?

Being a young Venezuelan politician has made me live experiences that are unthinkable in any democratic country. Even though Venezuela is going through a critical time, my responsibility is very clear to me. I must be useful to my country and be prepared and able to participate in its recovery. I have realized that every citizen has a role to play. We must properly address this situation. I have been part of this struggle for the last couple of years, but I am reassured by the choice I have made to go abroad in the middle of a possible political outcome. Venezuela will not be like this forever. I am sure there is a brighter future ahead and I am determined to be a part of it with the proper education that I will have access to at HKS.
KATHERINE MATEO
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS
Global Youth United: Founder and Program Director
Goldman Sachs: Compliance Analyst
U.S. Department of State, U.S. Mission to the U.N.: Intern
Dechert: Summer Associate
Harvard Law School, JD Candidate, 2021
University of Pennsylvania, BA in Political Science with Honors, magna cum laude, 2015

What motivates you to be a leader?
When I entered the public school system, I was denied a routine placement exam. Instead, I was placed in a “low-performance classroom,” along with most of the other students of color in the first grade. Because of my mother’s advocacy, I eventually moved into a track where I received dedicated attention, was prepared for standardized tests, and eventually instructed on the application process for special admissions schools. I founded Global Youth United (GYU), a nonprofit organization that supplements public high school education in Philadelphia with experience-based instruction on problem-solving, leadership, social advocacy, and design thinking. Over its nine-year existence, GYU students have organized around budget cuts to Philadelphia’s public schools, substance abuse, and hunger in their own communities. It has been a privilege to work through the city’s toughest problems with cadres of eager students intimately connected to the issues they are working to address.

BECKY MER
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS
Contra Costa County Office of the Public Defender: Investigator
California Appellate Project: Investigative Caseworker
OpenDoors Rhode Island: Policy Consultant
Brown University David J. Zucconi ’55 Fellow for International Study, University of Oxford Centre for Criminology Research Associate, De Montfort University Visiting Junior Research Fellow, 2010-2011
Brown University, BA in Middle East Studies, Phi Beta Kappa, magna cum laude, 2010

Why have you decided to come to HKS at this point in your life?
During my six years in California, I conducted indigent defense investigation for more than 150 clients, over forty of whom faced execution. This work, rooted in listening and trust-building, deepened my dedication to people who experience stigmatization, trauma, and systemic oppression. The structure of individualized casework, however, often felt limited, and I could not help but see patterns across my cases. I recognized the urgency of policy change for my incarcerated clients and communities who experience violence, and I wanted to uplift their self-determination, resilience, and power. HKS is a place where I can leverage my client-centered orientation towards policy solutions articulated by those most impacted. At HKS, I seek to study creative, community-driven ways to advocate for policies aimed at poverty alleviation and to explore the capacities and limits of law in social change work.
**Jackie Rotman**  
**Harvard Kennedy School Master in Public Administration Candidate, 2019**

**Highlights**
- Center for Intimacy Justice: Founder and CEO
- Everybody Dance Now!: Founder, Executive Director, and Board Chair
- Spark: Executive Director
- The Bridgespan Group: Associate Consultant
- *Glamour* magazine “Top Ten College Women”
- Stanford Graduate School of Business, MBA, 2019
- Stanford University, BA in Public Policy, University Distinction, 2012

**What motivates you to be a leader?**

I was raised in a family that was comfortable discussing what might be sensitive issues for others, such as sex and pleasure. This allowed me to help others around seemingly under-discussed, yet important, human topics. Unfortunately, after a Harvard Law student sexually assaulted me in 2017, I had to relearn trust and intimacy and reclaim my own sexuality. I became passionate about helping people, especially women, experience their sexuality not as a source of trauma, victimization, or pain—but of joy, connection, and empowerment. I am currently launching the Center for Intimacy Justice, the first advocacy organization working to establish business practices that treat women’s sexual wellness as equally important to men’s—through our advertising practices and financial systems. Over the long term, I want to catalyze more investment capital in women’s sexual wellness, to rewrite the rules and to change narratives of female sexuality towards joy and well-being.

**Katie Miller**  
**Harvard Kennedy School Public Policy Candidate, 2020**

**Highlights**
- D.C. Metropolitan Police Department: District Officer of the Year
- D.C. Metropolitan Police Department: Detective
- OutServe: Founding Board Member
- Truman Scholar
- Yale University, BA in Political Science, 2012

**How do you hope to inspire change?**

*Whose voice is missing?* The answer, for a time, was mine. In 2009, I sat in my barracks at West Point and listened to debates over “Don’t Ask, Don’t Tell”—the U.S. military’s gay ban. Lawmakers argued gays would compromise national security. LGBT advocates argued it was hiring discrimination. But that year, one military official stated he was concerned about how the policy affected gay service members—people like me—and it changed the course of the debate. Suddenly, Americans were upset that those who volunteered to serve would be forced to lie about their identities. The law was repealed the following year. I learned that the best political speeches reframe an issue, establish prioritizes, and emphasize what brings us together. At HKS, my goal is to become fluent across a range of policy issues so I may write thoughtfully, persuasively, and confidently about them as a political speechwriter.
What has inspired you to pursue a career in public service?

When I was twenty, I watched a young boy die. I was working at a rural South African hospital. The six year old arrived with an unknown infection, and despite the under-resourced team’s best efforts, we were powerless against not only his disease, but also his pain. He died afraid and in agony. His death was a tragedy, but the way he died—without pain control, without comfort—was an injustice. I had gone to South Africa to learn how socioeconomic landscapes impact health systems. What I found was that poverty changes not just how people live, but also how people die. What is a good death, and how can we offer it to the patients we cannot save regardless of socioeconomic circumstances? I want to reimagine the systems of care we offer our sickest patients. As a future physician-advocate, I will work for dignity for everyone at the end of life.

HIGHLIGHTS

- Massachusetts Coalition for Serious Illness Care: Harvard Student Representative
- Center for Surgery and Public Health: Research Trainee
- Sarawak Children’s Cancer Society: Hart Fellow and Researcher
- Harvard Medical School, MD Candidate, 2020
- Duke University, BA in English, Robertson Scholar, Phi Beta Kappa, summa cum laude, 2013

JOCELYN STREID

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

Why have you decided to come to HKS at this point in your life?

I have been immersed in citizen campaigns in India that successfully secured socioeconomic rights to work, food, and social security. Through participating in numerous village meetings, public hearings, surveys, and public action, I learned of not just the need for universal socioeconomic rights, but also how the practice of exercising these rights is linked to information, accountability, and deepening democracy. My goals are to continue to work towards democratizing the citizen-state interface by building civic capacities of citizens as well as state capacity to convene effective social accountability platforms. At this point, HKS will provide me a broader perspective of these issues in a comparative and international context. It will also give me a chance to learn from my peers across the world and be part of enduring solidarity networks.

HIGHLIGHTS

- Centre for Budget, India: Governance and Accountability Fellow
- Tata Institute of Social Science, Honorary Fellow, Citizen Engagement
- State Rural Livelihood Mission, Government of Bihar: Consultant, Entitlements
- Ministry of Rural Development, Government of India: Project Executive
- University of London, School of Oriental and African Studies, MS in Development Economics with Distinction, 2011
- University of Delhi, Hindu College, BA in Economics with Honors, 2010

INAYAT ANAITA SABHIKHI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS

- Harvard Medical School, MD Candidate, 2020
- Duke University, BA in English, Robertson Scholar, Phi Beta Kappa, summa cum laude, 2013
What is the biggest challenge you face in serving your community?

My parents migrated to the U.S. from Medellín, Colombia in the 1980s. I witnessed firsthand how unforgiving our healthcare system is to migrant populations. Absence of U.S. citizenship or undocumented legal status inhibits patients from private insurance, Medicare, and Medicaid. Subpar efforts by healthcare organizations, hospitals, and medical boards to train clinicians around cultural competency leads to hostile patient-provider interactions, leaving patients alienated and neglected. When I came out as gay during adolescence, I realized that these experiences are magnified for LGBTQ migrants and/or their LGBTQ children as a result of stigma, minority stress, and cumulative disadvantage. Getting those who control healthcare’s purse strings to join the fight for universal healthcare requires a social justice movement to dismantle xenophobia, racism, homophobia, and other forms of systemic discrimination. As a Dubin Fellow, I aspire to gain political and economic skills needed to create progressive healthcare policies imbued with a social justice lens.
“A former special education student and a high-school dropout, I re-entered into vocational training as a Job Corps student, and later oversaw Job Corps as a Program Manager for the U.S. Department of Labor for four years. While there were moments in my life where I felt disempowered, a unique transformation occurred when I began making conscious choices that kept me involved in the decision-making processes. As I relate this story of success, I wish to note the fact that the conversation should be centered on dismantling the systemic barriers that make me an exception rather than a norm. The Dubin Fellowship will strengthen my vision by helping me develop methods and practices to affect change in our country’s workforce and educational system.”

Joshua Baltodano
Harvard Kennedy School
Dubin Fellow
MPP Candidate
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.

The ELI Fellowship embodies core elements of CPL’s programming—experiential learning and co-curricular 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).*
As UAE Ambassador to the U.S. since 2008, Yousef Al Otaiba has deepened bilateral understanding and cooperation across three U.S. Presidential Administrations. During this time, Ambassador Al Otaiba has led the expansion of the bilateral defense partnership, as UAE and U.S. security forces confront the multiple regional challenges of extremism, terrorism, and aggression. Bilateral trade grew by more than 400 percent, as each country became one of the other’s largest sources of foreign direct investment.

Cultural, educational, and healthcare exchanges have also grown dramatically, marked by the launch of such initiatives as NYU Abu Dhabi, the Cleveland Clinic Abu Dhabi, the Sheikh Zayed campus at Children’s National Medical Center, and the Sheikh Khalifa Cardiac Center at Johns Hopkins University. Ambassador Al Otaiba also oversees the UAE’s significant commitment to philanthropic activities that benefit underserved communities across America, enhance education for children and improve healthcare research and treatment.

Before taking up his post, Ambassador Al Otaiba served for seven years as international affairs adviser to H.H. General Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, and Deputy Supreme Commander of the UAE Armed Forces. Ambassador Al Otaiba obtained a degree in international relations at 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.

In recognition of his loyal service to the UAE, and leadership to build closer ties with the U.S., Ambassador Al Otaiba was promoted to the rank of Minister in October 2017. He will remain in his current role as the UAE’s Ambassador to the U.S.
MOHAMED ABURAWI
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS
Harvard Medical School 2019
Dean’s Community Service Award Recipient
Ashoka Visionary Program 2019
Global Changemaker
Bill & Melinda Gates Foundation 2018 Global Goalkeeper
Massachusetts General Hospital: Post-Doctoral Research Fellow
Speetar Telehealth Platform: Founder
MIT Sloan School of Management, MBA Candidate, 2022
Al-Margeb University, MD, Dean’s List, 2014

What motivates you to be a leader?
I grew up in an era caught between dictatorship and conflict, and while I am driven by the desire to give back, to be worthy of the sacrifices my parents made for me, by the hope of progress and the fear of failure—what matters to me most is my faith. I am motivated by the belief that the greatest form of worship is work, and the best form of work is that which benefits others. My beliefs have shaped my career and life: deciding at the age of 17 that I wanted to become a doctor, creating front-line clinics in the midst of war, launching a blood donor system, leading a multi-million dollar kidney perfusion study, and creating my telehealth company, Speetar. All of these choices have been deliberate and focused on benefiting others through my own work and choices, and they continue to motivate and drive my leadership.

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIND AL-HINDAWI

HIGHLIGHTS
Government of Jordan, Ministry of Education: Advisor and Executive Director, Development Coordination Unit
PwC Middle East, Government and Public Sector Consulting: Consulting Manager
Mahakkat At-Tafkir NGO: Advisor
State University of New York, MS in Industrial and Systems Engineering, Alpha Pi Mu Honor Society, 2014
Jordan University of Science and Technology, BS in Industrial Engineering, 2012

What has inspired you to pursue a career in public service?
Public systems failed me at several points in my life. I saw how policies recapitulated and even nurtured socioeconomic inequality, allowing a way forward for only specific privileged groups. My passion for public service and appreciation for government’s capacity to improve people’s lives deepened when I later lived abroad in developed countries. I realized that what I was always led to believe were hard-earned privileges, like quality education, were in fact basic rights in healthy states. Living in these countries, for the first time I felt like people’s fates were not solely predetermined by their socioeconomic backgrounds. I understood what human capital development meant and where it could lead. I became cognizant of government’s role in alleviating social inequalities and allowing people to fulfill their potential.
AWAB ELMESBAH

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

What has inspired you to pursue a career in public service?

As I grew up in a country exhausted by civil war, massive poverty, inequality, and autocracy, I realized that the ways in which wealth is produced and redistributed are central to Sudan’s national crisis. As a student, I volunteered for many civil society initiatives, I read heavily on politics and development, and I engaged in discussions with many intellectuals and politicians, seeking to understand how to best serve my society. I discovered that my most serious questions, those of economic transformation and social justice in Sudan, would not be answered in my engineering classes. That was the moment when I decided to shift my career to international development and public policy. I aspire to help develop and promote a national economic transformation agenda that responds to questions of inclusiveness, justice, and sustainability in my country and in the developing world.

HIGHLIGHTS

Center for Development and Public Policy: Policy and Research Coordinator
Sudan Debates: Co-Founder and Executive Director

London School of Economics and Political Science, MS in African Development with Distinction, 2016
University of Khartoum, BS in Electrical and Electronic Engineering with First Class Honors, 2013
U.K. Government’s International Award, Chevening, 2016

ROUKAYA EL HOUEDA

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2021

What has inspired you to pursue a career in public service?

As far back as I can remember, I have always derived great pleasure from finding new and interesting problems to solve. While not all of my experiments were successful, this passion grew with time and shaped my path through the choice of an engineering field of study. Growing up in Morocco also raised my awareness of the concept of inequality. My mother, through her research on gender-based discrimination in Moroccan society, taught us extensively about gender inequalities. However, I was equally intrigued by other manifestations of inequality, such as the fact that my neighbors, impacted by poverty, had far more limited professional aspirations than I did. These defining elements led me to seek out opportunities that allow me to work on solving fascinating problems while reducing social inequality. Serving public sector leaders through my consulting work allows me to fulfill this aspiration.

HIGHLIGHTS

McKinsey & Company: Engagement Manager
GSMA: User Research Manager
Conservatoire National des Arts et Métiers, MS in Optimization and Operations Research, 2014
École Nationales des Ponts et Chausées in Paris, MS in General Engineering, 2011
LINA HASHEM
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What has inspired you to pursue a career in public service?

The idea that children can be fated to unfulfilling lives because of factors beyond their control—be they poverty, limited access to education, violence, or suppressive societal value systems—has always struck me personally. Spurred partly by my own experiences grappling with these issues, I have become committed to helping disadvantaged and vulnerable youth overcome barriers to their mobility and development, so that they do not have to end up where they started. I envision a career in public service focused on creating the conditions and resources to untether disadvantaged youth from their initial circumstances, empowering them to live fulfilling lives. I plan to focus on social and urban policies that can help make that happen.

HIGHLIGHTS
PwC, Government and Public Sector Practice: Senior Consultant, Certificate of Appreciation and Gratitude from UAE Minister of Foreign Affairs and International Cooperation, H.H. Sheikh Abdullah bin Zayed Al Nahyan
Campus Educational Trust: Volunteer
Students Against Human Trafficking: Founder and President
EduMax: Founder and Partner

University of Pennsylvania, BA in Cognitive Science, Penn World Scholar, magna cum laude, 2014

SAMER HJOUJ
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What has inspired you to pursue a career in public service?

Over the past five years, I have been blessed with opportunities to serve communities in the U.S. and Palestine in the field of education. My inspiration and energy are derived from the communities I serve. My beliefs and values are similarly rooted in the communities that nurtured me over the years. For me, a career in public service is less of a choice and more of a responsibility—a responsibility to uplift and empower fellow Palestinians and other marginalized peoples.

HIGHLIGHTS
Teach for America: Detroit Corps Member
Karadeniz Technical University, Turkey: English Teaching Assistant and Fulbright Fellow
Ramallah Friends School: College Counselor

University of North Carolina, BA in Political Science, 2013
BAHEIRAH KHUSHEIM
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS

Islamic Development Bank (IsDB): Senior Global Infrastructure Development Specialist
Acumen Fund: Global Fellow, India
Saudi Food Bank: Steering Committee Member
Girl Guides of Saudi Arabia: Leader and Member of Association Board
Missouri University of Science and Technology, BS in Engineering Management, Tau Beta Pi, Epsilon Mu Eta, summa cum laude, 2010
Sue Shear Institute Certificate in Public Policy Leadership Development, 2010

What has inspired you to pursue a career in public service?

Working within the social infrastructure development field in the Arabian-Gulf countries since 2001, I have witnessed the limitations to channeling funds ethically. The region needs pragmatic leadership who will promote social inclusion for the vulnerable by making institutions accessible and accountable. This realization came about after many multilateral development experiences at IsDB, where I was exposed to the realities of development in the Islamic world. Within this role, I was the first Saudi female engineer to lead project teams and field missions in remote areas around the world, and seeing the firsthand impact of such work has been a driving force in deepening my knowledge of the field. I am motivated to make a broader change through leading an idea that pioneers a new way of thinking about local giving and maximizing the impact globally. I am looking for effective tools, through CPL and ELI's ecosystem, to disrupt the region's philanthropic landscape and to inspire hope in the sector.

ALI NOUEIHED
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS

United Nations High Commissioner for Refugees: Associate Protection Officer
Farah Social Foundation: Field Coordinator
Progressive Youth Organization: Board Member
Missouri University of Science and Technology, BS in Engineering Management, Tau Beta Pi, Epsilon Mu Eta, summa cum laude, 2010

What has inspired you to pursue a career in public service?

Why does one wish for his work to become irrelevant tomorrow? It may sound paradoxical, but it emanates from the reality I live in. Being part of the minority and having worked in marginalized Palestinian and Syrian refugee camps, I was exposed to a world of discrimination and injustice that inevitably ignited my passion for equality and inclusion. My only wish is that defending basic human rights such as minority representation, refugee rights, and gender equality will one day be as extraneous as conversations around slavery have become indisputable. Throughout my journey, I want to shift our perspective about social justice and inclusion from a process of forged integration into an indisputable condition. I have always perceived leaders to be before their time, but for once in my life, I wish that my aspirations are beyond their time.
ADEEB QASEM

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

Why have you decided to come to HKS at this point in your life?

The boundary between the public and private sectors is blurry and in flux across communities globally. Questions regarding the privatization of healthcare, education, and other critical services have taken center stage in recent times. The UAE is no exception—with the theme being more prominent given the public sector's large presence in the financial arena. To navigate successfully the change in this paradigm, talented individuals have stepped up to the cause. However, there remains a vacancy in the UAE that I aspire to fill: rigorous economic and policy analysis of both public and private initiatives. Having worked in a sovereign wealth fund in an investment role, I have learned requisite business skills, and I now begin my HKS journey to cultivate the policy and leadership backgrounds to become someone who makes ideas reality and brings rigor to a complex but critical element of creating change.

HIGHLIGHTS

- Mubadala Investment Company, Public Equities Team: Senior Analyst
- Mubadala Investment Company, Public Equities Team: Analyst
- General Secretariat of the Executive Council: Intern
- University of Pennsylvania, Huntsman Program in International Studies and Business, BS in Economics, BA in Mathematics and International Studies, Beta Gamma Sigma, summa cum laude, Ministry of Presidential Affairs Distinguished Student Scholarship, 2016

ABDULLA SAIF

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2021

What has inspired you to pursue a career in public service?

I have always wondered about how Arab countries have so many young people yet much of their energy goes to waste with no clear impact on economic development. Since I finished my MBA in 2012, I have been working as an entrepreneurship ecosystem builder; my career goal has been to create successful businesses in Yemen and to create an environment where others can do the same. Whether supporting youth who are exporting world-class specialty coffee or accelerating developers as they create solutions to automate local educational institutions processes, I realize that there is no lack of creativity, talent, effort, or skill. It seems that the gap is a major lack of support: legal, financial, and political. Thus, my main goal for the future is not just the implementation of new projects, but rather the development of the institutional frameworks that allow such projects to flourish and scale.

HIGHLIGHTS

- Silatech Foundation: Country Manager
- National Association of Hispanic Journalists Consulting: Founder and Director
- ROWAD Foundation: Founder and President
- Resonate! Yemen: Director
- Lebanese International University: Lecturer
- Oxford University, MBA, 2012
- Southern Alberta Institute of Technology, BS in Applied Information Systems, 2004

- Silatech Foundation: Country Manager
- National Association of Hispanic Journalists Consulting: Founder and Director
- ROWAD Foundation: Founder and President
- Resonate! Yemen: Director
- Lebanese International University: Lecturer
- Oxford University, MBA, 2012
- Southern Alberta Institute of Technology, BS in Applied Information Systems, 2004
What motivates you to be a leader?

In 2011, almost every Egyptian I knew was in the streets protesting social injustice and income inequality. As a recipient of a full scholarship from Harvard College, I felt determined to take advantage of every opportunity, particularly those which I felt many back home did not have. I still feel the same obligation I felt back in 2011, with a bit more clarity. I aspire to work on projects that improve access to financial services and quality education, resources that are critical for developing an inclusive and economically developed society. On a personal level, I hope to inspire change through being compassionate and genuine, respecting strength and not power, and holding myself accountable to practice, and constantly re-examine, what I believe.
“I grew up in an era between dictatorship and conflict, and while I am driven by the desire to give back, to be worthy of the sacrifices my parents made for me, by the hope of progress and the fear of failure—what matters to me most is my faith. I am motivated by the belief that the greatest form of worship is work, and the best of work is that which benefits others.”

Mohamed Aburawi
Harvard Kennedy School
Emirates Leadership Initiative Fellow
MC/MPA Candidate
The Fellowship for Serving African-American Communities brings together diverse and talented emerging leaders based on their leadership promise and demonstrated interest in reducing disparities in African-American communities through efforts in healthcare, education, economic development, public policy, criminal justice reform, social entrepreneurship, and a variety of other fields. The program connects fellows with highly accomplished national and international leaders and provides them with the skills to:

• Foster sustainable change in communities,
• Build cross-sector partnerships and collaborations, and
• Inspire new ideas and innovative change in programs and policies that serve communities.

In addition to their formal coursework, Fellows Serving African-American Communities participate in a yearlong co-curricular 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 trip. Taken together, these activities are intended to inspire, provide concrete opportunities for leadership skill-building, and connect fellows with an interdisciplinary network of peers and mentors that will last a lifetime.
HILLARY ANDERSON
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS
Catalist: Director of Client Consulting and Solutions
Democratic Congressional Campaign Committee: Regional Targeting Director
Black Girls Code, Washington, D.C. Chapter: Community Outreach Lead
Indiana University, BA in Economics, Minor in International Studies with Hutton Honors College General Honors Notation, 2014

Why have you decided to come to HKS at this point in your life?
In the midst of a successful career in political data, I came to the conclusion that now is the ideal time to attend HKS. Prior to this decision, I trained progressive activists, helped elect members to the U.S. House of Representatives, and led technology workshops in the D.C. metro area focused on inspiring black girls to enter STEM fields. These events brought the personal and professional fulfillment I desired, but a new need emerged. I developed a longing for an academic community where I could reflect on these experiences, collaborate with other accomplished professionals, and interact with leaders from around the world. HKS is unparalleled to meet this need. Stepping back from a career that I love to step into an environment with unlimited potential is an exciting proposition. With this opportunity, I hope to build the diverse network and skills necessary to create a more equitable society.

JOSUE CHAVARIN-RIVAS
HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS
California State Assembly Member Gilbert Cedillo, Analysis of Health and Budget Policy Focus: Aide
J. William Fulbright Grant, Educator at Universidad Federal de Goias, Goiania, Brazil: Health Researcher
The California Endowment: Program Associate
University of California Berkeley, MBA, MPH, Dean’s Fellowship and MBA Fellowship Recipient, 2019
University of California Berkeley, BA in Political Science, General Distinction, Phi Beta Kappa, 2011

Why have you decided to come to HKS at this point in your life?
Having gained real-world experience over the course of my professional career in managing social movement campaigns, I have decided to come to HKS at this point in my life because I seek to enhance my ability to create a greater impact in underserved communities. My goal is to lead nonprofit and public institutions that will foster impactful cross-sectoral partnerships between nonprofits, foundations, companies, and agencies to improve the health and well-being of marginalized communities. It is also my goal to complete my degree at HKS knowing that I have built lifelong relationships with other aspiring leaders that will enable us to effect change. I am certain that the MC/MPA program, along with the Fellowship for Serving African-American Communities, will provide me with the support system, curriculum, and skills that I need to become a more impactful leader.
ERICK DIAZ
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What inspired you to pursue a career in public service?

Growing up in Boston as a child of Trinidadian immigrants, I believed that the “American Dream” was accessible to anyone willing to work towards it. College, however, presented an eye-opening reality of academic inequality as I witnessed many students of color, often from under-resourced backgrounds, juxtaposed against more privileged students, typically from suburban America. The academic disparities were abundantly clear, and the attrition rate of students of color out of the engineering discipline was alarmingly high. These sobering experiences sparked my interest in understanding the STEM achievement gap. I began to join education advocacy groups, attended education conferences, and eventually went on to found The NET Mentoring Group, a nonprofit intended to help close the STEM achievement gap. As I continue on my journey to improve education, and subsequently economic opportunities in my community, I hope to find creative ways to bolster my impact and create sustainable change.

HIGHLIGHTS

MIT Lincoln Laboratory:
Aerospace Engineer
The NET Mentoring Group:
Founder and Director
Ase Research Film Project:
Organizer and Lead Producer
Humanity in Action (HIA)
International Grant Awardee

University of Massachusetts
Lowell, BS in Mechanical Engineering, 2015

JAMAL GRANT
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

What has inspired you to pursue a career in public service?

I grew up in City Heights—a dynamic, vibrant, and socioeconomically disadvantaged community in San Diego where most residents are foreign-born and over thirty languages are spoken within a ten-block radius. While gang violence and poverty were common in the community, my family settled there because it was the most affordable. Despite the negative aspects of the neighborhood, I was privileged to have a stable home with food every night and light to do homework. However, my classmates were not so lucky, with many of them constantly moving due to rent increases—removing their physical and mental space to focus on schoolwork—and leading to them falling behind and quitting school. Hence, my advocacy for affordable housing. I know firsthand how a stable home can build a solid foundation for families to maximize their potential. I am committed to working with low-income communities to increase the stock of affordable options.

HIGHLIGHTS

California Housing Partnership:
Summer Policy Analyst
Massachusetts Housing Investment Corporation: Development Associate
Community HousingWorks:
Assistant Project Manager

Harvard Graduate School of Design,
Master in Urban Planning Candidate, Presidential Scholar, 2020
University of San Diego, BA in International Relations, Circle of Excellence Scholar, summa cum laude, 2013
KARL KUMODZI
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

HIGHLIGHTS
Blackbird: National Organizer
BYP100 NYC: Chapter Co-Founder, Organizing Co-Chair, and Member
Center for Popular Democracy: John Gardner Public Service Fellow
Stanford University, BA in Public History, Minor in Comparative Studies in Race and Ethnicity, 2014

How do you hope to inspire change?
The people I am accountable to are affected by multiple intersecting issues, so my work and goals span across issues. In order to win on all the issues that affect the lives of the most marginalized people, we have to develop strong organizations, leaders, and grassroots democratic social movements to radically transform our society. I am using my time at HKS and my community of fellows to become a better political strategist, social movement architect, and to exercise my political imagination so that I can contribute to building these movements in my lifetime.

ONYEMAECHI NWANAJI-ENWEREM
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS
Kellogg Eye Center: Health Equity Fellow
SQ Technologies: Digital Health Fellow
Duke University School of Medicine, MD Candidate, 2022
Duke University School of Medicine, MS in Biomedical Sciences, 2016
University of North Carolina at Chapel Hill, BS in Biology, Morehead-Cain Scholar, 2015

Why have you decided to come to HKS at this point in your life?
My decision to attend HKS is largely motivated by an awareness that healthcare disparities cannot be solved through medical practice alone. While being a physician is an important step to understanding disparities, I want to become a leader in the analysis and design of policy surrounding healthcare decision-making. As a Center for Public Leadership Fellow, I look forward to forging interprofessional relationships, redefining my role as an advocate. Moreover, I look forward to collaborating with colleagues across disciplines who share the vision of serving communities of color who have disproportionately taken on a large portion of the disease burden. I am confident that my time at HKS will be key to my engagement in the development of novel approaches that provide sustainable outcomes for our most vulnerable communities.
What has inspired you to pursue a career in public service?

My career goal is to change the way our society views formerly incarcerated people. I currently run a social enterprise that trains and places re-entering people into stable careers. In 2014, I started attending re-entry circles where I saw the collateral consequences of having a criminal record. One story is that of my friend, Edward, who served ten prison sentences over twenty years and had extreme difficulty in finding employment so he became an entrepreneur. Edward worked extremely hard to conquer homelessness, launched a landscaping company, and stayed out of prison. There, however, remain periods when he is unable to cover his modest living expenses. The hundreds of thousands of re-entering citizens that cannot break free from poverty prompt my commitment. I remember those who are in prison, as though in prison with them, and those who are mistreated, as they are integral to society.

HIGHLIGHTS

Mustard Seed Foundation: Harvey Fellow
The Education Justice Institute at MIT: Graduate Fellow
MIT Sloan School of Management, MBA Candidate, 2021
North Carolina State University, BS in Mechanical Engineering, cum laude, 2013
Forté Foundation MBA Fellow
“The people I am accountable to are affected by multiple intersecting issues, so my work and goals span across issues. In order to win on all the issues that affect the lives of the most marginalized people, we have to develop strong organizations, leaders, and grassroots democratic social movements to radically transform our society.”

Karl Kumodzi
Harvard Kennedy School
FSAAC Fellow
MPP Candidate
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*

*Senior Fellow, 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 degree program offered through Harvard Business School (HBS) and Harvard Kennedy School (HKS) with a $10,000 stipend. The fellowship reflects 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 upon character development and ethical leadership.
ABOUT BILL AND PENNY GEORGE

Bill George is a Senior Fellow at Harvard Business School, and is the former Chair and Chief Executive Officer of Medtronic. He is the author of: Discover Your True North and The Discover Your True North Fieldbook, Authentic Leadership, True North, Finding Your True North, 7 Lessons for Leading in Crisis and True North Groups. Bill currently serves as a director of the YMCA of the Greater Twin Cities and is a Life Director of the Guthrie Theater in Minneapolis. Bill has previously served on the boards of Goldman Sachs, The Mayo Clinic, ExxonMobil, Target, Novartis and The World Economic Forum USA. In 2018, Bill was presented with the Larry Foster Award for Integrity in Public Communication by the Arthur W. Page Center. The Franklin Institute presented Bill with the Bower Award for Business Leadership in 2014. He was elected to the National Academy of Engineering in 2012 and was named one of “Top 25 Business Leaders of the Past 25 Years” by PBS. Mr. George received his BSIE with high honors from Georgia Tech, his MBA with high distinction from Harvard University, where he was a Baker Scholar. He has received honorary PhDs from Georgia Tech, Mayo Medical School, University of St. Thomas, 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 medicine movement, working to transform society’s consciousness around health and well-being on both the institutional and community level. She is Co-Founder of the Bravewell Collaborative, a national collaboration of philanthropists dedicated to advancing the principles and practices of integrative medicine and co-founder of the Penny George Institute for Health and Healing at Allina Health, which is the clinical service line responsible for prevention, wellness and integrative medicine across the entire system. Dr. George currently sits the board of the Penny George Institute Foundation. As a consulting psychologist, she specialized for more than twenty 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 in psychology from the University of St. Thomas.
IAN ABBOTT
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

HIGHLIGHTS

McKinsey & Company: Summer Associate
LearnLux: Product Intern
Obama Foundation: Intern to the Office of the Executive Director
Morgan Stanley: Associate
Harvard Business School, MBA Candidate, 2020
Morehouse College, BA in Economics with a Math Concentration, 2014

Why have you decided to come to HKS at this point in your life?

Before graduate school, I wanted to learn about investing and financial literacy to share the knowledge I had acquired with my friends and family, creating a trickle-down effect to improve the financial health of my community. While my career path has changed, my goal is still very similar. I think it is important to use my skills and talents to create a world where one's origin does not determine one's trajectory. During my time at Harvard, I have worked with corporate executives and high school students on a myriad of issues, and it has become increasingly clear that we do not do enough to prepare individuals to deal with financial shocks in life. Throughout these experiences, I have developed a stronger conviction about the importance of promoting financial health, and I hope to pursue a career where I bridge business, technology, and education to empower people to make informed financial decisions and build financial security over time.

AMYRA ASAMOAH
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

HIGHLIGHTS

Harvard University Venture Incubation Program: Startup Founder
IMF iLab: Founding Member
International Monetary Fund: Fiscal Affairs Department Award
Harvard Business School, MBA Candidate, 2020
Indiana University, BA in Economics and Communication and Culture with High Distinction, 2015

What has inspired you to pursue a career in public service?

I often think about the barriers that limit people's opportunities in life. How safe was the community you grew up in? How well-funded was your public school? Did you have support from your family to succeed? I know how bright a kid's path can be when it is not riddled with those barriers. I was blessed to grow up in a wildly safe community, with esteemed public schools, and unwavering parental support. And over time I came to realize that—without limiting circumstances—anyone, even an immigrant minority woman like myself, can succeed. My goal in life is to remove those barriers for others. As a public servant, I plan to focus on education quality and youth empowerment, likely in West Africa but also in the U.S.
**LOUISE BALDWIN**

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2020**

**HIGHLIGHTS**

- Fuzu Kenya: MBA Intern
- International Finance Corporation, World Bank Group: Investment Analyst
- Goldman Sachs Asset Management: Investment Analyst
- Harvard Business School, MBA Candidate, 2020
- Trinity College Dublin, BA in Management Science and Information Systems Studies, 2013

**What has inspired you to pursue a career in public service?**

My decision to pursue a degree in public service was couched in an early desire to effect change in Francophone Africa. When I was young, my family fled Congo-Brazzaville’s civil war as refugees to eventually move to the U.S. As a kid, I often wondered why the conflict and hardship that drove us out seemed so common for the region and what could be done to address it. To gain a firsthand perspective, I left a career in management consulting to work in Mali with a firm that partners with public organizations to direct private capital into frontier markets. Through that work, I discovered tools for effecting growth that gave me confidence that I could play a role in development in the region. Going forward, I aim to invest in the region while supporting governments to develop policy and shape agencies to enable the private sector.

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**YOUSSOUF CAMARA**

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2020**

**HIGHLIGHTS**

- CrossBoundary: Associate, Mali Investment Facilitation Platform
- Boston Consulting Group: Associate
- Jersey Urban Debate League: Volunteer Coach and Judge
- Harvard Business School, MBA Candidate, 2020
- Trinity College Dublin, BA in Management Science and Information Systems Studies, 2013

**What motivates you to be a leader?**

I believe strongly in the importance of empowering others. Throughout my life, I have been supported, challenged, and inspired by people who sought to bring out the best in others. Some held formal leadership positions, but many used whatever power or influence they had to represent unheard voices. Often the most impactful ideas come from the quietest or most underrepresented views in the room, and it is the responsibility of those with a voice to encourage those contributions. Worthwhile change is not driven by one person alone; it requires leaders who look to bring out the best in those surrounding them. I am motivated by that responsibility and by the opportunity to act as a catalyst for others.
**GEORGE FELLOWS**

Center for Public Leadership Fellows Profile Book 2019–2020

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**What motivates you to be a leader?**

All my life I have had amazing teachers. They have shown me different ways to approach problems, introduced me to new experiences, and helped me develop values I still hold today. These teachers are the reason I have been given opportunities to impact my community and have been prepared to do so when called upon. When given leadership roles, I have seen how leadership and teaching are one and the same. Leadership without teaching results in telling others what is true and how they should act, but when one leads as a teacher, the focus shifts to helping others learn, develop, and succeed. As my career progresses, I am excited to continue to find opportunities to teach and help others develop their strengths and become leaders in their own right.

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**HIGHLIGHTS**

- **Related Companies:** Associate, Affordable Housing Development
- **City of Chicago, Office of Mayor Rahm Emanuel:** Advisor for Economic Development Policy
- **McKinsey & Company:** Social Sector Fellow and Business Analyst
- **Harvard Business School, MBA Candidate, 2020**
- **David M. Rubenstein Fellow, 2017–2018**
- **Wellesley College, BA in Economics, 2011**

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**CHRIS LONGMAN**

Harvard Kennedy School Master in Public Administration/International Development Candidate, 2020

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**Why have you decided to come to HKS at this point in your life?**

I decided to come to HKS to gain skill sets to effectively leverage the private sector for positive and widespread change. Growing up in Macau and Bangkok, I witnessed not only rapid economic development from government policies but also the limitations of the top-down model. My internship with Shokay, a social enterprise empowering rural Chinese yak herders, led me to believe in using the for-profit model for sustainable, bottom-up development. While at CHAI in Cambodia, I learned about the importance of cooperation between the public and private sectors to create positive and sustained impact. These experiences showed me the effective role the private sector plays in filling governance gaps. It also made me realize the importance of structuring programs such that benefits are fairly enjoyed by multiple stakeholders while still encouraging sustainability and innovation. While at HKS, I intend to gain the analytical skill sets to identify ways to create win-win solutions for all involved.

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**HIGHLIGHTS**

- **Numida, Kampala Office:** Client Acquisition Manager
- **Clinton Health Access Initiative (CHAI), Phnom Penh Office:** Senior Malaria Program Associate
- **Charles River Associates, Life Science Practice:** Consulting Associate
- **Harvard Business School, MBA Candidate, 2020**
- **David M. Rubenstein Fellow, 2017–2018**
- **Wellesley College, BA in Economics, 2011**

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**SATOMI GINOZA**

Harvard Kennedy School Master in Public Administration/International Development Candidate, 2020

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**What motivates you to be a leader?**

All my life I have had amazing teachers. They have shown me different ways to approach problems, introduced me to new experiences, and helped me develop values I still hold today. These teachers are the reason I have been given opportunities to impact my community and have been prepared to do so when called upon. When given leadership roles, I have seen how leadership and teaching are one and the same. Leadership without teaching results in telling others what is true and how they should act, but when one leads as a teacher, the focus shifts to helping others learn, develop, and succeed. As my career progresses, I am excited to continue to find opportunities to teach and help others develop their strengths and become leaders in their own right.
MARIANO PARRÓ

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

HIGHLIGHTS

Quona Capital: Summer Investment Associate
Instiglio: Summer Associate
Save the Children: Strategy Manager
Boston Consulting Group: Associate and Consultant
Harvard Business School, MBA Candidate, 2020
University of Illinois at Urbana-Champaign, BS in Business Administration, summa cum laude, 2014

What motivates you to be a leader?

As I start my last year at Harvard, I feel more motivated than ever to keep learning about and working towards financial inclusion and workforce development in Latin America. Born and raised in Lima, I left to study undergrad in the U.S. with full financial aid, which opened up a range of possibilities that I could never have imagined. I have been privileged to work in nine countries across four continents, in both the for- and nonprofit sectors. As I look back at the past, I realize that all of this was possible only through having access to an education far beyond my financial means. My education has given me this sense of responsibility and a passion for creating opportunities for young people and helping organizations across sectors to create positive change. I am very grateful to the George Fellowship and CPL for helping me on this leadership path.

DAVID PÉREZ-HERNÁNDEZ

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

HIGHLIGHTS

Quona Capital: Summer Investment Associate in Social Impact and Aladdin Wealth Tech
Office of the Mayor of Austin, Texas: Summer Mayoral Fellow
Office of Senator Cory Booker: Congressional Hispanic Caucus Institute Fellow
Endeavor: Fulbright Scholar
Harvard Business School, MBA Candidate, 2020

How do you hope to inspire change?

When I was in junior high, my family was invited to participate in a program that provided financial assistance to lower-income, single-parent households. The program provided a stipend to a family to purchase groceries in exchange for the student in the family receiving good grades and getting involved in extracurricular activities. In other words, it allowed me to enjoy being a student instead of having to work to support my family. That program was a large reason I became the first person in my family to go to college. Now, I want to help other lower- and middle-income families, like mine, become financially secure. I want to apply the knowledge I have gained working across the private, public, and nonprofit sectors to help more families in America move up the economic ladder. When families feel financially secure, they are happier, more involved in their communities, and can enjoy life. I hope to work on that mission.
GEORGE FELLOWS

CENTER FOR PUBLIC LEadersHIP FELLOWS PROFILE BOOK 2019–2020

How do you hope to inspire change?

I hope to inspire change by creating access to opportunity through technology and investment. Born in Colombia and raised in Prince George’s County, Maryland, I saw firsthand the stark economic inequality that existed in the U.S. and abroad. As I got older, I saw technology as a way to democratize access. I spent five years after college at Google, Uber, and IDEO, working in data analytics, business operations, and strategy and venture design. My career led me to focus on channeling technology and capital for social impact. While pursuing my MBA/MPP, I have worked with the City of San Jose Mayor’s Office of Technology and Innovation; the Robin Hood Foundation, New York City’s largest poverty-fighting organization; Harlem Capital, a minority-owned, early-stage venture capital firm investing in women and founders of color; and Goldman Sachs’ Technology Investment Banking Group. I plan to continue championing economic access work and advocating for underserved communities.

HIGHLIGHTS

Harlem Capital: Venture Capital Intern
Robin Hood Foundation: Summer Strategy Associate
City of San Jose Mayor’s Office of Technology and Innovation: Fellow
Uber: Business Development Associate and Global Chair, Latino Business Development and Community Outreach
Harvard Business School, MBA Candidate, 2020
University of North Carolina at Chapel Hill, BS in Business Administration, summa cum laude, 2012

NANCY TORRES

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What motivates you to be a leader?

My father was an officer in the Indian Forest Service who devoted his life to balancing government mandates with environmental conservation. Climate change is a reality I grew up with, experienced in wildly fluctuating rains that flooded my house and increases in sea levels that caused thousands of Maldivians to migrate to my city. I came to Harvard for an MBA/MPA-ID because I believe that the joint degree addresses the dichotomy of my intended field, where environmental investment is no longer an arena for governments alone and where impact involves navigating offset regulations with as much finesse as knowing how to conduct an energy audit. As I work at the forefront of sustainability, I will continue the fight to mold a reality that can match my ideals of compromising intelligently to drive change and to always be a daughter my father would be proud of.

HIGHLIGHTS

Circulate Capital: Summer Investment Trainee
World Bank Forest Carbon Partnership Facility and World Bank Forestry Project: Intern and Research Associate
Bain & Company: Senior Associate Consultant
Cornell University, BS in Applied Economics and Management, Minors in Natural Resources and Climate Change, Tata-Cornell Scholar and Dyson Scholar, summa cum laude, 2014

RATNIKA PRASAD

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT, 2020

How do you hope to inspire change?

I hope to inspire change by creating access to opportunity through technology and investment. Born in Colombia and raised in Prince George's County, Maryland, I saw firsthand the stark economic inequality that existed in the U.S. and abroad. As I got older, I saw technology as a way to democratize access. I spent five years after college at Google, Uber, and IDEO, working in data analytics, business operations, and strategy and venture design. My career led me to focus on channeling technology and capital for social impact. While pursuing my MBA/MPP, I have worked with the City of San Jose Mayor’s Office of Technology and Innovation; the Robin Hood Foundation, New York City’s largest poverty-fighting organization; Harlem Capital, a minority-owned, early-stage venture capital firm investing in women and founders of color; and Goldman Sachs’ Technology Investment Banking Group. I plan to continue championing economic access work and advocating for underserved communities.

HIGHLIGHTS

Circulate Capital: Summer Investment Trainee
World Bank Forest Carbon Partnership Facility and World Bank Forestry Project: Intern and Research Associate
Bain & Company: Senior Associate Consultant
Cornell University, BS in Applied Economics and Management, Minors in Natural Resources and Climate Change, Tata-Cornell Scholar and Dyson Scholar, summa cum laude, 2014
ISABELLA WECHSLER
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What motivates you to be a leader?

Headlines about climate change rarely show signs of optimism, as trend lines on temperature, sea level rise, and ocean acidity resolutely tilt in the wrong direction. I, however, still manage to find hope in people who tirelessly push the conversation about this global crisis forward, and in the movements which have called for the breakneck innovation we need. Climate change compels me as a major human issue, one that disproportionately burdens those most helpless to respond. It is a challenge that demands our most creative solutions, and an issue that requires new, sometimes uncomfortable, collaborations across a multitude of fields and industries. As a joint degree student, I hope to continue channeling my experiences from the public and private sectors to further our climate’s sustainability, and to remain an advocate for the diversity that can expedite discovery.

HIGHLIGHTS

Summer Associate: Bain & Company
Environmental Defense Fund, AT&T Smart Cities, Internet of Things Division: Climate Corps Fellow and Graduate Intern
Massachusetts Department of Environmental Protection: Strategy Policy Advisor
Harvard Business School, MBA Candidate, 2020
Harvard College, BA in Environmental Science and Public Policy, Minor in Global Health and Health Policy, 2013

SAM ZEGAS
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What motivates you to be a leader?

I see my generation facing many sobering challenges: widespread and growing social inequality, accelerating harm to ecosystems and the natural world, and a resurgence of divisive nationalism, to name just a few. If tomorrow’s leaders respond to these challenges wisely, with vision, pragmatism, and compassion, we can turn these challenges into opportunities to create a more just and livable world. But if leaders respond with short-sightedness and prejudice, they will have the power to cause great and lasting harm. This responsibility of public leaders to navigate through pivotal moments toward the greater good is what motivates me to be a leader. When future opportunities to serve the public good arise, I want to be ready to lead with all the vision, pragmatism, and compassion I can.

HIGHLIGHTS

Media Matters for America: Chief of Staff
Boston Children’s Hospital: General Manager of International Health Services
Accenture: Management Consultant
Harvard Business School, MBA Candidate, 2020
Harvard College, BA in Anthropology, magna cum laude, 2009
“I believe strongly in the importance of empowering others. Throughout my life, I have been supported, challenged, and inspired by people who sought to bring out the best in others. Some held formal leadership positions, but many used whatever power or influence they had to represent unheard voices. Often the most impactful ideas come from the quietest or most underrepresented views in the room and it is the responsibility of those with a voice to encourage those contributions. Worthwhile change is not driven by one person alone, it requires leaders who look to bring out the best in those surrounding them. I am motivated by that responsibility and the opportunity to act as a catalyst for others.”

Louise Baldwin
Harvard Kennedy School
George Leadership Fellow
MPA-ID/MBA 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 co-curricular 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 in Social Innovation**, an endowed professorship that will link pivotal social innovation programs at Harvard Kennedy School, including the long-standing Gleitsman Program in Leadership for Social Change and the New World Social Enterprise Fellows Program, which launched in the fall of 2015. Both programs are housed at Harvard Kennedy School’s Center for Public Leadership.

This year, the endowment will support four new activists with full-tuition fellowships and welcome back three 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 L. GLEITSMAN

Alan L. Gleitsman was born in Brooklyn, N.Y. in 1930. At the age of just nine, his father died and left Alan to be raised by his mother who worked full-time to support him and his younger sister. He received an AB in Economics from Cornell in 1951 before subsequently serving two years in the U.S. Air Force. Mr. Gleitsman went on to become 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 in memory of his late mother; he was honored by the University of Southern California for his contributions to cancer research; he participated in the International Peace Walk in the Soviet Union; and he 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 to focus his time fully on philanthropy and issues related to social justice, 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.

A father of four and a grandfather of six, Mr. Gleitsman passed away in May 2006.
What has inspired you to pursue a career in public service?

My mother belonged to the first group of public defenders of Chile. I remember going to trial with her, talking to her defendants, and being shocked by their situations. However, she always encouraged me to look beyond shallow first impressions to understand how our environment and opportunities influence our lives. When 14 year olds reached her, it was already too late. She would say, “We have failed them.” After years spent teaching and pursuing social initiatives, I made her message my own. I witnessed the impact of vulnerable context for children. I lost many students to drugs, abuse, or violent situations that no child should ever endure. It was clear to me that they were not guilty; they were victims. This frustration inspired me to dedicate my life to public service, convinced that children should not end up in my mother’s office but rather in a place where their fundamental human rights and education are guaranteed.
**SARAH LEADEM CASTRO**

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021**

**HIGHLIGHTS**

California Domestic Workers Coalition: Membership Coordinator, Legislative Field Coordinator, and Workers Rights Director

Women’s Policy Institute of the Women’s Foundation of California: Fellow

American Federation of State, County, and Municipal Employees, Local 3299: Labor Representative and Union Organizer

University of California, Berkeley, BA in Ethnic Studies and Public Policy, *summa cum laude*, 2012

**How do you hope to inspire change?**

For nearly a decade, I have worked on the front-lines of the labor movement, organizing and advocating for the rights of low-wage workers. I believe all labor has dignity and value. Drawing on my experiences as an organizer and advocate, I aspire to work as a labor and economic policy analyst and grow into public service in state or federal government. With a desire to better understand how to transform labor markets to the benefit of working people, I hope to design and implement public policy solutions for measurable and broad-based impact. My goal is to become a leader in growing a twenty-first-century economy that is defined by dignified employment and restores power and respect to all working people.

**KOLA OYENEYIN**

**HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020**

**HIGHLIGHTS**

Venia Group: Founder and CEO

GenVoices Political Movement—Endorsed by the United Nations: Founder

One of Fastest Growing SMEs Founders in Nigeria Award, 2018

Companies to Inspire Africa, The London Stock Exchange, 2019

Nigeria’s Advisory Group on Technology & Creativity: Vice President

University of Nottingham, BS in Computer Science with Honors, 2005

**What motivates me as a leader?**

I firmly believe there is a generation which, if engaged and empowered, represents the best hope of delivering a thriving and prosperous Nigeria. I call this generation the “Born Democrats.” Following decades of brutal military oppression, over 72 million Nigerians have been born into our young democracy since 1999. This generation is bold, fearless, and eagerly awaiting a new type of political leadership. They see a different Nigeria, one united Nigeria without the ethnic or religious biases of previous generations. My overall aspiration is to create a new type of leadership that will inspire this generation to emerge as the political, social, and economic force that will end extreme poverty and improve access to quality education for all Nigerians.
CHRISTINE RAYMOND
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS

Office of Congressman Seth Moulton: Senior Policy Advisor
Office of Congressman Seth Moulton: Staff Assistant and Legislative Correspondent
The Blue Lab of the Liberty Square Group: Intern

Boston College, BA in Political Science, 2016

What has inspired you to pursue a career in public service?

My younger sister, Katie, has global developmental delay, a diagnosis that is given to a lot of people with disabilities who do not fall neatly into a specific disorder. If you ask her what this means, she will tell you that “things are harder for me”—which is true; they are. But to look at it through that lens is to ignore the real Katie, the Katie who is seen by those who take the time to really look. Knowing that Katie, and many others like her, have more to offer the world than what is expected or asked of them has made me who I am. I am acutely aware of inequality and discrimination in our society, because I have seen it affect the person I care about most. From this, I derive my purpose—to improve the lives of individuals with disabilities—one that I will spend my life pursuing.
“I firmly believe there is a generation which, if engaged and empowered, represents the best hope of delivering a thriving and prosperous Nigeria. This generation is bold, fearless, and eagerly awaiting a new type of political leadership. They see a different Nigeria, one united Nigeria without the ethnic or religious biases of previous generations. My overall aspiration is to create a new type of leadership that will inspire this generation to emerge as the political, social, and economic force that will end extreme poverty and improve access to quality education for all Nigerians.”

Kola Oyeneyin
Harvard Kennedy School
Gleitsman Fellow
MC/MPA Candidate
ABOUT THE RUBENSTEIN FELLOWSHIP

David M. Rubenstein established a fellowship in 2008 for first-year joint degree students at Harvard Kennedy School and Harvard Business School.

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 are prepared to work in positions of influence at the intersection 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 (CPL) provides a co-curricular 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 CPL fellows, a multi-day field experience to a U.S. city, and leadership seminars throughout the year focused on cross-sector leadership.
ABOUT DAVID M. RUBENSTEIN

David M. Rubenstein is a Co-Founder and Co-Executive Chairman of The Carlyle Group, one of the world’s largest and most successful private investment firms. Mr. Rubenstein co-founded the firm in 1987. Since then, Carlyle has grown into a firm managing $222 billion from 33 offices around the world.

Mr. Rubenstein is Chairman of the Boards of Trustees of the John F. Kennedy Center for the Performing Arts, the Smithsonian Institution, and the Council on Foreign Relations; a Fellow of the Harvard Corporation; a Trustee of the National Gallery of Art, the University of Chicago, Memorial Sloan-Kettering Cancer Center, Johns Hopkins Medicine, Lincoln Center for the Performing Arts, the Institute for Advanced Study, the Brookings Institution, and the World Economic Forum; and President of the Economic Club of Washington.

Mr. Rubenstein is a member of the American Academy of Arts and Sciences, American Philosophical Society, Business Council, Harvard Global Advisory Council (Chairman), Madison Council of the Library of Congress (Chairman), Board of Dean’s Advisors of the Business School at Harvard, Advisory Board of the School of Economics and Management at Tsinghua University (former Chairman), and Board of the World Economic Forum Global Shapers Community.

Mr. Rubenstein has served as Chairman of the Board of Trustees of Duke University and Co-Chairman of the Board of the Brookings Institution. Mr. Rubenstein is an original signer of The Giving Pledge, a significant donor to all of the above-mentioned nonprofit organizations, and a recipient of the Carnegie Medal of Philanthropy, and the MoMA’s David Rockefeller Award, among other philanthropic awards.

Mr. Rubenstein has been a leader in the area of Patriotic Philanthropy, having made transformative gifts for the restoration or repair of the Washington Monument, Monticello, Montpelier, Mount Vernon, Arlington House, Iwo Jima Memorial, the Kennedy Center, the Smithsonian, the National Archives, the National Zoo, the Library of Congress, and the National Museum of African American History and Culture. Mr. Rubenstein has also provided to the U.S. government long-term loans of his rare copies of the Magna Carta, the Declaration of Independence, the U.S. Constitution, the Bill of Rights, the Emancipation Proclamation, the 13th Amendment, the first map of the U.S. (Abel Buell map), and the first book printed in the U.S. (Bay Psalm Book).

Mr. Rubenstein is the host of The David Rubenstein Show: Peer-to-Peer Conversations on Bloomberg TV and PBS. Mr. Rubenstein, a native of Baltimore, is a 1970 magna cum laude graduate of Duke University, 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 1973-1975, Mr. Rubenstein practiced law in New York with Paul, Weiss, Rifkind, Wharton & Garrison. From 1975-1976, 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).
CAMILLE ANG
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2022

HIGHLIGHTS

Macquarie Infrastructure and Real Assets: Private Equity Executive
Department of Transportation and Communications: Senior Project Development Officer
McKinsey & Company: Intern
Bagumbayani Initiative: Co-Founder

Harvard Business School, MBA Candidate, 2022
Ateneo de Manila University, BS in Management Engineering with Honors, cum laude, 2013

What motivates you to be a leader?

When I lived with the Aeta, an indigenous people in Zambales, Philippines, I met Rose Ann, who shared how children like herself often missed classes as they had to wade across a river and pay for an expensive tricycle ride just to get to school. Poor transport infrastructure, limited access to electricity, and disaster-vulnerable houses significantly hindered their social mobility. Meeting the Aeta gave me a powerful sense of mission to defy what was perverse but accepted in society—how millions of Filipinos are trapped in poverty because of inadequate infrastructure. Through my experiences developing public-private partnership transportation projects in government and managing infrastructure assets in private equity, I realized that there is an enormous opportunity to improve social mobility at the intersection of business and government. This opportunity continues to inspire me to realize the promise of a better world for people like Rose Ann.

RUBEN ANZURES
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2022

HIGHLIGHTS

PEMEX: Senior Financial Strategist at the Budget Department and Advisor to the CEO
Casa Anza: Co-Founder
Instituto Mexicano del Seguro Social (IMSS): Analyst

Harvard Business School, MBA Candidate, 2022
Instituto Tecnológico Autónomo de México, BA in Economics, 2014

What motivates you to be a leader?

Born and raised in Mexico, I am motivated by the contrasting realities that populate the country’s vibrant culture. While volunteering at children’s public hospitals I saw how unmet basic vulnerabilities affect the course of a child’s life. While starting a winery in an underserved community, I saw how low-skill jobs can dishearten and stall people. This same winery taught me the tangible impact that challenging jobs, knowledge, and direction can have in people’s motivation, effort, and growth. Participating in the transformation of the quality and warmth of IMSS’s services, as well as in PEMEX’s implementation of Mexico’s recent Energy Reform, showed me the titanic positive potential of public policy’s massive reach. Envisioning skill-development opportunities and a freedom that allows Mexicans to pursue their calling motivates me to work in the creation of business through closer cooperation between the public and private sectors to catalyze development.
What has inspired you to pursue a career in public service?

While serving on a NATO assignment in Romania, my worldview was fundamentally reshaped upon learning of severe underemployment and a civil-military divide plaguing the international veteran community. Quite simply, many of our allies are not offered any of the generous programs, benefits, and initiatives that are sometimes taken for granted in the U.S. Moreover, due to cultural norms, their leadership experience and interpersonal skills are not valued in the civilian workplace. As a combat veteran, nothing is more sacred to me than our U.S. military. We serve alongside equally brave NATO allies who face the same imminent dangers and share in the same sacrifice. I hope to continue my public service as a veteran advocate and shape policy decisions which incentivize opportunities for veterans of foreign militaries to live and work in the U.S. where they will have an immediate positive impact.

HIGHLIGHTS

U.S. Army: 82nd Airborne Division
Goldman Sachs: Veterans Integration Program Intern
Steel Hearts Foundation: Vice President and Chief Operating Officer
Harvard Business School, MBA Candidate, 2022
U.S. Military Academy, BS in Systems Engineering, 2014

JOHN CROWLEY
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

What has inspired you to pursue a career in public service?

Early in life, I realized the immense privilege I possess and that it is all by chance. I feel an enormous sense of responsibility to use this good fortune to improve the lives of others. There is not one single experience in my life that underpins this motivation, but my time working in Kenya has shaped some of my views on how to do this. While living in Kenya in 2017, I watched election malpractice cause a re-run, a boycott, and disputed results, effectively making it impossible for citizens to exert any power over their government. Without this pressure, the government has limited incentive to meet its citizens’ needs. Events such as these have led me to believe that addressing the challenges of poor governance and weak institutions of states—both in developing nations and developed nations—is one of the key levers to tackling extreme poverty and global inequality.

HIGHLIGHTS

One Acre Fund: Strategy and Research Manager
Monitor Deloitte: Strategy Analyst
United World Schools: Independent Consultant
Harvard Business School, MBA Candidate, 2022
University of Cambridge, BA in Economics, First Class, 2014

SIMON DEBERE
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2022
**BRYAN EPPS**

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022**

**HIGHLIGHTS**

CrossBoundary: Senior Associate, Frontier and Emerging Markets Investment Advisory


Office of Senator Bob Corker, Tennessee: Congressional Intern

Harvard Business School, MBA Candidate, 2022

Yale University, BA in Global Affairs, 2014

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**How do you hope to inspire change?**

Growing up in Mississippi and Tennessee, I experienced seemingly unsolvable failures of public-private relationships. In Mississippi, privatization of schools contributed to levels of segregation unseen since the 1960s. In Tennessee, perverse public and private incentives led to the opioid epidemic. I learned what failed public-private coordination could feel like: fear, rage, despair. I was recently reflecting on my experiences with broken systems while in traffic in Lagos, Nigeria, where I have spent much of the past year working to unlock capital in the off-grid energy sector, and how failed public-private coordination elicits the same emotions here as anywhere. I hope to inspire change that addresses some of society’s greatest challenges, aligning public and private interests to accelerate business growth in underserved markets. I have seen how this approach can act as an engine for economic development, improving human quality of life, and transforming despair into hope.

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**MARIA FAYOS HERRERA**

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2022**

**HIGHLIGHTS**

CrossBoundary: Senior Associate, Frontier and Emerging Markets Investment Advisory


Office of Senator Bob Corker, Tennessee: Congressional Intern

Harvard Business School, MBA Candidate, 2022

Yale University, BA in Global Affairs, 2014

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**What has inspired you to pursue a career in public service?**

My four-year experience advising developing countries on economic and financial issues have made me confront the realities of public administration and strengthened my motivation to devote my career to helping countries pave the road to more inclusive and sustainable development. At the World Bank, I had the chance to combine research analysis with project implementation in relation to natural resources management in some of the world’s poorest countries, namely Madagascar, Comoros, and Mozambique. This experience made me realize how developing countries are dependent on the access to funds to succeed in their development strategy. This motivated me to join Lazard as a way to strengthen my knowledge of developing countries funding and debt management challenges. Over the three years at Lazard, I have been assigned to debt restructuring advisory missions, participated in IMF program discussions, and advised governments on the optimization of their balance sheets.
**NICHOLAS HANSON**

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022**

**HIGHLIGHTS**

U.S. Indo-Pacific Command Joint Intelligence Operations Center: Ground Branch Chief, China Division; Joint Service Commendation Medal

U.S. Embassy Dhaka, Bangladesh: Intelligence Officer; Joint Service Achievement Medal

Harvard Business School, MBA Candidate, 2022

U.S. Naval Academy, BS in Arabic with Distinction, 2011

**How do you hope to inspire change?**

It is through a commitment to altruistic yet consequential public service that I intend to foster transformational change in my chosen policy focus area of U.S.—China relations. Serving as a uniformed military member in both the Middle East and Indo-Pacific regions taught me to lead by harnessing, coalescing, and concentrating the myriad of experiences and skills present in any organization to optimize collective and universal understanding and empathy. Rather than forcing agreement or consensus, I demand consideration of all opinions and viewpoints. By highlighting the intangible and unstoppable power of diversity of thought and perspective, I will work to build teams and coalitions based firmly on mutual respect and unquestionably committed to selfless civil service. Using these groups to facilitate direct and honest interface with America’s regional allies and adversaries alike, I can bring clarity and strategic direction to the relationship between the U.S. and China.

**CRISTIAN LACAYO**

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2022**

**HIGHLIGHTS**

U.S. Indo-Pacific Command Joint Intelligence Operations Center: Ground Branch Chief, China Division; Joint Service Commendation Medal

U.S. Embassy Dhaka, Bangladesh: Intelligence Officer; Joint Service Achievement Medal

Harvard Business School, MBA Candidate, 2022

U.S. Naval Academy, BS in Arabic with Distinction, 2011

**Why have you decided to come to HKS at this point in your life?**

Growing up in Nicaragua, I witnessed rampant poverty every day. Businesses lacked access to the financial and strategic resources they needed to grow, which contributed to high unemployment, and the unavailability of quality education for underprivileged children limited socioeconomic mobility. In my view, the best way to break this vicious cycle of poverty is to increase access to quality education and to provide growth capital and strategic resources to companies in the region. I am confident that the MPA/ID program is the best platform to obtain the tools to more effectively understand the social and policy issues trapping Latin American countries in endless cycles of poverty. I believe that the strong analytical framework developed through the program’s highly quantitative core courses will allow me to identify the key development problems affecting these countries and provide me with a solid foundation to think about resource allocation strategies to effectively tackle these issues.
ABIGAIL MAYER
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

HIGHLIGHTS
Boston Consulting Group: Consultant
Bill & Melinda Gates Foundation: Associate Strategy Officer
Harvard Business School, MBA Candidate, 2022
Belfer International and Global Affairs Student Fellow, 2019-2020
Yale University, BA in Global Affairs, 2016

How do you hope to inspire change?
I hope to change the mortality rate for curable diseases by working with governments throughout Africa and global actors to build sustainable, locally driven systems for collecting and analyzing health data to inform resource allocation. For a long time, I had a misconception that if you injected enough resources, you could drive the desired change. When I joined the Gates Foundation, however, I realized that information on where and how to deploy those resources is equally critical. While at Gates, I spoke to an official in Africa who explained how lack of data prevents his government—as well as many other governments—from providing sick people with the resources they need. For example, when there are no records of disease incidence or cause of death across the population, even curable diseases can be deadly because no one knows where to invest the resources. I hope to bring together local expertise and global resources to address this challenge.

SAM OBLETZ
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

HIGHLIGHTS
iMod Structures: Series A Director
Goldman Sachs, Urban Investment Group: Associate
Goldman Sachs, Investment Banking Division: Analyst
Harvard Business School, MBA Candidate, 2022
Belfer International and Global Affairs Student Fellow, 2019-2020
Yale University, BA in Global Affairs, 2016

What has inspired you to pursue a career in public service?
I grew up fascinated with cities, particularly with the built environment and its ability to impact daily life. In light of America’s urbanization and widening income gap, policymakers are faced with a key tension: how to balance quality of life with social equity. My work at the nexus of the public and private sectors made me see how smartly designed policies can lead to strong public-private partnerships. Conversely, I have witnessed how certain policies have chilled investment and economic development potential. Prudent and inclusive economic development programs have the potential to reshape livelihoods on a massive scale, but to be successful, such policies must involve stakeholders across the public, private, and not-for-profit spectrum. I am passionate about constructing an interdisciplinary approach to urban planning and community development. I look forward to building on my experience working across sectors to drive better policy outcomes that improve the livability and economic viability of our cities.
### Nneka Onwuzurike

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022**

**HIGHLIGHTS**
- Guthrie Theater: Associate Director of Corporate Giving
- Headwaters Foundation for Justice: 2019 Giving Project Participant
- Creative Nonfiction Writer and Educator — Minnesota State Arts Board, Loft Literary Center, Intermedia Arts, and Givens Foundation
- Harvard Business School, MBA Candidate, 2022
- Washington University in St. Louis, BS in Business Administration, Marketing and Entrepreneurship, John B. Ervin Scholar, John M. Olin Scholar, 2014

**What motivates you to be a leader?**

I am motivated by multiracial, cross-class, and cross-sector models of collaboration that seek to dismantle systemic oppression. I am motivated by the social injustices and racial disparities in health, housing, education, labor, food, crime, immigration, the environment, and more. I am motivated by the strength, resilience, and adaptation that is exemplified throughout the history and culture of black, brown, and indigenous communities. I am motivated by artists who are also activists. I am motivated by artists who are reckoning with their pasts and the past of this nation and who are imagining new futures and leading the way to new realities. I am motivated by art that creates positive social narratives, that transforms and heals communities, and that sparks joy and pleasure. I believe that in times of great urgency and imminent change, we have no choice but to be leaders and to fight for the communities we love.

### Elizabeth (Biz) Peabody

**HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022**

**HIGHLIGHTS**
- Guthrie Theater: Associate Director of Corporate Giving
- Headwaters Foundation for Justice: 2019 Giving Project Participant
- Creative Nonfiction Writer and Educator — Minnesota State Arts Board, Loft Literary Center, Intermedia Arts, and Givens Foundation
- Harvard Business School, MBA Candidate, 2022
- Washington University in St. Louis, BS in Business Administration, Marketing and Entrepreneurship, John B. Ervin Scholar, John M. Olin Scholar, 2014
- Harvard Business School, MBA Candidate, 2022
- Washington University in St. Louis, BS in Business Administration, Marketing and Entrepreneurship, John B. Ervin Scholar, John M. Olin Scholar, 2014

**Why have you decided to come to HKS at this point in your life?**

I spent my last four years since college in the international defense industry, directly working with government and military customers. Because of the high-tech and life-saving nature of the products we create, and the global reach of these customers, the industry places a heavy focus on customer relations over profits. I admire that outlook, and the catalyst that drove me towards the MPP from HKS is that I wanted to learn how to use this frame of mind—this customer-centric business model—to build bridges between the defense business and the policy sectors in our customer countries, figuring out ways in which global defense companies can directly solve problems in the communities of the countries we serve. I knew that at HKS, I would gain a window into the public sector, and form relations with the public sector, that will prove invaluable to these goals.
ALEXANDER RADOMSKY

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

HIGHLIGHTS

U.S. Army: Special Forces Officer
U.S. Army: Two Bronze Star Medal Awards and Two Meritorious Service Medal Awards
Radomsky Properties, LLC: Founder

Harvard Business School, MBA Candidate, 2022
Boston University, BA and MA in Economics, *cum laude*, 2009

**What has inspired you to pursue a career in public service?**

As a third-generation military officer, I could not be more thankful for the opportunity to serve my country and to gain world exposure. My journey began during the peak of the wars in Iraq and Afghanistan when I joined the Boston University Army ROTC program, eager to serve as a leader in the national struggle. Throughout my military career I had the honor to lead American and allied soldiers, both in the infantry and Special Forces, and to have a direct impact on their lives. I was also fortunate to serve on missions and assignments of national security policy-level importance, affecting the lives of countless others. As I transition out of uniform, I am dedicated to carrying the lessons that I have learned on ethical leadership and pragmatic decision-making and to making a further impact on the world through continued public service.

ZAINAB RAJI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2022

HIGHLIGHTS

McKinsey & Company: Management Consultant
Young African MBAs: Management Team Volunteer

Harvard Business School, MBA Candidate, 2022
Boston University, BA and MA in Economics, *cum laude*, 2009

**Why have you decided to come to HKS at this point in your life?**

Pursuing a joint degree at Harvard Kennedy School and Harvard Business School will put me on course to working at the interface of government and business in West Africa, focusing on using finance to drive economic development. The joint degree program will help me tackle complex policy decisions in public finance while applying the rigor and expertise of private business to public institutions, such as Nigeria’s Ministry of Finance and multilateral development banks that I plan to lead in the future. I believe this experience will also equip me with the skills for effective coalition building and provide a network of colleagues with similar cross-disciplinary mindsets who will support me as I work towards improving public finance in West Africa. I look forward to learning new ideas from my classmates and sharing my perspectives from advising governments and businesses across Africa and the Middle East.
LUCAS SANTOS
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

Why have you decided to come to HKS at this point in your life?

In my birthplace of Curitiba, Brazil's public transit system provided my parents with access to employment and ultimately a shot at the American dream. Access to transportation is an essential factor in moving people out of poverty, and I have made it my life’s mission to ensure that others have the same opportunities my family and I did through infrastructure development. As Congressman Seth Moulton’s transportation director, I got a firsthand look at how infrastructure projects impact the lives and futures of millions of Americans. Unfortunately, I also saw how inefficient the public sector can be in delivering these projects. As I transition into the next chapter of my life, the joint degree program and the Rubenstein Fellowship will be essential to my goal of enacting innovative public-private partnerships for communities in need across the country and abroad.

HIGHLIGHTS
Office of Congressman Seth Moulton: Transportation Director
Boston Latino 30 Under 30
New Politics: Field Mentor
Harvard Business School, MBA Candidate, 2022
University of Massachusetts Lowell, BA in Political Science, Political Science Academic Excellence Award, magna cum laude, 2012

ELI SPECTOR
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

Why have you decided to come to HKS at this point in your life?

Complex challenges require a multidisciplinary approach to solving them. Building on my professional experiences in the public and social sectors, I aspire to help develop far-reaching solutions to critical social challenges at the intersection of business and public policy. The Rubenstein Fellowship will enable me to develop a broad skill set to exercise strategic leadership across sectors, wherever breakthrough solutions are possible. I look forward to the opportunities at Harvard to expand and sharpen my perspective in order to create deeper impact.

HIGHLIGHTS
The Klarman Family Foundation: Program Officer
Israel Defense Forces: Sergeant, 932nd Battalion, Infantry Corps
Harvard Business School, MBA Candidate, 2022
Rice University, BA in Philosophy, Minor in Jewish Studies, 2013
HANNAH WANG
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2022

HIGHLIGHTS

Google, Artificial Intelligence and Emerging Technologies: Marketing and Public Policy
Harvard Business School, MBA Candidate, 2022
The University of Chicago, BA in Economics, Minor in Computer Science, Phi Beta Kappa, 2015

What has inspired you to pursue a career in public service?

Shortly after I was born, my father accepted a fellowship to study abroad in Michigan. It was a once-in-a-lifetime chance at the “American dream,” and I grew up watching my parents work long into the night to realize it—not just for themselves, but for me as well. I owe everything I have today to the sacrifices my parents made, and to the luck of the circumstances this opportunity created for us while I was a toddler. I intend to repay that debt, not only back to my parents, but also forward to those without my good fortune. For every success story like that of my family, there are hundreds more unsuccessful attempts whose failure can be attributed to nothing but bad luck. Access to economic mobility is not fairly distributed today. I want to dedicate my career in public service to improving it.

MARGARET (MOLLY) WELCH
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

HIGHLIGHTS

Boston Consulting Group: Consultant
Ongoza: Business Development and Programs Advisor
Lakeview Pantry: Volunteer Ambassador
Harvard Business School, MBA Candidate, 2022
The University of Chicago, BA in Economics, Minor in Computer Science, Phi Beta Kappa, 2015

What has inspired you to pursue a career in public service?

Shortly after I was born, my father accepted a fellowship to study abroad in Michigan. It was a once-in-a-lifetime chance at the “American dream,” and I grew up watching my parents work long into the night to realize it—not just for themselves, but for me as well. I owe everything I have today to the sacrifices my parents made, and to the luck of the circumstances this opportunity created for us while I was a toddler. I intend to repay that debt, not only back to my parents, but also forward to those without my good fortune. For every success story like that of my family, there are hundreds more unsuccessful attempts whose failure can be attributed to nothing but bad luck. Access to economic mobility is not fairly distributed today. I want to dedicate my career in public service to improving it.

For the past five years, I have worked at Google, focused on communicating the ways the company creates positive change in the world, including corporate social responsibility and artificial intelligence (AI). Those experiences proved that companies can be powerful mobilizers of people and resources, and that technology can help people in big and small ways. But they also convinced me that it is no panacea, particularly when it comes to emerging technologies, whose implications are still being understood and social or regulatory guardrails do not yet exist. I am interested in influencing how we use AI and other emerging technologies for public benefit, and in creating thoughtful governance systems that do not discourage innovation. I am looking forward to spending time at both the Harvard Kennedy School and Harvard Business School exploring these areas.
What has inspired you to pursue a career in public service?

Relationships with friends and mentors nearing the end of their lives have instilled in me a strong sense of purpose and value in serving others and creating meaningful connections. I believe people care deeply about their communities but are often seduced and disappointed by the pursuit of money and prestige, whereas balanced commitments to others and society seem to align us most with our ideal versions of ourselves. I hope to help shape a society where systems and structures facilitate choices that prioritize long-term fulfillment and societal health. Public service can take a variety of forms. I look forward to working with others to better understand how we can work towards crafting a more equitable society while at HKS.
“I owe everything I have today to the sacrifices my parents made, and to the luck of birth I unknowingly inherited as a toddler. I intend to repay that debt, not only back to my parents, but also forward to those without the same good fortune. For every success story like that of my family, there are hundreds more unsuccessful attempts whose failure can be attributed to nothing but bad luck. Access to economic mobility is not fairly distributed today. I want to dedicate my career in public service to improving it.”

Hannah Wang
Harvard Kennedy School
Rubenstein Fellow
MPA/ID and MBA Candidate
ABOUT THE U.S. LATINO LEADERSHIP FELLOWS PROGRAM

The U.S. Latino Leadership Fellowship brings together talented and emerging leaders who are committed agents of transformation in U.S. Latino and other underserved communities. U.S. Latino Leadership Fellows have addressed disparities in their communities through efforts in public policy, education, economic development, healthcare, immigration, social entrepreneurship, and a variety of other fields.

The U.S. Latino Leadership Fellowship is a game-changing opportunity for practitioners, scholars, and activists ready to lead the transformation of U.S. Latino and other underserved communities.

U.S. Latino Leadership Fellows are leaders who:

- Create sustainable change in underserved communities by leveraging community assets
- Inspire new ideas and innovative change in local and national programs and policies
- Build cross-sector partnerships and collaborations

In addition to their formal coursework, U.S. Latino Leadership Fellows participate in a year-long co-curricular 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 trip. Taken together, these activities are intended to inspire, provide concrete opportunities for leadership skill-building, and connect fellows with an interdisciplinary network of peers and mentors that will last a lifetime.
ABOUT THE WILLIAM R. KENAN, JR. CHARITABLE TRUST

Established in 1966 by a bequest from the estate of chemist and industrialist William R. Kenan, Jr., the William R. Kenan, Jr. Charitable Trust, in Chapel Hill, North Carolina, focuses on awarding grants in the areas of K–12 education, higher education, whole community health, arts and culture, and historic preservation.

A principal purpose of the Kenan Charitable Trust grants has been to support education, with an emphasis on enhancing excellence of teaching and access to high-quality education. The trustees have endeavored to carry out Mr. Kenan’s wishes through various initiatives including endowed professorships, scholarships, and fellowships of distinction at esteemed colleges, universities, and arts institutions.

ABOUT THE COCA-COLA FOUNDATION

The Coca-Cola Foundation operates as the global philanthropic arm for The Coca-Cola Company. Since its inception in 1984, the Foundation has awarded more than $900 million in grants to help protect the environment, promote recycling, empower women, and enhance the overall well-being of communities. For more information about The Coca-Cola Foundation, please visit www.coca-cola.com/givesback.
PAULANI CORTEZ-VILLAS
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

What motivates you to be a leader?
Growing up in the Rio Grande Valley in South Texas, I always knew I wanted to leave. I did not have a particular destination in mind, but I could not help but feel that opportunities were scarce. I now see that the perception I had of South Texas while growing up put the blame on a region and its people when it should have been addressed at those who undervalue this area and deny it the adequate resources it needs to thrive. I have had the privilege of accessing elite educational institutions, but fancy degrees mean nothing if I do not use them to give back. I choose to return home and serve South Texas because I refuse to turn my back on the community that raised me. This region invested in me by providing love, support, and dreams. Going back will allow me to reinvest in this community and try to repay the favor.

HIGHLIGHTS
- Cambio Texas: Youth Leadership Development Intern
- Princeton University, BA in Politics with Certificates in Gender and Sexuality Studies and American Studies, cum laude, Caroline M. Picard Prize in Politics Recipient, Princeton University, 2017
- Partnership for America’s Children, Fellow

RODRIGO DORADOR MADRIGAL
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2020

What motivates you to be a leader?
When I was in high school, I met an immigration attorney. I told her that I was undocumented and her face lit up. She quickly grabbed her legal pad, and after a slew of questions, her facial expression glazed. “I am sorry to say this, mijo, but you will never be a U.S. citizen.” Her words hit me like a wall. When I got home, I cried my eyes out. When I came out for dinner, my mother reminded me that my status did not define me. “Somos humanos,” my mother said, “we are here for a better life.” When news about the DREAM Act broke, I had a decision to make. I joined the students who organized for a pathway to citizenship for undocumented immigrants. My status gave me the opportunity to reclaim my agency: I decided to stand in solidarity with others and to be responsible for my liberation.

HIGHLIGHTS
- Be A Leader Foundation: Data and Evaluation Coordinator
- Scholarships A-Z: Board Member
- Immigrants Rising: Program Manager
- Santa Clara University, BA in Philosophy, BS in Economics, cum laude, 2012
- Bloomberg Harvard Summer Fellow, Economic Development, Topeka, Kansas
OSCAR G. ECHEVERRIA
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS
Latino Medical Student Association, West Region: Vice President of Community Affairs
California Medical Association, Council on Health Professions and Quality of Care: Councillor
MiMentor: Executive Board Member, Executive Program Analyst
David Geffen School of Medicine at UCLA, PRIME-LA Program, MD Candidate, 2021
University of California, Irvine, BS in Neurobiology and Behavior, 2014

What has inspired you to pursue a career in public service?
As the child of working-class immigrants from Central America who fled the civil wars and poverty of their countries with hope for a better future, I witnessed firsthand how misguided foreign policy and broken immigration policies lead to the violence my family fled, and how both shaped their experiences upon arrival. Thrust into poverty in a strange land, they overcame language barriers, a lack of formal education, and the struggle to find community to put their three children through college in hope of a better tomorrow. Their successes were made possible not only through their hard work, determination, and unwavering belief in the American dream, but also through policies that made them possible. Ours is not a unique story. However, as the rights of marginalized communities are stripped away by the current administration, I am called to service, continuing to fight for a brighter, more equitable tomorrow.

DIEGO GARCIA BLUM
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021

HIGHLIGHTS
Orano TN: U.S. Region Performance Manager
Orano TN: Nuclear Engineer, Design Engineering
Human Rights Campaign: National Board of Governors
Orano Innovation of the Year Award, 2018

University of Florida, BA in Political Science and Nuclear Engineering, cum laude, Dean Weil Engineering Leadership Award, University of Florida, 2013

What has inspired you to pursue a career in public service?
There are times where systemic injustice accumulates into a singular, visceral moment where it attempts to break you. For me, that moment came the day I learned that I was set to lose my immigration status on my twenty-first birthday. It also came a second time the day I looked my deeply religious Colombian parents in the eyes and told them I was gay. The colossal unfairness of coming to terms with what I could lose because of circumstances completely out of my control changed me forever. After conquering my tribulations, I became involved with advocacy organizations trying to dismantle these injustices as a volunteer community organizer. The people I met through my volunteer work, those crushed under the weight of the system I barely withstood, convinced me to pursue a full-time career in public service seeking to do more to eradicate the inequity destroying so many lives.
ADRIANNA NAVA

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS

U.S. Department of Veterans Affairs: Quality Management Registered Nurse, Going the Extra Mile Service Award Recipient
National Association of Hispanic Nurses: 40 Under 40 Awardee, 2017
University of Massachusetts Boston, PhD in Health Policy and Nursing, 2019
University of Pennsylvania, MSN in Health Leadership and Nursing, 2012

How do you hope to inspire change?

In 2007, I was one of the 49 million Americans who were uninsured before the Affordable Care Act. When I became a registered nurse in 2009, I became a part of the healthcare system and witnessed firsthand how access-related disparities lead to poor health outcomes, especially in underserved populations. As a front-line nurse, I advocated for the best interest of my patients at a time when they were most vulnerable, but I wanted to do more to improve the health of communities, which led to my interest in public service. In serving my patients, I saw an opportunity for me to contribute to decreasing Hispanic health disparities by building the leadership capabilities of Hispanic nurses across the country. I hope to inspire change by building a pathway to public leadership for Hispanic nurses to have an influential voice in national healthcare policy and decision-making.

DENISSE ROJAS MARQUEZ

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2020

HIGHLIGHTS

Harvard University Presidential Public Service Fellowship
TEDMED 2018: Speaker, Health Care Dreamer
Paul and Daisy Soros Fellowship for New Americans
Icahn School of Medicine at Mount Sinai, MD Candidate, 2021
University of California, Berkeley, BA in Sociology and Integrative Biology, 2012

What has inspired you to pursue a career in public service?

I am inspired to pursue a career in public service due to the significant challenges my family and I have faced in the U.S. due to our immigration status. Growing up as an undocumented immigrant, my family and I faced limited healthcare options, and as a result, we would delay treatment for illness or use free or subsidized healthcare. My aspiration is to help create equitable healthcare and education systems for U.S. Latinx, immigrant, and underserved communities. I have now completed three years at the Icahn School of Medicine at Mount Sinai and I am taking a pause to pursue a public policy degree at Harvard Kennedy School. Through this dual training, I hope to envision, design, and implement systemic changes that address disparities in healthcare for Latinx and underserved communities.
“I am inspired to pursue a career in public service due to the significant challenges my family and I have faced in the U.S. due to our immigration status. Growing up as an undocumented immigrant, my family and I faced limited healthcare options, and as a result, we would delay treatment for illness or use free or subsidized healthcare. My aspiration is to help create equitable healthcare and education systems for U.S. Latinx, immigrant, and underserved communities.”

Denisse Rojas Marquez
Harvard Kennedy School
U.S. Latino Leadership Fellow
MPP Candidate
The Wexner Israel Fellowship program represents a unique partnership between The Wexner Foundation, the Israeli Civil Service Commission, and Harvard Kennedy School (HKS). 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 degree 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 2,500 individuals, including more than 250 Israeli public officials who participated in the Wexner Israel Fellowship program since it was established twenty-nine years ago, and eighty members of the recently established Wexner Senior Leadership Program.

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

• A weekly Wexner seminar incorporates the HKS experience into the Israeli public sector reality and is focused on professional and personal leadership development, cohort building, and the North American Jewish community.

• 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 deepens productive relationships between Israeli leaders and their global Jewish community counterparts.

• Out-of-town institutes provide fellows with in-depth exposure to the cultural, political, and organizational realities of North American Jewish community life and enables them to explore public policy and public service issues that tie in to their work back in Israel.
Leslie H. Wexner, founder of L Brands, started the company in Columbus, Ohio, in 1963 with one store and first-year sales of $160,000. Today, total sales for L Brands businesses 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, White Barn Candle Co., La Senza and Henri Bendel. The company’s products are available in more than 3,800 stores around the world. Mr. Wexner has a profound interest in the development of tomorrow’s leaders through the works of Harvard University’s Center for Public Leadership; the Wexner Foundation; and The Ohio State University. His areas of community interest include The Ohio State University Wexner Medical Center; the Columbus Partnership; Wexner Center for the Arts at The Ohio State University; Nationwide Children’s Hospital, Columbus; and the National Veterans Memorial and Museum, Columbus. Mr. Wexner has received the Alexis de Tocqueville Society Award of the United Way of America, Woodrow Wilson Award for Citizenship, Ordre des Arts et des Lettres, Knight of the Italian Republic and the American Jewish Committee Herbert H. Lehman Centennial Leadership Award. In 2015 he was named to Harvard Business Review’s Top 100 Best Performing CEOs; he was ranked at #11. 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. He is also 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; the Jewish Theological Seminary of America; the 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, lawyer and community volunteer is involved in philanthropic work nationally and locally, with a particular focus on children’s issues. Mrs. Wexner is the CEO of Whitebarn Associates, a private investment company. She serves on the boards of LBrands, Inc., Advanced Drainage Systems, Inc., the KIPP Foundation, Harvard University’s Center for Public Leadership, 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 and the United States Equestrian Team Foundation. She is founding board member and vice chair of the board for KIPP Columbus, founder and chair of the board for The Center for Family Safety and Healing and a past chair of the Governing Committee of the Columbus Foundation and Nationwide Children’s Hospital. Mrs. Wexner also held a presidential appointment to The United States Holocaust Memorial Museum. From 2005 through July 2012, Mrs. Wexner served as chair of the board of directors for Nationwide Children’s Hospital. Under Mrs. Wexner’s leadership, Nationwide Children’s completed the largest pediatric expansion in our nation’s history and has been named to U.S. News & World Report’s America’s Best Hospitals list every year since 2006. 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 at Columbia University, 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 nineteen to twenty-three years of age.
What motivates you as a leader?

I get the strongest motivation from the other leaders around me. In my work at the intersection of central government, local government, and the nonprofit sector, I have learned that there is no shortage of good people in the public systems. Many men and women wake up every morning and try to change our reality. I know them. However, they cannot do it alone, each in her or his domain. Every public system has intrinsic barriers to collaboration. We see them repeatedly occur across the social services sphere, regardless of content area or professional domain. Multiple organizations are involved, each with its perspective and language. I am committed to creating bridges over those barriers, to being the interpreter between organizational and sectoral cultures. I want to create better connections between all the inspiring leaders who dream for and fight for a better world.
**EREZ ENGEL**

**HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020**

**HIGHLIGHTS**

Prime Minister’s Office: Head of Divisional Strategic Planning Department

Four Director’s Awards for Outstanding Achievements

University of Haifa, BA and BSc in Computer Science, Ofakim Honors Program, Dean’s Scholarship, 2003

**What motivates you as a leader?**

The complexity of living in Israel always brings certain issues to the surface. The geopolitical situation and national security are crucial issues to all who live in the Middle East, and the discourse that evolves highlights many opinions and conflicts that represent different levels of social involvement. I find merely vocalizing and stating my opinions publicly to be too passive. Being proactive on such critical topics means touching people’s lives and carries great responsibility. I am motivated to actively take part in decision-making regarding central issues. As a civil servant, leading a change can mean influencing every citizen, and represents, to me, the highest level of commitment. I have always strived to be in such a position of leadership and impact. This led me to my service in the Prime Minister’s Office, where I take a daily role in creating a better future for my country.

**BOAZ FLEISCHMAN-ALALUF**

**HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020**

**HIGHLIGHTS**

Ministry of Finance: Director of Investment and Trade Agreements Division

The Open University of Israel, Faculty Member

Ministry of Finance Director General’s Award of Excellence, 2017

Ben-Gurion University of the Negev, MA in Political Science, 2016

Ben-Gurion University of the Negev, BA in Political Science and Middle East Studies, 2010

**What inspired you to pursue a career in public service?**

I started my career in the academic world teaching political science and focusing on international political history. I was lecturing on great men and women, great thinkers and great doers alike. Their stories of these men and women have always inspired me and lifted my spirit. I was excited every time I entered the classroom to tell my students about amazing ideas and glorious deeds. While I took great pleasure in teaching and shaping young minds, I always felt that I wanted to be a part of the story instead of just telling it. Eventually, I came to a crossroad and had to choose whether to pursue a career as an academic or take a chance and try to make a difference elsewhere. I chose to try and make a difference as a public servant. I have never looked back, and now I hope to write my own story.
How do you hope to inspire change?

I am a Druze and part of Israel’s Arab minority. Whether Druze, Muslim, or Christian, our minority status often means a lack of equal opportunities and disproportionate representation in nearly every sector of society. The “Startup Nation” phenomenon impacts Israel widely, yet, most Arabs do not have substantial roles in Israel’s thriving entrepreneurial ecosystem and are less integrated in its modern economy. This, I believe, may derive from a gap in the perception of failure in each culture. Through my personal story, I hope to inspire change towards diversity by creating minority mainstreaming opportunities and integrate Arabs into senior financial sector positions, ensuring equitable allocation of capital and resources for excluded populations. Simultaneously, I will encourage participation in programs that offer Arabs entrepreneurial training and access to capital as the cornerstones of success, and most importantly, to dare to dream of changing reality and building bridges through “Business for Peace” ventures.

**HIGHLIGHTS**

Israel’s Ministry of Finance: The Accountant General, Deputy CFO
Israel Securities Authority: Commissioner
Board of Directors for the Haifa Port: Member of the Finance, Audit and Strategy Committees
WamdaTec: Founder, Leadership Org. for Arabs and Druze in Israel
Israeli Navy: Officer and Captain
Hebrew University of Jerusalem, BA in Economics and Accounting, 2008

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What is the biggest challenge you face in serving your community?

A strong commitment to law enforcement is a vital sign for social stability. I find the social gaps in Israeli society to be most threatening to our ability to sustain a democratic nation. A multi-disciplinary approach can integrate many aspects of crime prevention and improve the quality of life of sectors that are in need of attention—such as the Arab population, ultra-religious towns, young Israelis of Ethiopian origin, and other underprivileged groups. A collaboration between welfare, education, health, and police is probably the holistic solution needed for these minorities. I am confident that studying at HKS will expose me to global experiences of integration in different societies and to innovative methods of enhancing public willingness to cooperate with government and law enforcement agencies. Policing and public safety are platforms to create multi-state cooperation, knowledge sharing, and partnerships to better cope with similar social dilemmas.

**HIGHLIGHTS**

Israel National Police, Central District: Chief Planning Officer, Chief Superintendent
Israel National Police, Planning Division: Budget and Organizational Planner, Data Analyst, Superintendent
Israel National Police, Intelligence and Investigations Division: Planning Officer, Chief Inspector

The Hebrew University of Jerusalem, MBA, Finance and Information Systems, 2003
The Hebrew University of Jerusalem, BA in Economics and Business Administration, 1998
LIRON ZOHAR

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2020

HIGHLIGHTS

Israel Defense Forces: Colonel
Head of Israel Defense Intelligence’s Award for Creative Thinking, 2013
Israel Defense Prize—the Highest Award in Israel for Defense-Related Projects, Presented by the President of Israel, 2010

Tel Aviv University Business School, MBA, 2009
Tel Aviv University, LLB, magna cum laude, 2006
Tel Aviv University, BA in Middle Eastern History, summa cum laude, 2004

Why have you decided to come to HKS at this point in your life?

Many problems that we face as Israelis are universal challenges, such as health inequality, longer life spans, gender inequality. The MC/MPA program at HKS will expose me to the different perspectives of my teachers and classmates. I believe that their diverse knowledge and experience will enrich my thinking and help me adopt more innovative and creative strategies for solving some of these challenges back home. As my career develops and I have more authority, I increasingly feel that it is my responsibility to make the right decisions, to ensure that resources are used wisely, and to employ the best modern management tools. A good leader must be familiar with the most up-to-date decision-making practices. I want to start my next job equipped with the best knowledge and tools to carry out my duties and mission.
“In my work at the intersection of central government, local government, and the nonprofit sector, I have learned that there is no shortage of good people in the public systems. Many men and women wake up every morning and try to change our reality. I know them. However, they cannot do it alone, each in her or his domain. I am committed to creating bridges over those barriers, to being the interpreter between organizational and sectoral cultures. I want to create better connections between all the inspiring leaders who dream for and fight for a better world.”

Guy Avrutsky
Harvard Kennedy School
Wexner Israel Fellow
MC/MPA Candidate
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 makes it possible for individuals from the fields of medicine, law, and business to pursue public service degrees at Harvard Graduate School of Education, Harvard T.H. Chan School of Public Health, or Harvard Kennedy School, and thus become leaders for the common good. 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 year-long co-curricular 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 trip. 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 the Chairman and Editor-in-Chief of U.S. News & World Report and the Co-Founder and Chairman Emeritus of Boston Properties Inc.

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, and the Vice Chair and Treasurer of the International Peace Institute. He is a sponsor of the Harvard Kennedy School, 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, 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 LLD in 2011. He received an MBA with distinction from the Wharton Graduate School, University of Pennsylvania, in 1961 and an LLM 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, Tel Aviv University, and Hebrew University 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.
CARLES ALONSO TORRAS
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021

HIGHLIGHTS

What has inspired you to pursue a career in public service?

Suyo Public Benefit Corporation: Chief Operating Officer

JPMorgan Chase & Co., Foreign Exchange Options Trading Desk: Markets Division Analyst

University of Pennsylvania, The Wharton School, MBA Candidate, Joseph Wharton Fellow Recipient, 2021

University of Pennsylvania, The Huntsman Program in International Studies and Business, BS in Finance, BA in International Studies, Minors in Arabic and Islamic Studies, magna cum laude, 2014

The two and a half years that I spent working for Suyo presented the opportunity to pitch to public and private sector leaders across Colombia, building a new, base-of-the-pyramid-focused business model and market simultaneously—which was ultimately acknowledged by the Omidyar Network in the Stanford Social Innovation Review. These experiences showed me the positive and negative sides of public service, as I witnessed the impact of well-designed public policies on the civic life of Medellín (a Latin American example of urban renaissance), as well as the adverse effects of unproductive practices among civil servants. Thus, in the short term, I plan on harnessing the power of private enterprise to improve operational efficiency in public entities, particularly via machine learning applications. Longer term, I aspire to hold political office in my native Spain, as I believe that an interdisciplinary approach is needed to maximize the social impact of any tech-driven solution.

MADIHA BHATTI
HARVARD GRADUATE SCHOOL OF EDUCATION MASTER OF EDUCATION CANDIDATE, 2020

HIGHLIGHTS

What has inspired you to pursue a career in public service?

David E. Rogers Student Fellowship Award: Cervical Cancer Research, Johannesburg, South Africa

Davis Projects for Peace Award Recipient: Training Program, Nimba County, Liberia

University of North Carolina School of Medicine, MD Candidate, 2021

University of North Carolina, BA in English and Biology, magna cum laude, 2016

In my first clinical exposure of medical school, I spent a week with a pediatrician. I watched him alternate between effusive warmth towards white parents and a detachment with patients of color, whose names and manners he ridiculed between visits. I also observed that a Muslim family was not offered vaccination against HPV; it was assumed they were too conservative to accept. Medical training is haphazard. The bulk of medical education happens in informal clinical settings, where students are expected to absorb values and behaviors that their physician-teachers model. This “hidden curriculum”, I fervently believe makes the teaching of medicine arbitrary and fraught with practitioner bias. This, in turn, protects and perpetuates inequity in healthcare. In my career, I hope to make the hidden curriculum visible, challenge the biases, prejudices, and misconceptions it propagates, and replace it with an education system that trains and emboldens students to advocate for health justice.
What has inspired you to pursue a career in public service?

The charge to serve one’s community and the greater world as a whole is embedded in my DNA. As a native of Roxbury in the greater Boston area, I understand what it feels like to watch your peers being negatively depicted in the media and to have your voice ignored simply because of your zip code. I am inspired by my mother, an unsung hero, and her refusal to accept injustice of any kind. I am inspired by the endurance of my ancestors and by my seventeen year old younger self who vowed to dedicate her life to dismantling the systems that are designed to and have the effect of limiting low-income youth’s ability to succeed. I recognize that simply complaining is not an option. It is my duty to make the world that I was raised in a better place for future generations.

How do you hope to inspire change?

Nothing spurs innovation like a tough challenge. Coming from Silicon Valley, I saw this dynamic daily in my work with Google [X] and Facebook to build the infrastructure and tools to bridge one of the largest divides in our world today—nearly half of the world still lacks internet access. No matter how many challenges emerged, be it extremely mountainous topography or bureaucratic hurdles, I experienced how innovation truly blossomed in the face of adversity. I believe that technological innovation is best used to bridge socioeconomic inequalities. HKS is an opportunity for me to combine my background in business and technology with the policy infrastructure needed to deploy innovative products and organizations effectively. Having started my career in China doing policy research in Beijing and development work on the Tibetan Plateau, I have seen how critical it is for effective policy and technological access to work together. These experiences have strengthened my belief that innovation is truly a product of collaboration, not the other way around.
ZUCKERMAN FELLOWS

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

SYED FARAZ

HIGHLIGHTS

U.S. Air Force: Navigator, RC-135 and U-2 Aircraft
U.S. Air Force: CTO, U-2 Program
U.S. Air Force: Junior Officer of the Year, Air Medal (3x), Volunteer Medal Recipient
Opening Doors: Board of Directors Member

Tillman Scholar, 2019–2022
Stanford Graduate School of Business, MBA Candidate, 2022
University of Texas at Arlington, BS in Economics and Political Science, magna cum laude, 2007

What has inspired you to pursue a career in public service?

I journeyed with my family from autocratic states to America’s freedoms, a journey that changed the course of our lives. After college, I resolved to defend those freedoms. In the Air Force, I flew more than 630 combat hours, played a crucial role in the Obama-directed rescue of 40,000 refugees, and led an aid campaign for 1,600 earthquake survivors. I have also been deeply engaged in defense innovation. With my team, I have raised over $100 million for grassroots initiatives, inspired the Air Force to launch a $64 million innovation fund, and helped found the Department of Defense’s first unit-level Federal Lab. To share these lessons, I launched a case study with Harvard Business School exploring change in bureaucracies. My goal is to hone my skills to continue serving my adopted homeland, build bridges between different communities, enhance American leadership on the global stage, and ensure that the liberal values America was founded upon continue to flourish across the world.

HIGHLIGHTS

U.S. Air Force: Navigator, RC-135 and U-2 Aircraft
U.S. Air Force: CTO, U-2 Program
U.S. Air Force: Junior Officer of the Year, Air Medal (3x), Volunteer Medal Recipient
Opening Doors: Board of Directors Member

Tillman Scholar, 2019–2022
Stanford Graduate School of Business, MBA Candidate, 2022
University of Texas at Arlington, BS in Economics and Political Science, magna cum laude, 2007

WILLIAM BRAND FELDMAN

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH CANDIDATE, 2022

HIGHLIGHTS

Brigham and Women’s Hospital: Fellow, Pulmonary and Critical Care Medicine
Brigham and Women’s Hospital: Internal Medicine Resident

University of California, San Francisco, MD, 2015
University of Oxford, DPhil in Political Theory, 2011
Fulbright Fellow, Israel
Duke University, BA in Philosophy, Benjamin N. Duke Scholarship, summa cum laude, 2004

Why have you decided to come to HSPH at this point in your life?

My background in political theory and training in medicine have equipped me to answer difficult ethical questions about our responsibilities as healthcare providers. But I lack more quantitative skills—in biostatistics, epidemiology, health economics—to address complex empirical questions about how our healthcare system functions. The next year at HSPH will allow me to develop these skills and pursue novel research questions related to drug pricing, FDA regulation, research ethics, and other areas of health policy. I am hopeful that the analytical skills I acquired through my doctorate in political theory, when coupled with the quantitative skills that I will acquire at HSPH, will provide me with a unique methodological skill set to tackle some of the most challenging questions that confront our healthcare system today.

HIGHLIGHTS

Brigham and Women’s Hospital: Fellow, Pulmonary and Critical Care Medicine
Brigham and Women’s Hospital: Internal Medicine Resident

University of California, San Francisco, MD, 2015
University of Oxford, DPhil in Political Theory, 2011
Fulbright Fellow, Israel
Duke University, BA in Philosophy, Benjamin N. Duke Scholarship, summa cum laude, 2004

ZUCKERMAN FELLOWS

Center for Public Leadership Fellows Profile Book 2019–2020
OMAR HAQUE
HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH CANDIDATE, 2020

HIGHLIGHTS
Massachusetts General Hospital, Division of Transplantation Fellow
Beth Israel Deaconess Medical Center: General Surgery Resident
American Society of Transplantation (AST) Translational Science Fellow
Mayo Clinic School of Medicine, Doctor of Medicine, 2017
Johns Hopkins University, BS in Molecular and Cellular Biology with Highest Honors, Phi Beta Kappa, 2013

What is the biggest challenge you face in serving your community?

Picture a scenario where twenty-two Americans with a treatable medical condition—who have health insurance, are well incorporated into the U.S. medical system, and are seen by multiple specialists—die every day. This statistic, unfortunately, represents the harsh reality of solid organ transplantation in the U.S., where 114,000 people are waiting for an organ but only 27,000 transplants are performed annually. The onus of responsibility here does not solely fall on surgeons; rather, the colossal discrepancy between the supply and demand of organs is a problem of economic allocation and health policy. My goal as a future transplant surgeon is to mitigate this organ shortage impartially with respect to socioeconomic status through well-constructed health policy and public health initiatives. Upon completion of my MPH and surgical training at Harvard, I hope to remain in academic medicine and ensure the delicate balance of equity and utility persists in the rapidly evolving field of solid organ transplantation.

JESSICA KAUSHAL
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021

HIGHLIGHTS
Urban Institute: Senior Project Manager
Howard Consulting Group Public Affairs: Project Associate
Battleground Texas: Field Organizer
Stanford Graduate School of Business, MBA Candidate, 2021
Pomona College, BA in Philosophy, Politics, and Economics, Phi Beta Kappa, 2014

Why have you decided to come to HKS at this point in your life?

I decided to come to HKS because I am passionate about making American cities better places to live. Cities are the economic engines that drive stories of upward mobility for families like mine—but today, cities are plagued by a nationwide affordable housing crisis, decaying infrastructure, and widening income inequality. For me, the HKS Master in Public Administration program offers an opportunity to spend two years taking an interdisciplinary deep dive into these urban mechanics and equip myself for a career in public service addressing these challenges.
FILIBERTO MORALES

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH CANDIDATE, 2020

What has inspired you to pursue a career in public service?

I was raised with a firm belief in the American dream. In some ways, I embodied it; the daughter of a Vietnamese refugee, I managed to make my way into Stanford University. There, it became clear to me that the wealth of the campus population was not by chance. Privilege and opportunity were closely tied, which made me question the narrative of meritocracy and upward mobility. I have come to the conclusion that our current system fails to provide equitable opportunities to children across the socioeconomic spectrum. Even so, I still have faith in the ability of America’s institutions to recalibrate. I have seen leaders in the public sector enact substantial change—whether by advocating for fair tax policies or ensuring that all its citizens have access to the supports they need to move up the economic ladder—and I hope to join in this mission.

HIGHLIGHTS

Government Performance Lab at Harvard Kennedy School: Government Innovation Fellow
Princeton in Asia Foundation Fellow
Cornerstone Research: Analyst
Wharton School of the University of Pennsylvania, MBA Candidate, Andrew and Denise Saul Endowed Fellow, 2022
Stanford University, BS in Civil Engineering, 2014

PEGGY MORIARTY

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022

What motivates you to be a leader?

What I have learned is that leadership does not require us to be the smartest or to have all the answers. It requires us to have a vision for what can be. It requires us to know when to step up and when to let others shine. Leadership is generational. Leadership was my family coming to a new country. Leadership was believing that college and becoming a doctor were a possibility. As I pursue my degree at Harvard, I know that being open-minded and willing to explore outside of the boundaries will be the key to solving the complex problems of the future. What motivates me to be a leader is knowing that each action we take towards improving our world could ignite the spark in someone who has yet to see their own potential. I am committed to using my voice to help others find theirs.

HIGHLIGHTS

Florence Sabin Commitment to Community Health Scholar
Kaiser Permanente Diversity Scholar
University of Colorado School of Medicine, MD Candidate, 2021
University of Colorado Denver, BS in Psychology with Honors, 2016

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH CANDIDATE, 2020

What has inspired you to pursue a career in public service?

I was raised with a firm belief in the American dream. In some ways, I embodied it; the daughter of a Vietnamese refugee, I managed to make my way into Stanford University. There, it became clear to me that the wealth of the campus population was not by chance. Privilege and opportunity were closely tied, which made me question the narrative of meritocracy and upward mobility. I have come to the conclusion that our current system fails to provide equitable opportunities to children across the socioeconomic spectrum. Even so, I still have faith in the ability of America’s institutions to recalibrate. I have seen leaders in the public sector enact substantial change—whether by advocating for fair tax policies or ensuring that all its citizens have access to the supports they need to move up the economic ladder—and I hope to join in this mission.
What motivates you to be a leader?

I believe that leaders are not born, they are made. Specifically, they are made by those who inspire them to lead. For me as a medical student, these are the men and women of color who I see throughout the hospital: the mother who points her daughter in my direction and whispers, “You can be like her when you grow up,” the war veteran who sighs in relief and smiles when I enter his room. These are the people who inspire me to be not only a great physician but also an excellent one. In order to do this, I need to become a leader in public service. I have seen how health impacts policy and how policy impacts health, especially for the underserved. With my white coat, I am looked to as a leader by many. Therefore, I will strive to be the leader they deserve by utilizing the experiences of my patients and their communities to impact the health policies of our nation.
What has inspired you to pursue a career in public service?

Growing up as the child of immigrants, I saw firsthand from my parents what it means to serve. My father served his adopted country in the traditional sense, by enlisting in the U.S. Marine Corps. My mother served fellow immigrants by working two jobs teaching English as a Second Language to both high school students and adults. I remember being at my mom’s side when she ran into former students at the grocery store or walking down the street; I was struck by their expressions of deep gratitude to her for teaching them the language that helped them to not only succeed in their new homeland but to thrive. My parents’ service to their country and to their community showed me that, in all its forms, public service can transform lives. Their example inspired me to try to do my part by serving the public.

How do you hope to inspire change?

I hope to inspire change by leading with compassion and courage. My years as a teacher taught me to have unbounded compassion towards my students, to listen and respond with an open heart and an open mind. That compassion, not criticism, is what lights up a classroom and transforms four walls into infinite possibilities. Imagining the possibilities is only the start. It takes courage to use imagination and to create. Volunteering in different countries helped me to develop the courage to lead with purpose, to make mistakes, to start again, and to never give up. These are the values I will take with me as I work to improve refugee education policy.
RIANA SHAH
HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021

HIGHLIGHTS

Pear Venture Capital: VC Fellow
Brightidea: Innovation Strategy Consultant
ITSA International: Co-Founder, CEO and Board Chair
Davis Projects for Peace Prize Recipient
MIT Sloan School of Management, MBA Candidate, Legatum Center for Development and Entrepreneurship Fellow, 2021
Swarthmore College, BA in Sociology/Anthropology and Educational Studies, Lang Opportunity Award Scholar, 2014

How do you hope to inspire change?

I aspire to increase access to opportunity across the socioeconomic spectrum. When I immigrated to the U.S. at the age of 14, I was struck by the huge discrepancies between the progressive education methods used at my new high school and the traditional Indian education system that I had internalized. In India, students’ ideas and creativity had no place in their education, but at my new high school, we were granted the freedom to question the status quo, and I felt empowered to make change. As a result of this progressive education I became a critical thinker and an innovator. My desire to close this gap has motivated my work ever since. I founded ITSA, an education venture that redesigns affordable schools for the 21st century, and I aspire to use technology and innovation to foster critical thinking and self-actualization at all levels of human development.

ERIC SUN
HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH CANDIDATE, 2020

HIGHLIGHTS

Columbia-Harlem Homeless Medical Partnership: Data and Quality Director, Senior Clinician
New York City Department of Health and Mental Hygiene: HRTP Intern
Columbia University Vagelos College of Physicians and Surgeons, Columbia-Bassett Program, MD Candidate, 2021
Brown University, BS in Biology with Honors, Phi Beta Kappa, Sigma Xi, magna cum laude, 2013

What has inspired you to pursue a career in public service?

As the child of two Taiwanese immigrants, I have grown up with a deep sense of devotion and indebtedness to the country that provided my family with the opportunity to escape poverty and the freedom to pursue our dreams. For my parents, that was to raise a family in the American middle class and provide their children with opportunities that they could not access growing up in Taiwan. For me, it is to preserve that same opportunity for those who arrive after and those who struggle to achieve the economic and social mobility that my family has. I have pursued a career in public service through medicine and public health in the hopes that improved health for the most vulnerable in our communities will contribute to a more equitable and just society for all.
“Medical training is haphazard. The bulk of medical education happens in informal clinical settings, where students are expected to absorb values and behaviors that their physician-teachers model. In my career, I hope to make the hidden curriculum visible; to challenge the biases, prejudices, and misconceptions it propagates; and to replace it with an education system that trains and emboldens students to advocate for healthcare justice.”

Madiha Bhatti  
Harvard Graduate School of Education  
Zuckerman Fellow  
MEd Candidate
For additional information about Center for Public Leadership Fellowship programs, please visit: http://cpl.hks.harvard.edu/student-fellowships

Or contact:

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Director, Fellowship and Leadership Development Programs  
Center for Public Leadership  
Harvard Kennedy School  
79 JFK Street  
Cambridge, MA 02138  
Phone: 617.496.4764  
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Brandon Ward  
Senior Program Manager, Fellowship Operations  
Center for Public Leadership  
Harvard Kennedy School  
79 JFK Street  
Cambridge, MA 02138  
Phone: 617.496.2772  
Email: brandon_ward@hks.harvard.edu
<table>
<thead>
<tr>
<th>Name</th>
<th>Fellowship</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbott, Ian</td>
<td>George Fellow</td>
<td>56</td>
</tr>
<tr>
<td>Aburawi, Mohamed</td>
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<td>38</td>
</tr>
<tr>
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<td>100</td>
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</tr>
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<td>72</td>
</tr>
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<td>72</td>
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<td>56</td>
</tr>
<tr>
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</tr>
<tr>
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</tr>
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<td>6</td>
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<td>Chavarin-Rivas, Josue</td>
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</tr>
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<td>73</td>
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<td>101</td>
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<td>73</td>
</tr>
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<td>Diaz, Erick</td>
<td>FSAAC Fellow</td>
<td>49</td>
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<td>86</td>
</tr>
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<td>87</td>
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<td>Emirates Fellow</td>
<td>39</td>
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<td>93</td>
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<td>74</td>
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<td>102</td>
</tr>
<tr>
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<td>Rubenstein Fellow</td>
<td>74</td>
</tr>
<tr>
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<td>Zuckerman Fellow</td>
<td>102</td>
</tr>
<tr>
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<td>93</td>
</tr>
<tr>
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<td>Gleitsman Fellow</td>
<td>66</td>
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<td>29</td>
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</tr>
<tr>
<td>Jara, Gonzalo</td>
<td>Gleitsman Fellow</td>
<td>66</td>
</tr>
<tr>
<td>Kaushal, Jessica</td>
<td>Zuckerman Fellow</td>
<td>103</td>
</tr>
<tr>
<td>Kerns, Steven</td>
<td>Black Family Fellow</td>
<td>16</td>
</tr>
<tr>
<td>Khusheim, Baheirah</td>
<td>Emirates Fellow</td>
<td>41</td>
</tr>
<tr>
<td>Kumodzi, Karl</td>
<td>FSAAC Fellow</td>
<td>50</td>
</tr>
<tr>
<td>Kurtenbach, Joe</td>
<td>Black Family Fellow</td>
<td>16</td>
</tr>
<tr>
<td>Lacayo, Cristian</td>
<td>Rubenstein Fellow</td>
<td>75</td>
</tr>
<tr>
<td>Leadem Castro, Sarah</td>
<td>Gleitsman Fellow</td>
<td>67</td>
</tr>
<tr>
<td>Lee, Bryan</td>
<td>Black Family Fellow</td>
<td>17</td>
</tr>
<tr>
<td>Lillie, Joseph</td>
<td>Black Family Fellow</td>
<td>17</td>
</tr>
</tbody>
</table>
INDEX OF FELLOWS

Longman, Chris – George Fellow 58
Lukich, Lincoln M. – Black Family Fellow 18
Mahony, John – Black Family Fellow 18
Mateo, Katherine – Dubin Fellow 30
Mayer, Abigail – Rubenstein Fellow 76
Mer, Becky – Dubin Fellow 30
Miller, Katie – Dubin Fellow 31
Morales, Filiberto – Zuckerman Fellow 104
Moriarty, Peggy – Zuckerman Fellow 104
Murray, Chris – Black Family Fellow 19
Nava, Adrianna – U.S. Latino Fellow 88
Noueihiid, Ali – Emirates Fellow 41
Nwanaji-Enwerem, Jamaji C. – Zuckerman Fellow 105
Nwanaji-Enwerem, Onyemaechi – FSAAC Fellow 50
Obletz, Sam – Rubenstein Fellow 76
Odimayomi, Omotoke – Zuckerman Fellow 105
Odom, Annie – Black Family Fellow 19
Onwuzurike, Nneka – Rubenstein Fellow 77
Oyeneyin, Kola – Gleitsman Fellow 67
Parró, Mariano – George Fellow 59
Peabody, Elizabeth – Rubenstein Fellow 77
Pérez-Hernández, David – George Fellow 59
Petraeus, Stephen – Black Family Fellow 20
Prasad, Ratnika – George Fellow 60
Qasem, Adeeb – Emirates Fellow 42
Radomsky, Alexander – Rubenstein Fellow 78
Raji, Zainab – Rubenstein Fellow 78
Raymond, Christine – Gleitsman Fellow 68
Ricaurte, Brandon – Black Family Fellow 20
Rojas Marquez, Denisse – U.S. Latino Fellow 88
Rotman, Jackie – Dubin Fellow 31
Saad, Tamim – Wexner Fellow 94
Sabikhi, Inayat Anaita – Dubin Fellow 32
Saif, Abdulla – Emirates Fellow 42
Santos, Lucas – Rubenstein Fellow 79
Segal, Katie – Bacon Fellow 6
Seng, Nita – Zuckerman Fellow 106
Serafyn, Jennifer A. – Zuckerman Fellow 106
Shaaban, Nourhan – Emirates Fellow 43
Shah, Riana – Zuckerman Fellow 107
Soffer Sctebun, Dana – Wexner Fellow 94
Solis, Ryan – Black Family Fellow 21
Spector, Eli – Rubenstein Fellow 79
Stenger, Joseph – Black Family Fellow 21
Streid, Jocelyn – Dubin Fellow 32
Sun, Eric – Zuckerman Fellow 107
Thorndike, Camila – Bacon Fellow 7
Torres, Nancy – George Fellow 60
Vann, Riley – Black Family Fellow 22
Wages, Brooke – FSAAC Fellow 51
Wang, Hannah – Rubenstein Fellow 80
Wano, Jeremy – Black Family Fellow 22
Wechsler, Isabella – George Fellow 61
Welch, Margaret – Rubenstein Fellow 80
Wesdyk, Kathryn – Black Family Fellow 23
White, Matthew – Black Family Fellow 23
Yepes, Mike – Dubin Fellow 33
Yuan, Clark – Black Family Fellow 24
Zegas, Sam – George Fellow 61
Zohar, Liron – Wexner Fellow 95
Zegas, Sam – George Fellow 81