



HARVARD Kennedy School
Center for Public
LEADERSHIP

CENTER FOR PUBLIC LEADERSHIP **FELLOWS**

Profile Book 2020-2021



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Dear friends and members of the CPL community,

September ushered in a most unusual start to the new academic year at Harvard Kennedy School (HKS). We met all our students online as they zoomed in from Hong Kong, Dubai, Nairobi, Madrid, Washington, D.C., Manila, Buenos Aires, Atlanta, Cambridge, and more. From variable connectivity in Ecuador to limited space sharing a small apartment with two working parents, a dog, cat, and two kids, our students came with energy, enthusiasm, and determination to be resilient in the face of COVID-19, economic challenges, and need for racial and social justice. Their capacity to envision a brighter future and their resolve to help chart the path forward fills us with a good deal of hope—and excitement—about what lies ahead for our institution and the world.

With this in mind, the Center for Public Leadership (CPL) is ever more committed to our guiding mission—developing the next generation of public leaders through the integration of academic preparation, rigorous scholarship, and experiential learning. This year's fellows are an extraordinary group of diverse and talented cross-sector leaders: 21% are international students representing over 20 different countries and 38% are U.S. students of color. In addition to their academic training and engagement with CPL and HKS faculty, CPL's fellows participate in a rigorous co-curricular leadership development program grounded in four key leadership competencies: self-awareness, cultural humility, collaboration, and social responsibility.

While CPL is privileged to play a role in our fellows' leadership journeys, their graduate school experiences will be defined by so much more. The bonds formed between students (even virtually!) during their time at CPL, Harvard, and far beyond speak to the power of a deep, communal commitment to making the world a better place. Thank you for your support as they pursue lives of purpose and impact.

I am delighted to share with you the profiles of the Center for Public Leadership's graduate fellows for the 2020-2021 academic year. I hope you will enjoy reading their inspiring stories.

Sincerely,



Amb. Wendy R. Sherman

Director, Center for Public Leadership

Professor of the Practice of Public Leadership, Harvard Kennedy School

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 yearlong co-curricular program designed by the Center for Public Leadership (CPL) which 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 principal investment manager of Moore Capital Management, LP ("Moore Capital"). Moore Capital, founded in March 1989, is a private investment management firm that invests in the public global financial markets as well as real estate, private lending and private equity markets. Moore Strategic Ventures, LLC is a diversified investment vehicle for Moore Capital that specializes in private alternative investments.

A native of North Carolina, Mr. Bacon earned an MBA in finance from Columbia Business School and holds a BA in American Literature from Middlebury College. He is a Founding Donor of the Smithsonian's National Museum of African American History and Culture. He

serves on the Board of Overseers at Columbia Business School and the Leadership Council of the Center for Public Leadership at Harvard Kennedy School. Mr. Bacon is also a member of the Board of Directors of the Foreign Policy Association, a member of the No Labels Founders Council, and the Board of Trustees of the U.S. Ski and Snowboard Team Foundation.

Gabrielle Bacon Gabrielle Bacon, PhD, is a Trustee of The Moore Charitable Foundation, overseeing the grant portfolio in the areas of education, health and the arts. Gabrielle centered her doctorate research at Cambridge University, U.K. on health and human rights violations incurred by vulnerable communities directly impacted by environmental pollutants.

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 on the U.S. Board of ClientEarth, a global environmental organization, as well as an active Board member of the Peconic Baykeeper, tackling local water pollution issues on Long Island. Through her appointment as North American Goodwill Ambassador to the International Commission of the Voices for Future Generations, she fosters engagement of grade school children in publishing their stories about the planet they wish to inherit.

A Board Trustee of New York Presbyterian Hospital and Columbia University-Weill Cornell medical system, Gabrielle Bacon also serves on the Women's Board of the Boys' Club of New York. Part of the International Council of The Metropolitan Museum of Fine Arts, Gabrielle worked for many years at Sotheby's in London, U.K., and speaks fluent French, Italian and Spanish.

SALINA ABRAHAM

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

Center for International Forestry Research, Global Landscapes Forum: Senior Officer

World Bank Group, Connect4Climate: Ambassador and Creative Advisor

International Forestry Students' Association: President

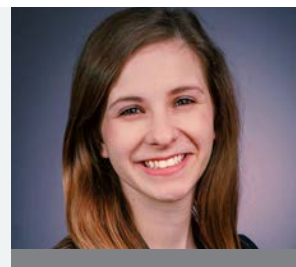
University of Washington, BS in Environmental Science and Economics with Honors, 2017

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

I come from a lineage of Eritreans who love to tell stories. My childhood was filled with tales of triumph over war and the simple joys of rural life. But today's contemporary stories fill me with dread. Droughts and pests are threatening the small-scale agriculture that Eritrean families rely on, while worsening climate impacts loom ahead. This is the new reality, and it is unacceptable. I have chosen to break rank from my family of storytellers to begin shaping stories. My story features a rise of new, collaborative leaders who can rally communities and unify sectors to build solutions. My role in this narrative is to develop public-private partnerships that support and co-finance the innovations that offer great returns for the planet and people.

LIA CATTANEO

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

Office of the Attorney General for the District of Columbia, Office of the Solicitor General: Summer Associate

Zoox, Autonomous Mobility: Safety and Policy Intern

U.S. Department of Transportation, Office of the Secretary: Policy Analyst

Harvard Law School, JD Candidate, 2022

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

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, I never questioned 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. I saw the power of government and the law to make bold changes—and also to 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 and Harvard Law School for providing me with the tools to advance effective solutions, and to CPL and the Bacon Fellowship for surrounding me with a cohort of inspiring people who make this challenge less daunting.

DAVID COTACACHI

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

Inter-American Development Bank:
Social and Environmental Specialist

Ministry of Environment, Quito,
Ecuador: Director of Environment

Columbia University, Certificate
in Indigenous Peoples' Rights and
Policy, 2015

University of Georgia, Odum School
of Ecology, MS in Ecology, 2011

Universidad San Francisco de Quito,
BS in Applied Ecology, *cum laude*,
2003

What motivates you to be a leader?

I am a member of the *Kichwa-Otavalos*, an indigenous group located in the highlands of Ecuador. Like other indigenous peoples, we have historically faced many barriers affecting our community's well-being and identity. Our land and territories have been negatively impacted by the advancement of development. This is why I decided to pursue a career in environmental sciences—to find solutions to problems that indigenous peoples around the world face, such as deforestation, loss of biodiversity, climate change, poverty, and inequality. Throughout my professional career, I have influenced the way public institutions approach development, to make them more effective in addressing environmental issues. As an indigenous leader, I want to inspire and influence other key decision-makers and help them to envision alternative perspectives on sustainable development. I seek to give greater power to indigenous peoples' voices, so my work can have an even greater global impact.

ÁNGEL IBAÑEZ

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

San José and Los Angeles Mayors'
Offices: Advisor

Clean Energy Leadership Institute:
Fellow

U.S. Agency for International
Development: Intern

Climate Parents: Climate Lab
Fellow

University of California, Los
Angeles, BA in Political Science
with Honors, 2017

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

I grew up in a redlined neighborhood, where pollution and poverty abounded. Within three blocks of my home was a hazardous waste site, a covered landfill, a freeway maze, and what was the largest homeless encampment in the U.S. These lived experiences inspired me to undo the remnants of government redlining, through pursuing a career in public service. My goal is to ensure ZIP code, race, and income are not determinants of access to a healthy environment. During the past three years, I was a policy advisor to the Mayor of San José, helping to pass policies that expanded electric vehicle access to low-income communities and prohibited fossil fuels in new residential construction. I look forward to growing as a leader and developing the skills needed to help uplift and empower marginalized communities like mine. I am grateful to the Bacon Fellowship for helping me on this path.

HANA ROUSE

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2022



HIGHLIGHTS

Office of Senator Chuck Schumer,
Communications Office: Research
Assistant

U.S. Department of the Treasury,
Legislative Affairs Office: Special
Assistant for Banking and Finance
and for Terrorism and Financial
Intelligence

The White House, Communications
Office: Deputy Assistant Director of
Broadcast Media

The Wharton School, University of
Pennsylvania, MBA Candidate in
Business, Energy, Environment, and
Sustainability, 2021

Harvard University, BA in History, 2014

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

I first learned of the extent of our agricultural system's contribution to climate change through my work on President Obama's communications team during the Paris Agreement negotiations. As someone who has loved food, vegetable gardening, and cooking since a young age, I was appalled. The current trajectory of our food system is untenable; we must raise more from less while being conscious of the externalities of industrial food production. Such a change cannot happen without leadership and collaboration between the government and the private sector. I aspire to become a leader who works at the intersection of those two worlds. I plan to use my MPA and MBA to build an extensive career in both the public and private sectors that is dedicated to reshaping our system of food production into one that is healthier for humans and the planet.

SHASHANK SINGH

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2022



HIGHLIGHTS

World Wide Fund for Nature,
Sustainable Finance: Senior
Manager

The 2009 Young Commonwealth
Climate Change Summit, London:
Country Delegate (India)

Tata Business Leadership Award

Indian Institute of Management
Kozhikode, Post-Graduate
Diploma in Management, General
Management, 2014

National Institute of Technology
Hamirpur, Bachelor of Technology,
Electronics and Communication
Engineering, 2011

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

Nature was a key part of my childhood in Himachal Pradesh, a north Indian state straddling the western Himalayas. My friends and I would hike through the Deodar forests, play football with pine cones, and— long before the ice bucket challenge became all the rage—take dips in the ice-cold river water. But our future generations may not be so lucky. We have already driven nature to its worst point in human history. If we do not act within a rapidly closing window of time, accelerating climate change and biodiversity loss will jeopardize the existence of all life on this planet. The urgency of this crisis, my personal care for nature, and my belief in the power of finance to influence transformative change have inspired me to help create a financial system that values the long-term resilience of our planet over short-term financial gains.

“Throughout my professional career, I have influenced the way public institutions approach development, to make them more effective in addressing environmental issues. As an indigenous leader, I want to inspire and influence other key decision-makers and help them to envision alternative perspectives on sustainable development.”

David Cotacachi
Harvard Kennedy School
Bacon Fellow
MC-MPA Candidate

ABOUT THE BLACK FAMILY GRADUATE FELLOWSHIP

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 United States.

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 United States and to the world.

Black Family Graduate Fellows will participate in a unique leadership development program that will cultivate 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

The Debra and Leon Black Family is committed to achieving positive change across a wide array of disciplines. Over the past 30 years, the family has funded research and initiatives in medicine, the arts and education.

JOSH ALTMAN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

United States Army, 82nd Airborne
Division: Infantry Captain

U.S. Institute of Peace, Afghanistan
Study Group: Visiting Research
Assistant

HKS Armed Forces Committee:
President

Teach For America, Duval County
(FL) Public Schools: Secondary
Mathematics Teacher

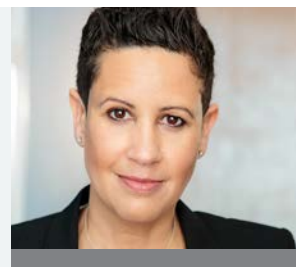
George Washington University, BS in
Economics, *summa cum laude*, 2012

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.

MICHELLE CRESSWELL

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

U.S. Embassy in Accra, Ghana, U.S.
Defense Attaché Office: Defense
Liaison Officer

U.S. Department of Defense, U.S.
Central Command: Operations
Chief, U.S. Forces, Afghanistan

U.S. Air Force: Strategic Debriefing,
Operation Iraqi Freedom, Iraq
Survey Group

Joint Military Attaché School,
Defense Intelligence Agency, 2016
Chapman University, BA in Social
Sciences, 2008

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

After twenty-four years of service to the nation, I joined HKS to become a transformational leader during times of unparalleled global community crisis. The world needs heroes, and I want to step up to this challenge. HKS will build an academic pillar of excellence, set upon my foundational experience in public service, to lead fellow citizens to realize our nation's shared dream of equality and freedom. Leadership is not always about commanding overwhelming forces to achieve victory. Transformative leaders, regardless of rank, demonstrate a greater purpose beyond self and provide an inclusive vision to others to strive for "a more perfect union." Ethical leaders understand their responsibility to those they serve, to uphold shared principles, and to demonstrate professional competency, regardless of the size and scope of their village. I am grateful for the opportunity to learn with heroes through the Black Family Fellowship.

ALEXANDER DE AVILA

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Marine Corps Reserves: Infantry

AmeriCorps: Intern

Kennedy School Review: Editor-in-Chief

Compensation for American Diplomats and Marines held Hostage in Iran, 1979-1981: Campaign and Advocacy Team Member

Marine Corps School of Infantry, Recruit Training with Honors, 2017

Claremont McKenna College, BA in Government, 2013

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

Americans have few experiences to share in today. This issue is at the core of the partisanship that hamstrings our country. Being a Marine made the unifying value of service tangible, and inspired me to devote myself to encouraging more people to serve their communities and country. I want to help reenergize the promise of service for my generation. The Black Family Fellowship is an unrivaled opportunity to join a network of service member-leaders and focus on what matters most: answering the call of “Ask what you can do.”

IAN EPPERSON

HARVARD BUSINESS SCHOOL MASTER IN BUSINESS ADMINISTRATION CANDIDATE, 2021



HIGHLIGHTS

U.S. Marine Corps: Captain and 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

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 Sept. 11, 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 my belief that good leadership is transformative. I am most inspired by the Marine lieutenants 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 from graduate school in service of country afterwards.

PHILIP ESSIENYI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Booz Allen Hamilton: Senior Consultant

U.S. Army National Guard: Fire Control Sergeant

Khom Loy Development Foundation, Thailand: Project Associate

Columbia University, MPH, 2015

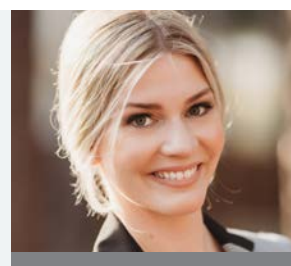
University of Ghana, BS in Business Administration, 2009

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 groundbreaking technology policies and institutional reform. I believe there is no other place to acquire the innovative know-how, confidence, and peer network needed to carry out my vision and roll back powerlessness in one fell swoop than HKS.

SHELANE ETCHISON

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

U.S. Army: Special Mission Unit (Airborne) Operator, Middle East and North Africa

U.S. Army: Special Operations Command (Airborne), Afghanistan Cultural Support Team Leader

U.S. Army: Military Advisor, U.S. Consulate Adana, Turkey

Harvard Business School, MBA Candidate, 2022

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

What motivates you to be a leader?

I believe in leaving your environment in better condition than when you arrived, an adage that can be applied to an organization, physical space, or relationship. This belief drives me to live and lead with an impact-oriented mindset and to help our world progress, no matter how big or small the change may be. My personal leadership passion is advocating for more women in positions of power and influence. I am motivated to be a leader on this issue due to my experiences in the U.S. Army, which is only 18% women, with an even smaller percentage in senior leadership roles. The number of women in top leadership positions in both private and public sectors still continues to lag. I feel a personal sense of responsibility to change this dynamic, so the full leadership potential of women may be realized.

ANDY FRANKLIN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

U.S. Air Force: Intelligence Officer
U.S. Air Force, Special Operations
Command Europe: Defense
Meritorious Service Medal

Harvard Business School, MBA
Candidate, 2023

American Military University, MA
in Intelligence Studies, 2016

U.S. Air Force Academy, BS in
American History, 2012

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

As an intelligence officer, I have had the opportunity to tackle some of the most demanding security challenges from around the world. In each case, I have been impressed by the dedication that public servants—from any field and any nation—bring in order to solve problems, improve conditions, and enact change. My military experience has shown me that progress is always possible, though never inevitable. It is not something we can take for granted. Progress takes diligent people working tirelessly in pursuit of a common goal. It also takes principled leadership. My belief in progress, and in the power of people and nations working together to solve problems, has motivated me to continue my public service.

AKHIL IYER

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

U.S. Marine Corps: Infantry Officer
and Special Operations Team
Commander

Belfer Center for Science and
International Affairs: Student Fellow
Pat Tillman Foundation Scholar

Paul and Daisy Soros New American
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 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. There, 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 reinstating 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 frontline operators tackling evolving threats. At CPL and Harvard, I hope to help advance civil-military relations by fostering this connection and giving back to the nation in ways that transcend the uniform.

GRAHAM KENNIS

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

Center for the Study of the
Presidency and Congress:
Presidential Fellow, 2019-2020

Euro-NATO Joint Jet Pilot Training
Program: Grantee, AY 2023

Stamps Scholar, 2018-2020

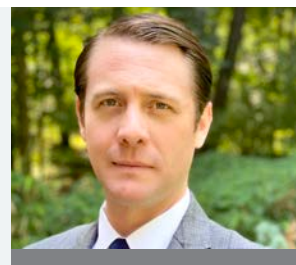
U.S. Air Force Academy, BS in
Political Science, Distinguished
Graduate with Scholars Program
and Military Honors, with Highest
Distinction, 2020

How do you hope to inspire change?

I hope to inspire change by building organizational communities that inspire their members to both grow personally and take ownership professionally. Upon entering the Air Force Basic Military Training, I witnessed how common purpose, mutual respect, and empathetic leadership can transform complete strangers into lifelong friends and reliable team members. Since then, I have made it my mission to understand the dynamics of relationship-building on interpersonal, organizational, and international levels. I will continue this path at HKS by equipping myself with the skills necessary to craft durable and inclusive policy while leveraging Harvard's incredible diversity to engage in the kinds of conversations needed to imbue policy with purpose. With these skills in hand, I will be better equipped to facilitate the personal growth and professional motivation of my peers and airmen in my command.

DANIEL KERVICK

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

U.S. Navy: Intelligence Officer

Flagship Management: Founder and
CEO

University of Notre Dame, MS in
Technology Commercialization,
2019

Villanova University, BA in
Economics, 2009

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

I came to HKS to accomplish my goal of becoming an effective tri-sectoral leader and to prepare myself for the next phase of public service. As stated best by the school's namesake, John F. Kennedy, "I can imagine no more rewarding a career" than serving in the Navy. Founding a technology-enabled healthcare equipment management company, whose social mission is to create jobs with upward mobility for veterans, was an important extension of that work for me. While I intend to return to public service as an officer in the Navy Reserve, I feel called to a new vocation in public service in the coming years. I intend to use my time at HKS to determine the best course of action to serve our country again.

BRYAN LEE

HARVARD BUSINESS SCHOOL MASTER IN BUSINESS ADMINISTRATION CANDIDATE, 2021



HIGHLIGHTS

United States Army: Aviation Officer,
UH-60 Black Hawk Pilot

Service to School: Student Veteran
Ambassador

Rotary International: Ambassadorial
Scholar to Singapore

Missouri University of Science &
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

What motivates you to be a leader?

Over the course of my military career, I have been privileged 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 with which I worked. 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.

JOSEPH LILLIE

HARVARD BUSINESS SCHOOL MASTER IN BUSINESS ADMINISTRATION CANDIDATE, 2022



HIGHLIGHTS

United States Navy: Lieutenant,
Surface Warfare Officer

Grosvenor Capital Management:
Investment Analyst

Harvard Law School, JD Candidate,
2022

University of Notre Dame, BBA in
Finance, 2009

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 where there are 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 Fellow, I will maximize my development through different avenues—alternative methods of thinking and experiential opportunities—and I will improve the impact I can have not only as an aspiring government official, but 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.

PATRICK METKE

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

U.S. Army: Active Duty Officer

U.S. Army Special Operations
Unit: Tactical Commander and
Operations Officer

J.P. Morgan: Summer Intern, 2010

London Business School, MBA,
2009

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

This year, my team built a comprehensive two-year transition assistance program to serve Special Operation Forces, because we recognize discrepancies in their ability to thrive after the military. As I near my departure from the military, I hope to continue building this program, which rests at the nexus between my strengths and passion. My experiences as a Marine, soldier, student, and business professional have uniquely positioned me to serve as a guide for others who are looking to navigate this transition and understand its challenges—torment, loss of identity, and grief. By creating certainty and identifying impactful opportunities, these challenges may be mitigated. I also want to continue advising teammates on the importance of recognizing and pursuing post-military opportunities commensurate with their “why,” and coaching them on health, family, and career mechanisms to realize their goals.

CHRIS MURRAY

HARVARD LAW SCHOOL JURIS DOCTOR CANDIDATE, 2022



HIGHLIGHTS

U.S. Army: Strategic Outreach
Operations Officer, Military District
of Washington

Commander-in-Chief’s Guard:
Platoon Leader

1st Stryker Brigade, 2nd Infantry
Division: Stryker Platoon Leader

U.S. Military Academy, West Point,
BS in Comparative Politics and
Arabic, 2014

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 upon 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.

STEPHEN PETRAEUS

HARVARD LAW SCHOOL JURIS DOCTOR CANDIDATE, 2021



HIGHLIGHTS

United States Attorney's Office,
Southern District of New York:
Criminal Division Summer Legal
Intern

Goldman Sachs, Investment
Banking Division, Technology,
Media & Telecom Group: Summer
Associate

United States Army: Infantry Officer

Harvard Business School, MBA
Candidate, 2021

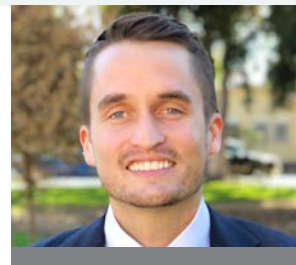
Massachusetts Institute of Technology,
BS in Political Science, 2009

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.

SEAN QUIRK

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

U.S. Navy: Surface Warfare Officer,
USS Fitzgerald (DDG 62) and
Destroyer Squadron 31

Covington & Burling LLP: Summer
Associate

U.S. State Department: Harvard
Juster Fellow and China Desk
Intern

White House Office of Legislative
Affairs: Intern

Harvard Law School, JD Candidate,
2021

Columbia University, BA in Political
Science with Honors, *summa cum
laude*, 2011

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

There is no greater calling than when your country asks you to be its public servant. My grandparents served their communities as teachers, nurses, and grocers. They showed me the multitude of ways there are to serve—something the COVID-19 pandemic has further revealed. As a kid, I watched my grandfather's old film reel of John F. Kennedy campaigning in Pasadena, California. My grandfather also filmed Robert F. Kennedy's final speech in Los Angeles the night Bobby was shot. My grandfather's stories of the political awakening of the 1960s exposed the gravity and sacrifice that often accompany public service. They planted the seeds of my own political awakening and my decision to join the Navy. After several years of deployments to the South China Sea and waters off Korea, I came to HKS still inspired by these stories, to learn how to become a better public servant.

MIKE RAMIREZ

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

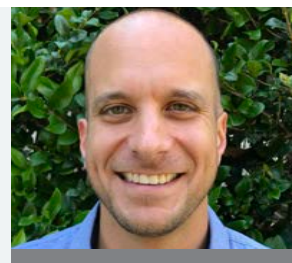
Accenture Strategy: Senior Manager
U.S. Army: Captain, Operation
Enduring Freedom
U.S. Army: Lieutenant, Operation
Iraqi Freedom, Bronze Star Medal
J.P. Morgan: Corporate and
Investment Bank Summer Associate
University of Texas at Austin,
McCombs School of Business, MBA,
2017

What motivates you to be a leader?

I have always been inspired by leaders who subscribe to the concept of servant-leadership. After spending nearly a decade in the military, I was able to see firsthand how veterans are treated within the Veteran Affairs (VA) healthcare system. I was injured in two separate wars, and as a result, I use the VA health system. This experience allows me to see what works and does not work within the VA. I joined HKS to build my skills as a servant-leader, so I can help disabled veterans who lack the proper access to healthcare. My motivation to be a leader is grounded in my journey from active duty to civilian life. I want to become a stronger leader to help provide equal access to healthcare for all the veterans who came before me and for those who will inevitably face similar challenges.

BRANDON RICAURTE

HARVARD LAW SCHOOL JURIS DOCTOR CANDIDATE, 2022



HIGHLIGHTS

U.S. Army 19th Special Forces
Group, Airborne: Operational
Detachment Alpha Special Forces
Medical Sergeant; Special Forces
Combat Diving Supervisor, and
Special Operations Combat Medic
U.S. Army 7th Special Forces
Group, Airborne: Awarded Bronze
Star, Purple Heart, and Army
Commendation Medal with Valor
Latin American School of Social
Sciences Quito, MS in Development
Economics, 2012
Princeton University, BA in East
Asian Studies, 2006

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, hard-working, 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, and alleviate tensions amidst 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, we understand 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.

RYAN SOLIS

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

United States 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

Harvard College, BA in Economics and Statistics, *cum laude*, 2012

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 Sept. 11 and the Iraq and Afghanistan 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 the 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

Embry-Riddle Aeronautical University, MS in Aeronautical Science, 2016

Embry-Riddle Aeronautical University, BS in Aeronautical Science, *summa cum laude*, 2006

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.

ADAM SWARTZBAUGH

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2022



HIGHLIGHTS

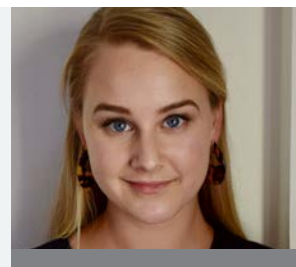
Almond Finance: Founder and CEO
U.S. Army Special Forces: Green Beret
The GENESIS Network: Founder
Massachusetts Institute of Technology, Sloan School of Management, MBA Candidate, 2021
Brown University, MA in Development and BA in International Relations, *magna cum laude*, 2009

How do you hope to inspire change?

I believe that the inspiration to create change already exists, and I intend to unleash this capacity. The world is hardly short of the passion needed to power ideas into impact. Unfortunately, many people remain isolated, and their passion and ideas are isolated as well. They are isolated from decent education, political representation, social equality or, simply, financial inclusion. I intend to undo that isolation by leveraging technological innovations to overcome historical barriers to inequality, exclusion, and underrepresentation. I will carry that progress through the necessary evolution in government policies to sustain it. I have never met an individual without a unique capacity for achieving positive impact in their life, in their family's lives, or in the life of a stranger. I am seeking to create and extend tools needed to realize this capacity, tools that can be made accessible to any person, anywhere.

RILEY VANN

HARVARD LAW SCHOOL JURIS DOCTOR CANDIDATE, 2022



HIGHLIGHTS

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

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

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

BILL WALKER

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

U.S. Marine Corps: Naval Aviator,
Joint Terminal Attack Controller,
Infantryman

Semper Fi and America's Fund
For Our Combat Wounded, Ill, and
Injured: Volunteer

Marine Corps Aviation Association,
VMM Squadron of the Year:
Recipient, 2020

Georgetown University, McDonough
Business School, Executive Master's
in Leadership, 2017

The Ohio State University, BA in
Social and Behavioral Science, 1999

What motivates you to be a leader?

Being part of a team that is extremely driven to be the best at what they do has always inspired me to increase my level of commitment as a leader. Throughout my military service, I was reminded daily what can be accomplished when no one cares who gets the credit. That feeling of being part of something bigger than yourself resonated with me and with the men and women I served with. That same focus and enthusiasm motivates me today. Our world faces challenges that demand actionable leadership. The collaborative strengths of HKS, Harvard Business School, and Harvard Law School are purposefully engineered for students' success. Through the framework of the Black Family Fellowship and CPL, I will be uniquely positioned, together with my classmates across the nation and around the globe, to lead on all fronts and in all spheres—and lead we must.

JEREMY WANO

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021



HIGHLIGHTS

United States Navy: Lieutenant
Commander, General Dentistry
Clinic Manager, Navy & Marine
Corps Commendation Medal

United States Navy, Pacific
Partnership 2016 Humanitarian
Mission: Lead Dental Planner, Navy &
Marine Corps Commendation Medal

Tuck School of Business at
Dartmouth, MBA Candidate, 2021

University of Pennsylvania, DMD,
Matthew Cryer Honor Society, 2013

University of Pittsburgh, BS in
Biology, *cum laude*, 2008

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. 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 through effective public policy.

KATHRYN WESDYK

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

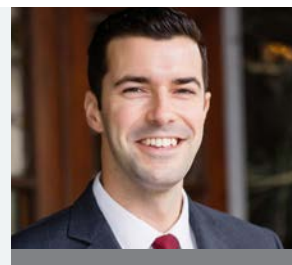
Society of American Military Engineers: President
Water4 Summer International Service Leadership, Ghana: Intern
Women in Defense Horizons Scholar
U.S. Naval Academy: Submarine Officer
U.S. Naval Academy, BS in Mechanical Engineering, Trident Scholar, 2019

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 technological solutions into the context of 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, 2022



HIGHLIGHTS

LunaCap Foundation: Fellow
U.S. Navy: Naval Flight Officer, P-8A Poseidon and EP-3E ARIES
U.S. Navy: Navy and Marine Corps Commendation Medal Recipient 2016, 2019
Elevate Youth: Development Board Member
Sloan School of Management, MBA Candidate, 2022
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 represents 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've 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 to learn how to better deliver the American dream to minorities, women, and those who still struggle to find full inclusion in our country.

KARLEE XANDER

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

U.S. Air Force: Second Lieutenant,
Pilot Trainee Select

Pennsylvania Truman Scholar, 2019

U.S. Air Force Academy, BS in
English, Minor in Japanese
Language, Distinguished Graduate
with Academy Scholars Program,
2020

Kansai Gaidai University in Japan,
Semester Abroad Asian Studies
Program, Fall 2018

What motivates you to be a leader?

As a cadet at the U.S. Air Force Academy, I was fortunate enough to fall under the command of an officer who served as my personal model for great leadership. In times of professional and military challenges, he provided direction, a helping hand, and unwavering trust in my abilities. Perhaps more notably, he leaned into difficult conversations during a time when I faced personal hardship. By taking a genuine interest in my wellbeing as a person, rather than only in my performance in the unit, this commander allowed me to feel human, appreciated, and supported. As a leader, I hope to create an atmosphere in which those same feelings become the new normal in the Air Force. I know what a difference great leadership can have on a unit, and I know what a difference it can make in an individual's life. That is what motivates me to be a leader.

CLARK YUAN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

U.S. Army: Company Commander,
Military Intelligence, Republic of
Korea

U.S. Army: Counterintelligence
Senior Analyst, Joint Special
Operations Command, Afghanistan
Sloan School of Management, MBA
Candidate, 2022

King's College London, MS in China
and Globalization, Valedictorian, 2013

U.S. Military Academy, West
Point, BS in Chinese and Systems
Engineering, with Distinction, 2012

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 Nationalist military. As a child, I grew up listening to their war stories, anxieties about Chinese aggression, and gratitude for America's guarantee of Taiwan's freedom. I was inspired to positively shape the future of U.S.-China-Taiwan relations and foster understanding on all sides. So, 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 hyperglobalization. I am excited for the opportunity to learn from and work with other service-oriented scholars at CPL.



VETERANS
PACT

“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.”

Josh Altman

Harvard Kennedy School

Black Family Graduate Fellow

MPP Candidate

ABOUT THE DUBIN PROGRAM FOR EMERGING LEADERS

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 JP 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 the Museum of Modern Art and 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.

ANCITO ETIENNE

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

World Bank Group, Social, Urban, Rural and Resilience Practice, Consultant

Rappaport Institute for Greater Boston: Field Researcher and Policy Analyst

Partners in Health: Member, Board of Trustees

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

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 received cancer treatment in the United States. Over a decade 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 MPP program and Dubin Fellowship will empower me to effect change in my beloved country.

EMMANUEL FERRARIO

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021



HIGHLIGHTS

Office of the Mayor, Buenos Aires, Argentina: Secretary of Strategic Affairs

Government of the Province of Buenos Aires, Argentina: Deputy Chief of Cabinet

Stanford University, MA in International Policy Studies, 2014

Di Tella University, Buenos Aires, BA in International Relations, 2007

What motivates you to be a leader?

Being a leader is a great responsibility and honor. On the one hand, it involves having a genuine conviction about who you are and about your purpose in life. On the other hand, it requires you to be fully aware of your doubts, anxieties, and fears. I cannot imagine a better way to strengthen both forces than being part of the Dubin Fellows Program for Emerging Leaders. Being part of this community will give me the privilege of being able to step back and fully explore my leadership, and answer a basic question: Why should others follow me? I am convinced that being surrounded by a group of peers on different journeys than mine will help me answer this question, deepen my self-awareness, and prepare me to be a change agent in my country.

ALFREDO GRAFFE

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

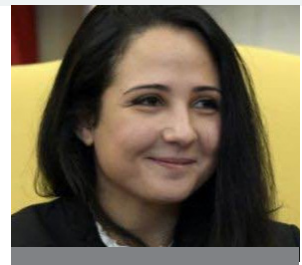
Universidad Simón Bolívar, BS in
Production Engineering, 2017

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.

AYA HIJAZI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

Belady, An Island for Humanity:
Founding Director

Bahrain Independent Commission
of Inquiry: Investigative Assistant

Project on Middle Eastern
Democracy: Democracy Award
Recipient, 2017

Cairo University, Bachelor of Laws,
2013

Cairo University, BA in Conflict
Analysis and Resolution, *magna
cum laude*, 2010

What motivates you to be a leader?

The domino effect of human will motivates me. We all think that a problem is impossible to solve, or that the status quo is impossible to change. Then one person rises. And another. And another. Then what was impossible, becomes inevitable. In Arab countries, the spark that ignited the momentum of change was the willful self-immolation of Bou Azizi in Tunisia. Almost 10 years later, with destruction machines adamant at crushing our collective will, people are huddling, at great cost, to keep the spark alive. I live to protect the spark.

KATHERINE MATEO

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Global Youth United: Founder and Program Director

U.S. Department of State, U.S. Mission to the U.N.: Intern

Wachtell, Lipton, Rosen & Katz: Summer Associate

Harvard Law School, JD Candidate, 2021

University of Pennsylvania, BA in Political Science with Honors, *magna cum laude*, 2015

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

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 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. While at Harvard, I have explored the connection between housing and education by working on an affordable housing development competition through the Federal Home Loan Bank of Boston and the Map the System Competition through the Skoll Centre at the University of Oxford. I chose to come to HKS now to build on my experiences and to gain access to the resources that will help me continue to tackle education issues in Philadelphia.

TENDAI MVUVU

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION, 2021



HIGHLIGHTS

Columbia University: Graduate Research Associate, Averting Maternal Death and Disability

Margaret McNamara Education Grant: Recipient

Philanthropic Education Organization (PEO) International Peace Scholarship: Recipient

Columbia University, PhD in Leadership in Global Health and Humanitarian Systems, Allen Rosenfeld Scholar, 2020

Stellenbosch University, MPhil in Monitoring and Evaluation Studies, 2016

Why are you attending HKS at this time?

I have worked in global health for over a decade and have witnessed a serious disconnect between the initiators of evidence-based interventions and the communities they serve. In a field where programs and funding ideologies are dominated by an outsider perspective on how best to protect the health and reproductive rights of women, there is a danger of reducing people to numbers, forgetting that behind all that data are real people who are full custodians of their health. Their voices have been muted, and they have been labeled as uneducated. I want to lead a rethinking of the status quo towards a system that promotes people-centered initiatives that are respectful, culturally appropriate, and that recognize the power inherent in women managing their own health. HKS is the right place to learn skills that will promote marginalized people and recognize them as partners in making the world a better place.

OSCAR SARABIA ROMAN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021



HIGHLIGHTS

ACLU Immigrants' Rights Project:
Legal Intern

Court of Appeals, California
Department of Justice, Civil Rights
Enforcement Section: Legal Intern

Alianza: Co-Founder

NationalEdOnline: Director of
Digital Development

University of California, Berkeley,
JD Candidate, 2021

Stanford University, BA in Public
Policy, Interdisciplinary Honors in
Democracy, Development, and the
Rule of Law, 2017

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

My passion for immigration issues stems from my own story as a migrant and my firsthand experience with the U.S. immigration system. I am determined to work in public service in order to help the millions of people who strive to better their lives and those of their children, as documented and undocumented immigrants in this country. Immigrants are too often the subject of arbitrary, inhumane, and illogical processes. To criminalize and vilify immigrants as a whole is to ignore the historical fact that migration is a defining feature of the United States and a fundamental human drive. I believe my life's work is to speak out and work against immigration policies that do not take into account a core principle: that the impulse to migrate in search of a better life does not make people criminals, it makes us human. I hope to gain the tools necessary to effectively advocate on behalf of immigrant communities, so they may in turn make the U.S. a better place for everyone.

EZINNE UZO-OKORO

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021



HIGHLIGHTS

NASA: Spacecraft Mission Design
Division Chief

Terraformers.com: Founder and
CEO

Presidential Leadership Scholar,
2018

MIT, Aeronautics and Astronautics
PhD Candidate, Legatum Center for
Development and Entrepreneurship
Fellow, 2022

MIT Media Lab, SM in Space
Systems, 2020

Why are you attending HKS at this time?

In sixteen years at NASA, I sought to contribute significantly to spaceflight missions in support of U.S. exploration goals. As international and commercial space interests in the proliferation of small satellites grow, understanding new entrants and protecting existing actors are key to serving effectively. I founded Terraformers.com to grow fresh food everywhere, because food innovations to feed the hungry on Earth could serve as inspiration for nutrition solutions on the Moon or other locations humans might choose to inhabit. My foray into entrepreneurship is also about the transformational power of changing lives and creating value through self-reliance and dignity. I am pursuing a degree at HKS to explore both the intersection of commercial space and national security and food security in the global South. In this way, I continue to connect moving humanity towards the stars with helping those who have the least.



“I believe my life’s work is to speak out and work against immigration policies that do not take into account a core principle that the impulse to migrate in search of a better life does not make people criminals, it makes us human. I hope to gain the tools necessary to effectively advocate on behalf of immigrant communities so they may in turn make United States a better place for everyone.”

Oscar Sarabia Roman
Harvard Kennedy School
Dubin Fellow
MPA Candidate

ABOUT THE EMIRATES LEADERSHIP INITIATIVE GRADUATE FELLOWSHIP

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 cocurricular participation — to not only provide progressive training for students from Arab countries, but to deepen understanding of the Middle East among peers in the U.S. and other parts of the world.

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

Generously supported by a gift from the Government of the United Arab Emirates, the Emirates Leadership Initiative Fellowship is a collaboration between the Middle East Initiative (MEI), the Center for Public Leadership (CPL), and Executive Education at Harvard Kennedy School.



AMBASSADOR YUSEF AL OTAIBA

As UAE Ambassador to the United States 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 health care 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.

MOHAMMED ALHURAIMEL ALSHAMS

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

Mubadala Investment Company:
Director, Utilities Investments

Prime Minister's Office, United
Arab Emirates: Director, Strategy
and Policy

McKinsey & Company: Senior
Associate

HEC Paris, School of Management,
MBA, TOTAL International Scholar,
2006

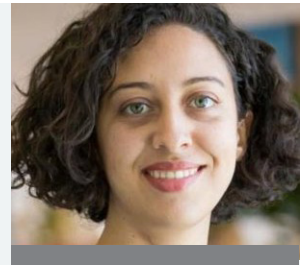
American University of Sharjah, BS
in Business Administration, 2001

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

The Arabian Gulf is one of the world's most crucial waterways, despite being very small and shallow. Nonetheless, its shores touch eight countries with a population of over 170 million people in total. These countries have historically depended on the Gulf for sustenance in the form of food and water. This demand will only increase as the population of these countries continues to rise. Today, over two-thirds of the world's water desalination capacity is in the Gulf. Consequently, the Gulf's salinity has increased and is on average 25% saltier than average seawater. The current projections are unsustainable from a security, social, and ecological perspective, and new solutions are needed. Current governments are mainly focusing on investing in more sustainable technologies being developed now. Environmental awareness and policy, as well as coordination among the countries neighboring the Gulf, are also elements to be explored to solve this challenge.

ROUKAYA EL HOUDA

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



HIGHLIGHTS

McKinsey & Company: Engagement
Manager

GSMA: User Research Manager

Conservatoire National des Arts et
Metiers, MS in Optimization and
Operations Research, 2014

Ecole Nationale des Ponts et
Chaussees in Paris, MS in General
Engineering, 2011

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, confronted by poverty, had far more limited professional aspirations than I did. These defining elements led me to seek opportunities where I could enjoy solving fascinating problems while reducing social inequalities. Serving public sector leaders through my consulting work allows me to fulfill this aspiration.

SHADA EL-SHARIF

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

European Bank for Reconstruction
and Development: Senior Advisor

Jordan Environment Fund / Ministry
of Environment: Director

USAID, Jordan Competitiveness
Program: Director, Clean Tech

Cornell University, MEng in Civil
and Environmental Engineering and
Environmental and Water Resources
Systems Engineering, 2006

Cornell University, BS in Biological and
Environmental Engineering, 2006

How do you hope to inspire change?

Having led policy development efforts, national programs, and advisory projects centered around green economy, climate action, and sustainable development in Jordan and the region, I believe I am well-positioned to both inspire and be inspired by the brilliant staff and students of the Harvard community to achieve wider impact in this space. Climate change, responsible consumption and production, and ecosystem restoration all pose significant challenges affecting the very survival and sustainability of human development. This is particularly true for the Middle East, where resource scarcity in countries like Jordan is often compounded by regional conflicts. However, I believe the world possesses the necessary technologies and cooperation platforms to turn these challenges into opportunities for innovation and sustainable development. What is needed is the political will and mobilization of leaders—such as those I hope to work with through HKS—committed to building a more environmentally sustainable and socially inclusive future.

AWAB ELMESBAH

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Center for Development and
Public Policy: Policy and Research
Coordinator

Sudan Debates: Co-Founder and
Executive Director

Chevening Scholarship, United
Kingdom: Recipient, 2016

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

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 the developing world.

YOUSIF FOLATHI ALKHOORI

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

Crown Prince Court, Abu Dhabi:
Head of Financial Planning and
Analysis Unit

Certified Management Accountant,
2018

Abu Dhabi University, BBA in
Accounting, Minor in Finance, 2010

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

The United Arab Emirates faces several economic, social, and political challenges. The UAE population is a minority in a country dominated by expatriates. With most Emiratis being young professionals, one of the most pertinent challenges facing the country is developing its youth through educational, vocational, and career development programs. My decision to pursue the Mid-Career MPA Program at HKS has been motivated by my desire to elevate my professional career in order to attain a senior governmental position in the UAE and have maximal impact. I want to broaden my understanding of public administration so that I can actualize my ideas to reform the UAE. I want to build my leadership skills in a global intellectual environment. One of the most appealing aspects of HKS and the Mason Program is that students and fellows come from diverse backgrounds and experiences. I am excited by the opportunity to learn from this diverse community.

TAHANY MAALLA

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2022



HIGHLIGHTS

AQUA4Sudan Partnership: Policy
and Governance Coordinator

Center for Development and Public
Policy, Khartoum: Policy Analyst

United States Institute of Peace:
Youth Advisory Council Member

University of Nottingham, MPP,
2017

University of Khartoum, BS in Civil
Engineering, 2013

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

Leaving Sudan to pursue postgraduate studies at this moment in its history was not an easy decision, but I am more than confident that I made the right choice. The gap I aspire to fill through the MPA program and the Emirates Leadership Initiative Fellowship is to help reconnect political action with policy evidence in areas of federal system, local government, and decentralization in service delivery. I am aware that the career path I chose requires exceptional leadership qualities. The time I will spend at HKS will help me nurture my potential and redefine my role as a change advocate and a public servant.

WAHID MASRI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

The Abraaj Group: Equity Analyst

GreenCity: Founder & CEO

The Portland Trust: Senior Project Manager

Harvard Business School, MBA Candidate, 2021

Butler University, BS in Accounting, 2009

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

Charitable giving during the month of Ramadan has been a long-standing tradition in my family, but while the practice instilled in me a feeling of responsibility towards underprivileged communities, it also pushed me to think about how to sustainably help others. After graduating with an accounting degree from Butler University at the height of the financial crisis, I felt a duty to change the sector to one that improves the lives of people. During my time at The Abraaj Group, I helped Palestinian entrepreneurs grow their companies. I was also inspired by the same entrepreneurs to start my own company, GreenCity, the first waste management company in Palestine that aims to help local municipalities address the pressing issue of solid municipal waste. My time at GreenCity and partnership with the Ramallah Municipality helped me realize the importance of working at the intersection of the public, private, and social sectors to truly effect change.

ABDULLA SAIF

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



HIGHLIGHTS

Mubadala Investment Company, Public Equities Team: Senior Analyst

Mubadala Investment Company, Public Equities Team: Analyst

General Secretariat of the Executive Council, United Arab Emirates: 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

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 United Arab Emirates is no exception, with the theme being even 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.



“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.”

Awab Elmesbah

Harvard Kennedy School

Emirates Leadership Initiative Fellow

MPP Candidate

ABOUT THE FELLOWSHIP FOR SERVING AFRICAN- AMERICAN COMMUNITIES

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 health care, 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.

HILLARY ANDERSON

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Catalist, LLC: Director of Client Consulting and Solutions

Democratic Congressional Campaign Committee: Regional Targeting Director

Black Girls Code, Washington, D.C. Chapter: Community Outreach Lead

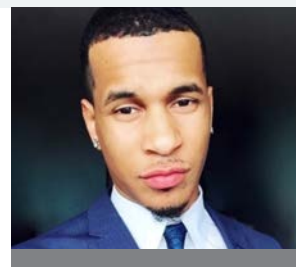
Indiana University, BA in Economics, Minor in International Studies with Hutton Honors College General Honors Notation, 2014

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

In the midst of a successful career working with political data, I concluded that now is the ideal time to attend HKS. Prior to making 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 in its ability 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.

DAMARCUS BELL

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

The Eagle Academy for Young Men at Ocean Hill: Music Department Chair, Director of Events and School Culture

Vans Gives a Band: Grant Awardee

NYC Men Teach: Racial Literacy Fellow

NAACP: NEXTGEN Leadership Fellow

New York University, MA in Music Education, 2017

Morehouse College, BA in Music, *cum laude*, Gates Millennium Scholar, 2015

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

My time as a leader in music and education has been fulfilling and awakening: In true homecoming fashion, I have been able to return to the public education system and reinvest in the next generation of young Black men, while also learning the methods and conditions that catalyze true educational success. But I have also gained firsthand awareness of the intersecting layers of institutional inequity that impede my people's ability to thrive, and now understand how even well-meaning policies are still inadequate when racial inequality persists. Nonetheless, I have found nothing more rewarding than guiding those around me toward their fullest potential despite their circumstances. My leadership philosophy is thus centered on leveraging strengths against weakness at both the individual and collective level, and creating bridges where everyone's interests converge. I believe this principle can be replicated at the policy level to empower communities, and in turn, society at large.

OKECHI BOMS

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

COVID-19 Student Response, Mental Health Initiative: Co-Founder

Fulbright U.S. Student Program, Ecuador: Research Fellow

Duke Global Health Institute, Student Research Training Program, Guatemala: Research Fellow

Harvard Medical School, MD Candidate, 2022

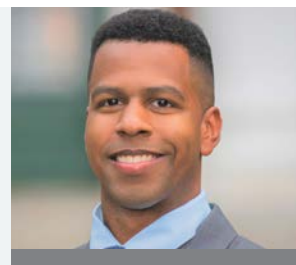
Duke University, BS in Biology with Distinction, Minor in Global Health Studies, Phi Beta Kappa, 2012

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

My inspiration for becoming a physician is largely driven by a desire to alleviate suffering and the burden of illness. As a physician in training, I have the privilege of meeting and caring for people at vulnerable moments in their lives. However, numerous socioeconomic factors affect patients before they arrive at the hospital, which often results in suffering and death from preventable diseases. Far too often, I have both witnessed and mourned people suffering and dying from preventable diseases in my native Nigeria, my rural town in Tennessee, and various lower-resource settings that I have worked in across the globe. I believe that through health advocacy, I can both care for my patients and empower members of my community to lead healthy, productive, and prosperous lives.

CALEB BRADFORD

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Boston Consulting Group: Summer Consultant

Mayor Pete for America: Summer Associate

Gates Millennium Scholar

CPL George Leadership Fellowship, 2020-2021

Harvard Business School, MBA Candidate, 2021

Princeton University, BSE in Mechanical and Aerospace Engineering, Certificate in Robotics and Intelligent Systems, 2015

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

I changed schools almost every year growing up, attending a dozen all across the South. What I learned from this experience is that the U.S. is a beautiful mosaic but there exist many flaws in the design, including a huge opportunity gap. Students from communities of color that were predominantly low-income households where almost no parent held a college degree were plagued by apathy and academic frustration. While I could see so much potential, I also realized that those of us from minority communities lacked adequate resources, funding, and supportive environments. I quickly learned that public service provides the capacity to effect change in education policy for these communities. After grappling with not only this fact, but the realization that the opportunity gap had impacted my own brother's ability to thrive academically, I was determined to do something about it.

DAROLD CUBA

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

Washington National Cathedral:
Inaugural Oral History Fellow

#HackingRacism, Columbia
Business School's Innovation &
Entrepreneurship Incubator: Co-
Founder

#DisruptWikipedia, an Initiative
to Eliminate Systemic Racism on
Wikipedia: Co-Founder

Columbia University, MA in Oral
History, Thesis: #MappingFreedom:
The International Phenomenon of
Freedom Colonies, 2020

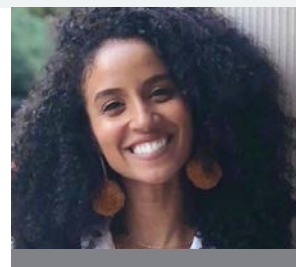
Temple University, BA in Theatre
and Political Science, Philosophy,
and Economics, 2005

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

For the last two decades, I have been lucky to have a career at the intersection of technology, race, media, and society. But I have experienced firsthand how the settler-colonial industrial complex shapes narratives that systemically become policies and laws at all levels, which then are used to exponentially harm communities already minoritized and marginalized by such a society's culture. I have fought this structural racism and its lens at every level, despite the tenet, "We tell the public which way the cat is jumping. The public will take care of the cat." I am honored to now be able to join exceptional peers at CPL to step back and examine this intersectionality of privileges and oppressions, in the vein of Harvard's own Dr. Cornel West's philosophy: "You can't lead the people if you don't love the people. You can't save the people if you don't serve the people."

STEPHANIE FERNANDEZ

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

NYC Mayor's Office, Office of the
Deputy Mayor for Strategic Policy
Initiatives: Senior Policy Analyst

The Brotherhood/Sisterhood Sol:
Mentor

NYC Urban Fellows Program: Urban
Fellow at the NYC Mayor's Office of
Immigrant Affairs

Fulbright Program: English
Teaching Assistant in Mexico

Barnard College, BA in Urban
Studies with a Concentration in
Sociology, 2014

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

"Look to the person to your right and then to your left. Half of you will not graduate from high school four years from now." These were the first words my biology teacher said on my first day of high school. I was in disbelief that the expectation was failure. I attended public schools in New York City from kindergarten through high school. Even though I received stellar grades and became extremely involved in my community, I knew then and know now that my individual achievements will not offset the low expectations for students who look like me or who come from similar backgrounds. Creating education systems that affirm young people will be instrumental in creating a more equitable society that is free of bias and discrimination. This fuels my passion for public service. Throughout my career, I will continue working at the intersection of education and racial and gender justice.

JAMAL GRANT

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

MIT Lincoln Laboratory: Aerospace Engineer

The NET Mentoring Group, Inc.:
Founder and Director

Ase Research Film Project: Organizer
and Lead Producer

Humanity In Action (HIA)
International Grant Competition:
Awardee

University of Massachusetts Lowell,
BS in Mechanical Engineering, 2015

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 underresourced backgrounds, juxtaposed against more privileged students typically from suburban America. The academic disparities were abundantly clear, and the attrition rate for students of color in engineering 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.

SHAWON JACKSON

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Horton’s Kids: Summer Education
Pioneers Fellow

Deloitte Consulting: Federal
Business Analyst

Princeton University
Undergraduate Student
Government: President, 2013-2015

Stanford University, Graduate School
of Business, MBA Candidate, 2021

Princeton University, BA in Public
and International Affairs with
Certificates in African American
Studies, Latino Studies, and
Spanish, 2015

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

As a low-income Black boy who made it to and through college, I was the exception to an unwritten and unjust rule that says people like me will not thrive in this world. While I am grateful to have “made it,” it pains me to know how many marginalized students do not. My life mission is to change this. I want to make a high-quality education the norm for every student, no matter what they look like or where they are from. With the privileges I have gained over time, the least I can do is use them to improve outcomes for those whom our society too often neglects.

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 CPL and African-American Community Service Fellow, I look forward to forging professional relationships that will redefine my role as an advocate. Moreover, I look forward to collaborating with colleagues across disciplines who share the vision of serving communities of color that have taken on a disproportionately 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.



“I attended public schools in New York City from kindergarten through high school [...] I knew then and know now that my individual achievements will not offset the low expectations for students who look like me or who come from similar backgrounds. Creating education systems that affirm young people will be instrumental in creating a more equitable society free of bias and discrimination. This fuels my passion for service.”

Stephanie Fernandez

Harvard Kennedy School

Fellow for Serving African-American Communities

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 wellbeing 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.

AZEEM AHMED

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

McKinsey & Company: Summer Associate

Precision Agriculture for Development: Pakistan Implementation Intern

Millennium Challenge Corporation: Program Officer

Harvard Business School, MBA Candidate, 2021

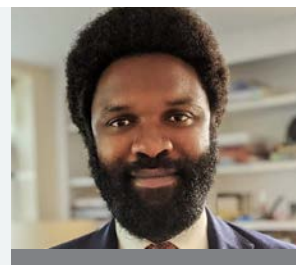
Auburn University, BS in Finance, Minor in Sustainability, 2014

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

Leading development interventions in Burkina Faso, Mongolia, and Sri Lanka, I quickly recognized the critical role of the private sector in alleviating poverty. I also saw the dire need for policy makers, activists, and investors with the technical and contextual skills to address the complex structural causes of poverty. I want to serve in this vanguard, knowing how critical it is to create social and economic policies that are pro-business and pro-poor. I have carried this commitment since my childhood in rural Alabama and honed it in far corners of the world. I feel a deep connection to people and hope to help uplift them, to share their stories, and to empower their communities—the most meaningful and rewarding pursuit I have undertaken. Supported by a community of CPL Fellows, I hope to forge new frontiers in the creation of economic opportunity and social mobility for our world’s most vulnerable.

MARC ANANI-ISAAC

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

David M. Rubenstein Fellow, 2018–2019

Bill & Melinda Gates Foundation: Research Associate

World Economic Forum: Global Shaper

Harvard Business School, MBA Candidate, 2021

University College London, BA in Politics and Eastern European Studies, 2011

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

Undoubtedly, most people find the inner mechanics of banks and insurance companies boring. One exception is perhaps “fintech,” a catch-all phrase that has become a mighty buzzword. However, as anyone who knows me can attest, I am very passionate about financial services companies. I believe that when run properly, they have the potential to boost economies, catalyze global trade, and lift people out of poverty. I applied to the MPP program because effective financial sector development is necessarily a public-private partnership: one that intersects business, policy, and social impact. By combining my professional experiences to date with the educational component of the joint degree and the development experiences of the George Leadership Fellowship, I hope to contribute significantly to a new generation of leadership: one that seeks to maximize collaboration between the public and private sectors in order to serve the collective aspirations and well-being of society.

CHICHI ANYOKU

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

David M. Rubenstein Fellow,
2018–2019

New York City Economic
Development Corporation: Real
Estate Summer Associate

Brown University: Trustee

Harvard Business School, MBA
Candidate, 2021

Brown University, BA in Economics
and Latin American Studies, 2014

What motivates you to be a leader?

Growing up in New York, I experienced flagrant racism and witnessed disparities in life outcomes between predominantly Black and predominantly white neighborhoods. Driven by my lifelong experiences navigating divided spaces, I came to Harvard as a dual MBA/MPP degree student to shift towards a career focused on creating transformative cities. I am committed to cracking affordability and prosperity drivers within the built environment because I believe that we live in a world where the roofs over our heads drive economic, physical, and social outcomes. As I navigate more homogenous spaces through my higher education and professional experiences, I recognize how critical my voice is in representing groups that do not always receive a seat at the table. For as long as I live, I am committed to rolling up my sleeves to combat inequality, even when it continues to be difficult.

ELIZABETH (LIZ) BLOOM

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

David M. Rubenstein Fellow,
2018–2019

William A. Starr Innovations Fellow
at Harvard Kennedy School, 2018–
2019

George Peabody Gardner Fellow in
Istanbul, Turkey, 2012–2013

Harvard Business School, MBA
Candidate, 2021

Harvard College, BA in Social
Studies and English, 2012

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

In 1990, nearly half a million Americans worked for newspapers. Now, that number has shrunk by more than 50%. Today, consumers of U.S. media have a difficult time distinguishing between real news and fake, and we consult journalistic sources that confirm our views rather than challenge them. Journalism is facing real threats from all sides, from technological disruption to distrust from audiences. These issues have troubling implications for American democracy. If we fail to find a new way forward, the fissures in our democracy will continue to widen. Having worked as a journalist in Pittsburgh, I came to graduate school to explore these ideas and deploy them in a cross-sector career. This challenge requires fresh thinking and an understanding of the institutional, political, and economic shifts shaping this industry. The George Leadership Fellowship provides an exceptional opportunity to think through these issues using the lenses of business and policy.

CALEB BRADFORD

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Boston Consulting Group: Summer Consultant

Mayor Pete for America: Summer Associate

Gates Millennium Scholar

CPL Fellowship for Serving African-American Communities

Harvard Business School, MBA Candidate, 2021

Princeton University, BSE in Mechanical and Aerospace Engineering, Certificate in Robotics and Intelligent Systems, 2015

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

I changed schools almost every year growing up, attending a dozen all across the South. What I learned from this experience is that the United States is a beautiful mosaic but there exist many flaws in the design, including a huge opportunity gap. Students from communities of color that were predominantly low-income households where almost no parent held a college degree, were plagued by apathy and academic frustration. While I could see so much potential, I also realized that those of us from minority communities lacked adequate resources, funding, and supportive environments. I quickly learned that public service provides the capacity to affect change on education policy for these communities. After grappling with not only this fact, but the realization that the opportunity gap had impacted my own brother's ability to thrive academically, I determined myself to do something about it.

RYAN BRELLENTHIN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

McKinsey & Company: Summer Associate

U.S. House of Representatives, Office of the Majority Whip: Policy Fellow

Teach For America, Carmen High School, Milwaukee: Core Member

Harvard Business School, MBA Candidate, 2021

University of Notre Dame, BA in Political Science, *magna cum laude*, 2010

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

About fifteen years ago, a visit to the nation's capital left me wanting to learn more about my government, my country, and my specific role within it. That visit to Washington also inspired me to learn more about two identities that resonate most strongly with me: Catholic and American. Over a decade later, some questions remain as I continue to feel unsettled, but in a good way. I have found joy in realizing that I will always be searching for answers, because that is inherent in the journey of growth and self-reflection. The best answer I have found so far is that there is no ideal more Catholic and more American than to live one's life in service to others. This call to service has been my guiding principle, and it is what drives me to seek change in the public sector after I leave HKS and Harvard Business School.

JOHN MICHAEL CASSETTA

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

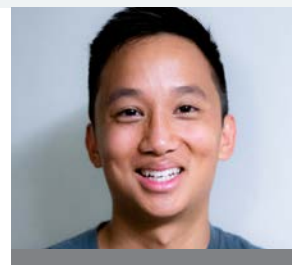
Goldman Sachs: Summer Associate
U.S. Department of the Treasury,
East Asia Office: Graduate Intern
The New York Times: Editor
Harvard Business School, MBA
Candidate, 2021
University of Texas at Austin, BA in
English, BBA in Finance, 2010

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

There comes a point in asking yourself, “What can I do?” when you realize the challenges facing society are too formidable and complex for even the most talented individual to solve alone. For me, public leadership is about overcoming this human limitation. It is about building partnerships across disciplines—partnerships built on trust, ethical responsibility, and empathy, stretching beyond rote recognition—to bring a formidable diversity of capabilities to bear on our collective mission of self-betterment. My passion for economic policy and the financial sector rests on their necessary role in empowering progress in the challenges we now face. Being an effective partner and realizing the multiplier effect on “What can I do?” are what motivate my sense of public leadership. And I am grateful to the George Fellowship, CPL, and my co-fellows for the opportunity to continue developing as a leader.

JERREN CHANG

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

GenUnity: Founder
Chicago Mayor’s Office: Economic
Development Policy Associate
McKinsey & Company: Senior
Business Analyst
Harvard Business School, MBA
Candidate, 2021
Duke University, BS in Economics
and Mathematics, 2014

How do you hope to inspire change?

Growing up, civics meant volunteering, something we did on occasion to “give back.” Over the last five years, however, my understanding has evolved. Through my tri-sector experiences at McKinsey and the Chicago Mayor’s Office, I began to see that civics is where individual choice meets collective justice and that any individual—be it citizen, employee, or community leader—can affect change. This requires a deep understanding of how our actions, or inaction, impact the lives of others, stemming from empathy for others’ lived experiences and knowledge of how power structures shape the status quo. My fortuitous civic journey helped me deepen my understanding and showed me how much I still need to learn. However, civic learning opportunities are still too limited. I am committed to expanding access to civic learning and engagement to enable each of us to be more effective agents of social change and justice.

PATRICK DEEM

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

RapidSOS: Global Expansion MBA Intern

International Rescue Committee: Regional Program Coordinator for Europe and North Africa

McKinsey & Company: Business Analyst

Harvard Business School, MBA Candidate, 2021

Georgetown University, BS in Foreign Service, Major in Middle Eastern Studies, *summa cum laude*, 2014

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

Before graduate school, I worked for nearly three years in humanitarian aid by serving refugees, internally displaced peoples, and the communities that host them. My passion for international development provided the most defining experiences of my life. Whether working in Serbia, Jordan, or Niger, I learned more than I could possibly have imagined about how responding effectively to emergency situations. As I gained experience working in humanitarian aid, I also realized that I wanted to concentrate my efforts less on crisis management and more on building long-term, sustainable solutions to the economic development challenges faced around the world. I came to Harvard to learn more about these challenges and about what role I might play to innovatively and effectively improve the lives of the poorest people around the world.

HARSHINI JAYARAM

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Snorkel AI: Business Development Intern

U.S. House of Representatives, Office of the Majority Whip: Policy Fellow

Azure Identity, Microsoft: Program Manager

Harvard Business School, MBA Candidate, 2021

Massachusetts Institute of Technology, BS in Computer Science and Management Science, 2014

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

For most of my life, I assumed my entire career would be spent within the technology industry. However, after four wonderful years at Microsoft, I keenly felt a responsibility and a desire to spend my career more directly in service of my communities. I realized that one place with a clear need for more people with my background was within the public sector. Engineers are underrepresented in the U.S. government, and I think that needs to change. I believe that the U.S. government needs more policymakers able to craft proactive policies based on an understanding of the relevant scientific challenges and tradeoffs. I want to leverage my background in technology to create informed policies that encourage innovation, security, and ethical use for emerging technologies. To begin my journey from purely technology to technology policy, and to learn to better serve the public good, I came to HKS.

ALLISON LAZARUS

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

U.S. Senate Armed Services
Committee: Professional Staff
Member

McKinsey & Company: Senior
Business Analyst

New America Foundation: Intern

Harvard Business School, MBA
Candidate, 2021

Yale University, BA in History, 2014

What motivates you to be a leader?

I aspire to work at the boundary between the public and private sectors. Growing up in a family with a history of military service instilled in me a deep connection to national security early in life. Before graduate school, I worked as a professional staff member on the Senate Armed Services Committee for Chairman John McCain, with a portfolio that included oversight of science and technology for the Pentagon. I found it a fascinating challenge to work on drafting legislation that would unleash innovation from talented military personnel and civilians. Going forward, I hope to better understand how to break down bureaucratic barriers wherever they stand and allow organizations to reach their full potential. I want to create environments where great leaders do not have to fight their own organizations to make change, and where better policy comes from adaptable, resilient organizations that reflect the strategies of those who lead them.

RACHEL LEE

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Natures Fund: Business Development

Bill & Melinda Gates Foundation:
Strategy Officer, High Impact Award
Recipient

Boston Consulting Group: Consultant

Harvard Business School, MBA
Candidate, Goldberg Fellowship in
Global Food Systems, 2021

University of Pennsylvania, BA in
Neuroscience, BS in Economics, Phi
Beta Kappa, *summa cum laude*, 2014

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

One of the first prayers I learned as a child was for everyone to have enough to eat. My grandfather, who escaped from North Korea during their civil war, helped me understand the heartbreaking inequity that individuals often have no control over. Eager to help, I filled up plastic piggy banks to send food aid in elementary school. Access to adequate food seemed like the bare-minimum fundamental right, and I wanted to contribute as best as I could—a passion that continues to guide me today. I aspire to strengthen the innovation pipeline for food security. I seek to continue to translate and scale promising ideas into context-appropriate applications that reach vulnerable populations, shaping the enabling environment and policies as necessary. I hope to pay forward this opportunity.

STEPHEN MOCH

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Commodity Futures Trading
Commission, U.S. Climate-Related
Market Risk Subcommittee:
Appointed Member and Special
Government Employee

Skye: Co-Founder

Goldman Sachs, Executive Office
Environmental Markets Group:
Associate

Harvard Business School, MBA
Candidate, 2021

Princeton University, AB in Public
and International Affairs, Minors
in Environmental Studies and
Sustainable Energy, *cum laude*, 2014

How do you hope to inspire change?

For over ten years, I have focused on the intersection of finance, technology, and policy in driving sustainability at scale. My early work, assessing the carbon footprint of my high school and convincing the school to invest thousands of dollars on efficient lighting and rooftop solar panels, evolved into four years at Goldman Sachs, building support for deploying billions towards clean energy and other climate solutions. I have continued to center my efforts on the role of capital and market structures in unlocking low-carbon technologies as well as the importance of public and private sector collaboration in developing effective policy solutions. Over the past year, I have worked as an independent expert, advising the U.S. government on managing climate risk throughout the financial system. Through my work to improve climate-related data and risk-management solutions, I hope to accelerate the pace of industry-wide shifts to a sustainable economy.

BRIAN MONGEAU

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

U.S. Army: Special Forces Operator

LivelyHood: Co-Founder and Board
Member

CrowdStrike: MBA Intern,
Corporate Development and
Product Strategy and Management

Harvard Business School, MBA
Candidate, 2021

University of Wisconsin, Madison,
BA in History, Political Science, and
International Studies, 2010

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

Serving as part of a U.S. Army Special Forces team was the greatest honor of my life. It exposed me to a wide array of cross-cultural phenomena and conflicts at the ground level through interactions with and direct management of foreign soldiers and civilians alike. I learned the significance of equitable economic opportunity for nations seeking to achieve peace—a lesson increasingly important for our own country. I came to understand the importance of cultural empathy and personal humility, especially when looking to extend a helping hand. Most importantly, I was given the opportunity to serve among Green Berets with a deep sense of brotherhood. I believe in the American experiment and want to continue to serve, whether in business or public office, to help make our country and world a better place. It is what I owe my Green Beret brothers.

MIRANDA MORRISON

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Detroit Innovation Team: Summer Policy Associate

Asian University for Women Support Foundation: Director of Program Development

Actively Moving Forward, Harvard College: Founder and Co-President

Harvard Business School, MBA Candidate, 2021

Harvard College, BA in Government with Japanese Language Citation, *cum laude*, 2014

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

Working across cultures and sectors ranging from Bangladesh to Detroit, I have always been fascinated by the variations in how societies allocate resources. Since returning to school, my journey has included working on early childhood education at the Mayor's Office in Detroit, and policymaking around social determinants of health in Massachusetts. The joint-degree MPP-MBA program has helped me realize that I am drawn to the corners of industries where there are gaps between a social mission and a market-driven reality, in places where new ventures ought to take root. While the areas that interest me the most—health, education, and economic development—are often the purview of government, I believe that the greatest potential for innovation lies in the melding of expertise across sectors. At CPL, I am excited to learn from my peers' experiences in an environment that facilitates the fusion of these interdependent worlds.

CHUCK NADD

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2021



HIGHLIGHTS

Operation American Dream: Founder and Executive Director

U.S. Army: Aviation Officer Qualified in UH-60 Black Hawk Helicopter and RC-12 Guardrail Airplane

U.S. Army: Fixed Wing Detachment Commander, Afghanistan

Harvard Business School, MBA Candidate, 2021

U.S. Military Academy, West Point, BS in Political Science and History with Honors, 2011

What motivates you to be a leader?

For over a decade, I have spent one day each year teaching civics to eighth-graders at my former middle school in the Orlando, Florida area. We discuss my military career and the sacred responsibility they will have one day when they enter the voting booth. My motivation to be a leader lies in helping others become the best version of themselves. By reforming our education system, we have a once-in-a-generation opportunity to unleash each student's potential, and prepare them for the challenges of the coming decades. As my parents, who immigrated to the United States, demonstrated to me, this is the greatest country in the world because Americans can dream big—and make those dreams reality. My goal is to help deliver the world-class education infrastructure that will be essential to our national security and the future of our republic.



“I believe that the U.S. government needs more policymakers who will be able to craft proactive policies based on an understanding of the relevant scientific challenges and tradeoffs. I want to leverage my background in technology to create informed policies that encourage innovation, security, and ethical use for emerging technologies.”

Harshini Jayaram
Harvard Kennedy School
George Leadership Fellow
MPP 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 longstanding 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 fellow 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 United States. 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.

GONZALO JARA

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION CANDIDATE, 2021



HIGHLIGHTS

Chile Ministry of Education:
Advisor

Teach for All Chile / Enseña Chile:
Teacher

Carolina Foundation: Young Ibero-
American Leader, 2016

Young Without Borders Chile:
President

Pontifical Catholic University of
Chile, BS in Industrial Engineering,
Maximum Distinction, 2016

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

My mother belonged to the first group of public defenders in 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 in social initiatives and teaching, 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 at 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
Worker 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 benefit 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 that restores power and respect to all working people.

SARAH J. LIN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

New York University: Affiliate and Global Chaplain

U.S. Department of Education, Center for Faith-Based and Neighborhood Partnerships: Intern

New Jersey Coalition Against Human Trafficking: Legislative Committee Specialist

Princeton University, Public Policy and International Affairs (PPIA) Fellow, 2017

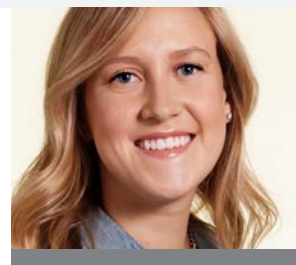
Rutgers University, BA in Urban Planning and Public Policy, *summa cum laude*, 2018

What motivates you to be a leader?

My career aspirations of leading policy change in the area of gender-based violence were first shaped by my internship and volunteer experiences throughout college. While working at different advocacy organizations, I met countless women who had endured horrific abuse and trauma. Several survivors shared that although their caseworkers and lawyers had been helpful in the aftermath, they were really looking for larger-scale systemic change, the kind that would give them robust pathways to securing stable housing or employment during the process of recovery. Above all, they wanted advocates who would fight for and with them for those policy changes. Having dialogues like these cemented my desire to study policy in order to enact lasting social change for women survivors of violence. In particular I hope to lead and mobilize faith communities around such policy issues, drawing on my experiences as a campus minister and affiliate chaplain in New York City.

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

State of Maine, Governor's Office of Policy Innovation and the Future: Climate and Energy 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—that I will spend my life pursuing.

SAM VAGHAR

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

Millennium Campus Network,
Executive Director and Co-Founder

U.N. Women: Advisor to the
Executive Director

Becker College and Monmouth
College, Honorary Degrees, 2018
and 2020

Brandeis University, BA in
International and Global Studies,
magna cum laude, 2008

What motivates you to be a leader?

I was shy growing up. At nineteen, my life changed. I read the books *Mountains Beyond Mountains* and *The End of Poverty*, began learning about systemic injustices, and realized I could in small ways help make a difference. My activism as a university student helped me find my voice and has connected me with deeply meaningful communities like HKS and CPL. Knowing how my own life was shaped as an undergraduate, my North Star is helping young people own their voices and power to make a difference. Too often, young people do not have seats at the table—their perspectives are not fully valued, even as many policy decisions disproportionately impact them. Leaders like Shantel Marekera, Claire Sliney, Noha Al-Khalqi, and so many others in Generation Z uphold for me a simple truth: listen to and affirm young people, and they will boldly accelerate movements for a just world.

“My career aspirations of leading policy change in the area of gender-based violence were first shaped by my internship and volunteer experiences throughout college. While working at different advocacy organizations, I met countless women who had endured horrific abuse and trauma [...] I hope to lead and mobilize faith communities around such policy issues, drawing on my experiences as a campus minister and affiliate chaplain in New York City.”

Sarah Lin
Harvard Kennedy School
Gleitsman Fellow
MPP 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 \$217 billion from 32 offices around the world.

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

Mr. Rubenstein is a member of the 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 the Smithsonian Institution, 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 non-profit 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, and Leadership Live with David Rubenstein by Bloomberg Media; and the author of The American Story: Conversations with Master Historians, a book published by Simon & Schuster in October 2019.

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).

SAUD ALASKAR

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Boston Consulting Group: Associate
World Economic Forum: Global
Shaper

Harvard Business School, MBA
Candidate, 2023

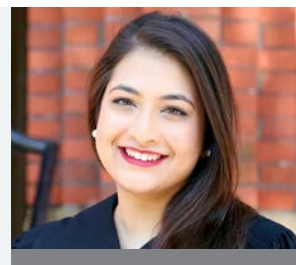
Alfaisal University, BS in Industrial
Engineering, 2015

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

There is nothing more fascinating to me than authentic human interaction. We as individuals are in many ways products of our upbringing, and the lessons we acquire tend to manifest in infinitely interesting idiosyncrasies and marvelous morsels of wisdom. On a fundamental level, true self-discovery for me is about feeding off the wisdom and experiential knowledge of others; learning from others through osmosis. This motivates me to keep learning from people—a significant reason to come to HKS. Harvard for me is not just an academic journey but also a transformational one. It is analogous to a deep conversation with myself; one that will spur greater self-reflection, provide intellectual growth, and expand my understanding of others. At Harvard, I will indeed encounter the world at its doorstep.

SARA ASAD

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL
DEVELOPMENT CANDIDATE, 2023



HIGHLIGHTS

Boston Consulting Group:
Consultant

Bank of America Merrill Lynch:
Global Healthcare Investment
Banking Summer Analyst

Microsoft: Corporate Strategy
Intern

Harvard Business School, MBA
Candidate, 2023

Harvard College, BA in Biomedical
Engineering, *cum laude*, 2016

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

Since joining Boston Consulting Group more than three years ago, I have had the opportunity of working with governments and agencies to maximize public policy outcomes. The culmination of my experiences inspired me to return to my personal roots and support professional development opportunities for women in Pakistan. I want to support policymakers in removing structural barriers to labor participation, and to advise companies in upskilling disadvantaged talent pools. I recognize that these issues are deeply complex, but I want to help redefine the role and narrative of Pakistani women. I strongly believe there is an opportunity to challenge established thinking and make a step change in women's economic engagement. I am excited about the exposure to a diverse set of peers and dialogues at HKS—I know that the experience will help me to challenge my thinking and enable me to contribute to stronger outcomes for my community.

ELENA BAUER

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Boston Consulting Group:
Management Consultant

Centre for Public Impact: Senior
Analyst

Harvard Business School, MBA
Candidate, 2023

Stanford University, BS in
Management Science and
Engineering, 2017

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

When I was young, my mother, an immigrant from Colombia, would drive us to the Mexican-American border to give food to detained migrants. There, I heard stories of resilient families crossing the border with dreams of finding work in the U.S. Meanwhile, I heard the local news paint broad generalizations about criminally inclined “illegal aliens.” Even then, I knew this was a damaging fallacy. Today, the global pandemic has spotlighted these injustices for undocumented immigrants in the U.S. Through my work as a part of a COVID-19 recovery effort, I have held focus groups with these communities. I have seen how immigrants have been hit hardest by three catastrophes: economic hardship, high COVID-19 infection rates, and continued racial profiling. I am drawn to public service because immigration reform is overdue. It requires compassionate leaders who promote immigrants’ stories over scare tactics and work towards inclusive solutions rather than inhumane criminalization.

AUSTIN BORAL

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

New York City Economic
Development Corporation: Project
Manager, Strategy

McKinsey & Company: Business
Analyst, Public and Social Sector
Practice

The White House, Office of Public
Engagement and Intergovernmental
Affairs: Intern

The Andrew Goodman Foundation:
Associate Board Co-Chair

Harvard Business School, MBA
Candidate, 2023

Dartmouth College, BA in Geography
and Public Policy, *cum laude*, 2016

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

I am inspired to pursue a career in public service by a family member I never met. He was a college student from New York City, whose values led him to enlist in the fight for civil rights. On June 20, 1964, he traveled to Meridian, Mississippi, hoping to help register disenfranchised voters. Less than one day later, he was murdered by the Ku Klux Klan. Andrew Goodman is a relative through marriage—though his bravery is not in my DNA, his values shaped who I have become. Andy taught me that empathy means standing alongside those who experience the world differently and fighting to narrow the gap between our ideals and our everyday practices. I have followed Andy’s lead by serving communities where I am from, where I learned, and where I have lived, gaining the civic education necessary to join this fight.

KENZA BOUHAJ

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT, 2023



HIGHLIGHTS

Generation, Mexico City Office:
Data & Impact Analyst

McKinsey & Company, New York
Office: Management Consultant

Harvard Business School, MBA
Candidate, 2023

Yale University, BA in Economics
and Mathematics with Distinction,
2016

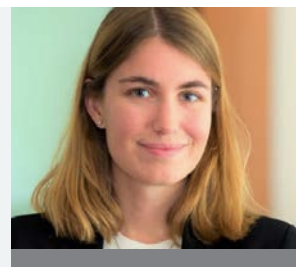
African Leadership Academy, South
Africa, 2012

What motivates you to be a leader?

Growing up in Morocco, I watched my grandmother diligently learn how to read and write. Being able to read afforded my grandmother an independence of thought she rarely enjoyed before. I understood then that an educated mind is the most secure path to an independent self, in addition to economic and social security. In parallel, Morocco transitioned to a middle-income country as it started to implement literacy programs and education reform. Having experienced first-hand the power of education to change lives and societies, I knew from an early age that I wanted to commit myself to the cause. If the dots in my life embraced to form a sentence, they would become this quote by Rye Barcott: “Talent is universal; opportunity is not.” I have been blessed with both, and I am working towards a world where no talent is wasted because of a lack of educational opportunity.

ANDREA BOZA ZANATTA

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

McKinsey & Company: Senior
Business Analyst

Generation You Employed: Fellow
United Nations: Consultant

Harvard Business School, MBA
Candidate, 2023

McGill University, BA&Sc in
Economics and Psychology with
Distinction, 2016

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

My passion for public service stems largely from the hardships experienced during my upbringing. I grew up in Spain during the 2008 financial crisis and was raised by a single immigrant mother who invested everything into providing me with an education. This privilege imbued me with a strong sense of responsibility to make my education matter by giving back to my community. I have spent the past four years working across the private, public, and social sectors at the U.N., McKinsey, and Generation, most recently returning to Spain to tackle youth unemployment, one of the nation's biggest challenges. These experiences, coupled with the opportunity to be part of the joint degree program at Harvard, inspire me to build a purpose-driven career at the intersection of the private and public sectors, focused on making substantial improvements to economic and social conditions in Spain.

MORGAN BREWTON-JOHNSON

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Bain & Company: Associate
Consultant

Bedford Stuyvesant Restoration
Corporation: Pro Bono Consultant

READ Alliance: Associate Board
Member

Harvard Business School, MBA
Candidate 2023

Princeton University, School of
Public and International Affairs, BA,
summa cum laude, 2018

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

As a Black woman dedicated to addressing issues of equity and social justice, I cannot imagine a more important moment in the world context to begin the joint degree program at HKS and HBS. In my time at Bain & Company, I learned and grew immeasurably from the strategic and operational foundations of our corporate work, but I found myself even more personally fulfilled by the elements of my work that felt not just industry-changing, but truly culture-shifting. I served as an advocate for the shared needs and experiences of our Black colleagues, helped develop the office's internal racial equity and social justice strategy, and was gratified to work in a number of pro bono capacities putting my technical skills to use for clients serving Black and otherwise marginalized communities. The fulfillment that I experienced pursuing service through leadership in a professional context only cemented my conviction that this point in my life is the exact right moment to commit to developing my capacity to address these issues on a much larger scale, while they have also captured the world's attention.

THOMAS COWAN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

GetUsPPE.org: Volunteer

U.S. Government: Analyst

Morgan Stanley Capital Markets:
Analyst

Harvard Business School, MBA
Candidate, 2023

Massachusetts Institute of
Technology, BS in Mechanical
Engineering with Finance, BS in
Science, Technology, & Society, 2017

What motivates you to be a leader?

While at MIT, I worked in the private sector in management consulting, finance, and big tech. After MIT, I worked in the public sector for the government in D.C. While I identified strong leaders in both sectors, I found few who understood both worlds. As the world becomes increasingly complex, technologically advanced, and geopolitically multipolar, the leaders of our generation are going to be those who are comfortable leading in both worlds. Through the joint HKS/HBS program, I seek to become one of those leaders.

NINA HARSTAD

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Afton Bloom: Project Manager

FSG: Senior Consultant

Harvard Business School, MBA
Candidate, 2023

University of Southern California,
BA in International Relations, BS
in Business Administration, *cum
laude*, 2015

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

Having spent the last five years as a social-sector consultant, I have had the chance to think strategically about change across the nonprofit, public, and private sectors. I have partnered with a wide range of clients seeking ambitious change—from improving behavioral health in America’s most rural and isolated communities, to expanding access to biomedical HIV prevention for woman and girls in sub-Saharan Africa, to compelling companies to consider how reproductive health and business outcomes are linked. I come to HKS at this point in my life to expand my thinking about how systems change. As I consider the change I want to make—to dismantle oppressive systems and advance equitable alternatives—I want to work beyond the remit of a single organization. At HKS, I seek to become a stronger social-sector leader in the near term and a transformational coalition leader in the long term.

CLAIRE KIM

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Facebook: Privacy Strategist and
Manager

Venture for America: Providence,
R.I. Fellow

Elizabeth Warren for Senate:
Organizer

Harvard Business School, MBA
Candidate, 2023

Harvard College, BA in Social
Studies, 2013

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

At Facebook, I witnessed how external regulation and governance fall short of having their intended effect due to a fundamental misunderstanding of how tech companies operate. Internally, I witnessed the difficulties in determining the right balance in tradeoffs between product growth, privacy, and other policy priorities. What does it mean for tech companies to do the right thing if we have to choose between privacy and safety on our platforms? How do we orient businesses to make responsible growth and policy tradeoffs? How can external stakeholders and users hold companies accountable—and to what standards? After four years of working to answer these questions at Facebook, I am looking forward to applying an academic perspective and contributing to efforts to regulate tech more effectively. My long-term goal is to empower the growth of tech as a lens through which we address issues of structural inequity and better organize for social change.

RITA KIMANI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2023



HIGHLIGHTS

FarmDrive: Co-Founder
World Bank Solutions for Youth
Employment (S4YE): Youth Advisor
U.N. Young Leader for Sustainable
Development Goals
Harvard Business School, MBA
Candidate, 2023
University of Nairobi, BS in
Computer Science with First Class
Honors, 2014

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

Before starting FarmDrive, I had mostly been the engineer who saw problems and wanted to solve them how she knew best. How can technology solve that? FarmDrive is a financial technology company that applies data science to drive capital to smallholder farmers in Kenya. Running FarmDrive threw me into the deep end of learning the complexities of solving a global challenge that not only is at the intersection of different sectors, but that needed the engagement of the private sector and government for any lasting change to happen. My desire has always been to see Africa feeding itself and the world—thriving economically, socially, and politically. This requires unprecedented innovation, and private-public sector collaboration with each side bringing in their unique capabilities and resources. I am excited for the opportunity to broaden and deepen my understanding of these complex economic challenges alongside classmates who share the desire for building thriving communities.

CATHERINE MCANNEY

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Palantir Technologies, U.S.
Government: Deployment Strategist
J.P. Morgan, Healthcare Investment
Banking: Analyst
Harvard Business School, MBA
Candidate, 2023
Cornell University, BS in Industrial
and Labor Relations, 2016

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

As I engaged with federal health agencies at Palantir, I interacted personally with long-time public servants eager to make a difference. These individuals work tirelessly on issues such as illicit opioid importation or, more recently, supply chain bottlenecks due to COVID-19, but bureaucratic or technical challenges often result in their projects being stalled. Furthermore, I saw the painful results of a government struggling to inject innovation into its often antiquated processes. I found that these problems were regularly a result of the systemic failures that exist because of weaknesses in public-private partnerships. My experiences at both J.P. Morgan and Palantir have motivated me to pursue a career in public service to help bridge this gap and improve the effectiveness of government through utilization of technology.

MALCOLM MCCLAIN

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

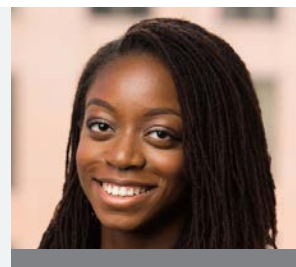
Modern Energy Group: Associate
Rethink Impact: Associate
Cambridge Associates: Associate
Resilient Ventures: Investment
Committee Member
Harvard Business School, MBA
Candidate, 2023
Amherst College, BA in Black
Studies, 2013

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

I centered my career around the notion that we all have a responsibility to leave the world better than we found it. For me personally, that means working to empower marginalized communities. I have long considered the roles of the private and public sectors in building a better future. I spent the past several years exploring the role of impact investing in funding, and operating companies that make education, healthcare, economic opportunity, and clean energy more affordable and accessible. Working with organizations like Rethink Impact and Modern Energy, I learned that entrepreneurs can accomplish a great deal with bold vision. Building stronger, healthier communities also requires good public policy, a point made more obvious by COVID-19 and its disproportionate impact on communities of color. I could not think of a better time to add a foundation in policy to my toolkit and join the HKS community to continue pushing this work forward.

ADAEZE OKOLI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Urban Institute: Research Analyst
The Releaf Group: Public Relations
Director and Advisor
Hello Tractor: Social Impact
Consultant
Harvard Business School, MBA
Candidate, 2023
Ohio State University, BS in
Economics with Honors, 2016

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

A pivotal experience that cemented my desire to serve others through public service came as a young advocate for education justice in my hometown of Madison, Wisconsin. At a youth newspaper located in a signless storefront on the south side of the city, my passion for writing blossomed into a tool for community change. In our small newsroom, a fiery, diverse group of former teachers, college students, and local professionals nurtured me. Their dual gifts of time and support encouraged me to speak out on an issue close to my heart—the educational achievement gap between students of color and our white counterparts. That experience inspired me to use my gifts to call out and fight against injustices in my community. My commitment to serving other young students of color in my hometown showed me the power of service as the basis for strong, empathetic leadership.

SAHIR RAOOF

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Flatiron Health: Manager, Life Sciences

J.P. Morgan, Healthcare Investment Banking Group: Analyst

American Cancer Society: Associate Board of Advisors

Harvard Business School, MBA Candidate, 2023

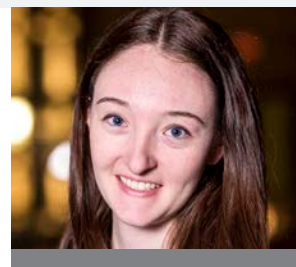
Columbia University, BA in Financial Economics, 2015

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

For the past several years I have worked in the healthcare industry, collaborating closely with healthcare providers and biopharmaceutical companies. I have come to realize that the most impactful healthcare advancements occur when business innovation and effective public policy work synergistically. I want to dedicate my career to ensuring all patients are able to receive the highest quality care, regardless of their race, sex, socioeconomic status, or geography. While I am excited by the explosion of new therapeutics and diagnostics that are in development, I recognize that existing policy and legislative infrastructure need to be refined to ensure equitable access to clinical trials and promising experimental therapies. I look forward to spending time at both the Harvard Kennedy School and Harvard Business School exploring opportunities to bring the public and private sectors together to democratize access to healthcare.

CARRIE RUH

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Accion Center for Financial Inclusion: Intern

Cornerstone Research: Senior Analyst

PEER Servants: Co-Director, PEER Teens Program

Harvard Business School, MBA Candidate, 2023

Boston College, BA in Economics, *magna cum laude*, 2017

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

My inspiration for public service is driven by a desire to improve access to opportunities for people around the world. As an undergraduate, eager to learn more about development, I volunteered with a Ugandan microfinance institution and witnessed its empowering effect on the lives of women in rural communities. I saw a similar trend when I later studied and volunteered in Ghana, Nicaragua, Peru, and the Philippines. These experiences illustrated the effect of financial inclusion and education in improving the lives of the poor and vulnerable. While I have been involved as a volunteer, directing the growth of the microfinance network's youth empowerment program, I now hope to dedicate myself to this cause more substantially. I come to Harvard to cement my commitment, strengthen my knowledge in the realm of economic and financial development, gain access to networks and opportunities, and further the cause of improving lives globally.

MADELEINE SMITH

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Mark43: Product Growth Strategy and Implementation Manager

Police Executive Research Forum: Special Projects Intern

Harvard Business School, MBA Candidate, 2023

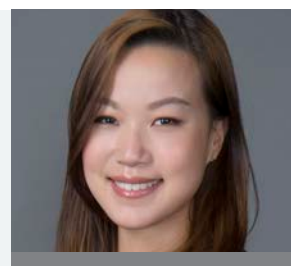
Harvard College, BA in Social Studies, *cum laude*, 2016

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

I have had the opportunity to wrestle with questions of police legitimacy and the future of public safety from a variety of vantage points. As an undergraduate, I completed an ethnography of police-community dynamics in Boston. At Mark43, a startup building technology to manage the lifecycle of 911 events and enhance data collection/reporting, I was able to learn from the ground up at over fifty police departments around the world. At the Police Executive Research Forum, I helped foster conversations amongst police chiefs during the onset of COVID-19 and in the immediate aftermath of the murder of George Floyd in Minneapolis. These experiences have steadied my focus to translate calls for change into immediate plans for action. I believe in the power of public/private partnerships as a force for good on many dimensions and am excited to continue to engage on these topics with my classmates and beyond.

JESSICA SO

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Dalberg Advisors, Tanzania: Intern, Analyst, Associate Consultant, and Consultant

Goldman Sachs, Asia: Investment Banking Analyst

Harvard Business School, MBA Candidate, 2023

Cornell University, BS in Industrial and Labor Relations, Minor in Business, Highest Honors Distinction, 2015

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

Growing up in Hong Kong, a fishing village turned metropolis, I have always been curious about the role businesses played in economic development and social prosperity. While my studies gave me a glimpse of this role, it was not until the last few years, at Dalberg in Tanzania, where I experienced first-hand the economic and social result of effective capital deployment. During my time there, I focused on attracting private capital that would help drive industrialization and development; for example, bringing global garment manufacturing investments to Tanzania as a first step to develop the country's cotton/textile/garments industry. These experiences support the notion that private investments backed by relevant public policy could be the strongest catalyst for development. I would like to pursue a career in this field, and I believe HKS is the best place to further develop the skills and policy knowledge required to become an impact investment leader.

WILLIAM STERNLICHT

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

SH Hotels & Resorts: Brand Co-Founder and Product Manager for Evergreen Retreats

Social Capital: Manager and Investor for Capital-as-a-Service

Breaking Ground: Junior Board Member

Harvard Business School, MBA Candidate, 2023

Stanford University, BS in Interaction Design Engineering, 2017

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

Growing up, I learned about the beauty of capitalism and American democracy from a father who benefitted enormously from it. This perspective, however, sat at odds with the world I saw outside of my home. During college, I started working to resolve this cognitive dissonance, trying to help others succeed within our great system—teaching illiterate adults to read, teaching San Francisco’s homeless to code. Out of school, I built a program investing in founders based on their business fundamentals, rather than their location or pedigree. Most recently, I attempted to bring jobs to economically depressed communities with a novel hospitality concept. In each effort, I met wonderful humans committed to bettering themselves, and their communities, but who had been overlooked, underresourced, or tossed aside by our society. At HKS, I will expand my toolkit to include critical public sector skills to build more comprehensive solutions to empower disenfranchised Americans.

ANGIE TANG

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

McKinsey & Company: Business Analyst

Boston Medical Center: Strategy and Implementation Manager

StreetCred: Financial Coach

Harvard Business School, MBA Candidate, 2023

University of Pennsylvania, BA in International Studies, BS in Economics, *summa cum laude*, 2017

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

Working at Boston’s safety-net hospital has made me realize that healthcare is at the nexus of our biggest social questions, from inequality and poverty to moral questions on how much quality of life and additional months of life are worth. This is precisely why I care so much about embedding social determinants of health within our healthcare systems, because it means asking fundamental questions about the type of society we want to live in and the values we want to uphold. Can a system be considered successful if it cannot address the needs of the most vulnerable? How can healthcare help people make the best of their lives instead of furthering stratification and exclusion? I am excited to learn from the HKS community and to push myself to answer these questions, in order to prioritize social determinants of health as a health system leader and policymaker.

DELFIN VILLAFUERTE

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC ADMINISTRATION/INTERNATIONAL DEVELOPMENT CANDIDATE, 2023



HIGHLIGHTS

McKinsey & Company: Associate and Problem Solver of the Year

Philippines Department of Finance: Executive Assistant to the Finance Secretary

Teach for the Philippines: Alumni-Fellow, Inaugural Cohort

Harvard Business School, MBA Candidate, 2023

Ateneo de Manila University, BS in Management Engineering, BA in Economics, *cum laude*, Class Valedictorian, 2013

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

I have had three distinct careers in my life so far: public school teacher, government employee, and management consultant. I have widened my perspectives in different ways in these endeavors, hoping to figure out my “mission statement.” Teaching was my foundation: It made me realize that if I wanted to understand the problems of the Philippines, I need not look beyond the walls of my classroom. Government work showed me how large-scale problems can be solved on the back of mindful governance. Consulting trained me in the rigor of a robust problem-solving approach, particularly in the context of emerging economies. As I look back and connect the dots, I realize the common thread is an idealistic hunger for social impact. I felt that going to HKS was the best next step to ground my ideals, inspire my nationalism, and amplify my mission.

VK VU

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Bill & Melinda Gates Foundation: Strategy Officer

Bain & Company: Senior Associate Consultant

SPARK Schools: Strategic Expansion Associate

Harvard Business School, MBA Candidate, 2023

University of California, Berkeley, BS in Business Administration with Honors, *magna cum laude*, 2015

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

My early years were filled with memories of my mom lamenting the age-old restrictions of Vietnam that hindered her from advancing professionally. Partially motivated by these frustrations, our family moved to America, the “land of opportunity,” when I was six. Most of the opportunities in my life rest on fortunate happenstance of our family’s immigration story. In contrast, I have witnessed the gendered expectations of my upbringing in Vietnam, worked on engrained inequity of schools in South Africa, and developed investment plans to address segregation by caste and gender in the healthcare system of India. Many do not have the opportunity to uplift themselves from the constraints of their environment. Fueled by this vantage point, I want to address the systemic education, health, and economic barriers that families face in developing countries. I aspire to be a public servant who drives structural reforms that enable people to have equal opportunities – rather than rely on luck.

AVA ZHANG

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

SunCulture: Chief of Staff

McKinsey & Company: Senior
Business Analyst

Endeavor: Entrepreneur Selection
and Growth Fellow

Harvard Business School, MBA
Candidate, 2023

Harvard College, BA in Psychology,
Minor in Government, *summa cum
laude*, 2016

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

We live in a world where opportunities and outcomes are often circumscribed by accident of birth. Despite the odds stacked against them, the people I have met in shantytowns in Bolivia and on farms in Kenya work their hearts out in pursuit of a stable income, an education, a safe home, and the hope that their children will have the choices they did not have—what the writer Charles Foran calls “access to everyday dreams.” I am inspired by their grit and courage and optimism. I aim to shape solutions at the intersection of the public and private sectors that will advance economic empowerment in emerging markets, to smooth the way for more people to achieve their everyday dreams.



“I want to address the systemic education, health, and economic barriers that families face in developing countries. I aspire to be a public servant who drives structural reforms that enable people to have equal opportunities—rather than rely on luck.”

VK Vu

Harvard Kennedy School

Rubenstein Fellow

MPP 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, health care, 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 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.

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.

CLYDE C. TUGGLE, CO-FOUNDER AND FOUNDING PARTNER OF PINE ISLAND CAPITAL PARTNERS



Clyde C. Tuggle is Co-Founder and Founding Partner of Pine Island Capital Partners, an innovative private equity investment firm. In 2017, Tuggle joined former Goldman Sachs partners, John Thain and Phil Cooper in founding the Washington, DC-based firm, which focuses on US middle market investment opportunities.

Prior to Pine Island Capital Partners, Tuggle spent 30 years with The Coca-Cola Company. Tuggle joined the Company in 1988 in the Corporate Issues Communications Department. In 1992, he was named Executive Assistant to Roberto C. Goizueta, then Chairman of the Board of

Directors and Chief Executive Officer of the company, where he managed external affairs and communications for the office of the chairman. In 1998, he transferred to the company's Central European Division office in Vienna where he held a variety of positions, including Director of Operations Development, Deputy to the Division President, and Region Manager for Austria.

In 2000, Tuggle returned to Atlanta as chief of staff to Chairman, Board of Directors, and Chief Executive Officer Doug Daft and was named Vice President. In 2003, he was elected a Senior Vice President and named Director of Worldwide Public Affairs and Communications, and named to the company's Executive Committee. In 2005, he became President of the Russia, Ukraine and Belarus business unit. In 2008, Tuggle was named Senior Vice President of Corporate Affairs and Productivity and named to the Company's Executive Committee. From 2009, to 2017, he served as Senior Vice President of Global Public Affairs and Communications, a position reporting directly to the Chairman and CEO of the Company. He retired from the Company in 2018.

Tuggle serves on the board of directors of the Georgia Power Company, where he is chairman of the compensation committee and on the boards of Oxford Industries, Inc and TRIFORM, LLC.

Tuggle is a past Chairman of the Board of Trustees of Agnes Scott College and a Trustee of the Georgia Research Alliance. He serves on the Boards of Directors of the Center for Addiction and Substance Abuse and the U.S. Russia Business Council. He is Chairman of the Board of Directors of the World Affairs Council of Atlanta. He is a member of the Council on Foreign Relations, the Goizueta Business School Advisory Board and the Yale University International Advisory Board. In 2013, Tuggle was elected a Woodrow Wilson Visiting Fellow.

He holds a Bachelor's degree in German Studies and Economics from Hamilton College and a Master of Divinity from Yale University. He studied at the Ludwig-Maximillan Universität in Munich, Germany and completed The Executive Program at the University of Virginia's Darden Business School.

He was born in Atlanta, Georgia, is married to Mary M. Streett and has two children.

HUGO A. CARVAJAL

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

The Latino Support Network, Inc.:
Founder and Executive Director

Family and Community Learning
Centers, KIPP Massachusetts: Co-
Founder

University of Illinois at Urbana-
Champaign, MBA, 2020

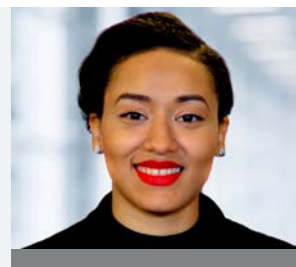
Northeastern University, MA in
Political Science and U.S. Policy,
2008

How do you hope to inspire change?

Our country and the world are experiencing a deep level of polarization that affects our ability to overcome the many challenges faced by us all, but that much more severely affects populations that have historically been oppressed and forgotten. In the U.S., this growing isolation of segments of our population creates further divisions and puts us even further behind in our pursuit of a more inclusive and just society. I believe communities of color in the U.S. are essential to the reinvention of the American dream and to the reconstruction of a greater nation. I hope to inspire change by contributing to the development of a solidarity economy originated and led by worker-owners in underserved communities, and by advocating for the creation and promotion of more humane and dignifying opportunities to learn, grow, and prosper.

RAYMI ECHAVARRIA FERNANDEZ

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

Roosevelt House Public Policy
Institute at Hunter College: Human
Rights Program Associate

UnLocal, Inc.: Board Member

New York City Department of
Education and City University of
New York: College Bridge for All
Training Consultant

Hunter College, BA in Sociology
and Public Policy, Interdisciplinary
Honors, *magna cum laude*, 2017

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

I am committed to public service because the political process has been consequential in every aspect of my life. Across the education, immigration, and criminal justice systems, policy failures had devastating consequences for the livelihood of my low-income Black and brown community. I hope to inspire policy changes that are instrumental in creating meaningful improvement in the lives of those most affected. I have been vigilant about merely symbolic social actions because my coming of age was characterized by the limitations of my undocumented status, and symbolic gestures were all that my advocates could offer. Because of this, I plan to become an advocate who can work to fundamentally change our inequitable and unjust social systems, so that we build a society where those who are most affected are driving decisions in our work towards racial, economic, immigration, and gender justice.

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: Councilor

MiMentor: Executive Board Member
and Executive Program Analyst

University of California, Los Angeles,
David Geffen School of Medicine,
PRIME Program, MD Candidate,
2021

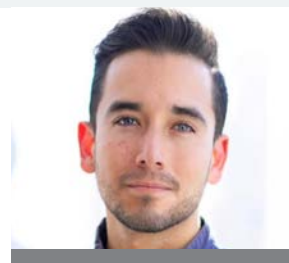
University of California, Irvine, BS in
Neurobiology and Behavior, 2014

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 first-hand how misguided foreign policy and broken immigration policies led to the violence my family fled and how it 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 that 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 Award of the Year,
2018

University of Florida Dean Weil
Engineering Leadership Award:
Recipient

University of Florida, BA in Political
Science and Nuclear Engineering,
cum laude, 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 eye 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.

LUISA PEÑA LYONS

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

Ayanna Pressley for Congress:
Political Director

Office of Massachusetts Governor
Deval Patrick: Deputy Director of
Personnel

Office of Massachusetts State
Senator Sonia Chang-Díaz: Deputy
Field Director/Legislative Aide

Congressional Hispanic Caucus
Alumni Association: Massachusetts
Chapter President

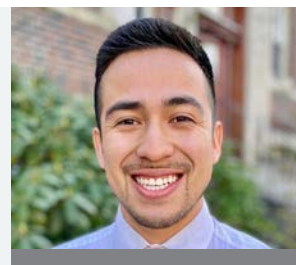
Northeastern University, BA in
International Affairs and Political
Science, Study Abroad: American
University of Cairo, Pro-Democracy
Project, 2007

How do you hope to inspire change?

As a Latinx woman of color from a low-income background and a daughter of immigrants, I have personally experienced the power of collective problem-solving and of the mantra “lift as you climb.” My family experienced poverty but always had enough to share with those most impacted by systemic inequities. I vividly remember the adverse effects of inequity on my community, a city with a large immigrant population, a rich industrial history, and economic hardship—our schools were underfunded and overcrowded, and we often lacked access to food and adequate housing. This proximity to adversity led me to center my life’s work on creating relational, equity-centered change in the civic, philanthropic, and entrepreneurial sectors. As a leadership coach, political strategist, philanthropic advisor, and entrepreneur, I hope to inspire change by supporting a diverse set of leaders who are eager to serve and help redesign how we lead as a society.

DAVID EZEQUIEL VELASQUEZ

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Hospitals to Homes: Program
Manager

Latino Medical Student
Association–El Planeta Partnership:
Founder

Community Health Connection: Co-
Founder & Former President

Harvard Medical School, MD
Candidate, 2024

Harvard Business School, MBA
Candidate, 2023

How do you hope to inspire change?

I met “Vinny” (not his real name) during medical school. Over the course of his hospital stay, he received state-of-the-art medications for his new HIV/AIDS diagnosis, and the results were impressive—it only took three weeks before he was ready for discharge. But two weeks later, Vinny returned to the hospital. I expected it would be an HIV-related complication that brought him back, but I was wrong. His problem this time? Homelessness. Like Vinny, my family struggled to maintain housing, food, and other necessities after arriving in the U.S. from Central America. We faced bouts of homelessness and made tradeoffs that consistently deprioritized the importance of our physical and mental health. Vinny and my community back home taught me that health systems must address patients’ underlying social needs and their upstream social determinants of health. I plan to do so through pragmatic policy-driven proposals and the implementation of robust cross-sector programs.

“I believe communities of color in the U.S. are essential to the reinvention of the American Dream and to the reconstruction of a greater nation. I hope to inspire change by contributing to the development of a solidarity economy originated and led by worker-owners in underserved communities—and by advocating for the creation and promotion of more humane and dignifying opportunities to learn, grow, and prosper.”

Hugo Carvajal
Harvard Kennedy School
U.S. Latino Leadership Fellow
MC-MPA Candidate

ABOUT THE ZUCKERMAN FELLOWS PROGRAM

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

In response to this problem, the Zuckerman Fellows Program 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 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 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.

ALAN AMINI

HARVARD GRADUATE SCHOOL OF EDUCATION MASTER OF EDUCATION
CANDIDATE, 2021



HIGHLIGHTS

The Bridgespan Group: Consultant
Southern Sudan Healthcare
Organization: Executive Director
Teach for America: Vice Principal,
High School Math Teacher
Dartmouth College, Tuck School of
Business, MBA, 2019
Harvard Kennedy School, MPA,
2019

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

I was fortunate to serve as a teacher and vice principal in Southeast Arkansas and Mississippi, where I worked closely with students, parents, other teachers, and community members to help kids learn math and to reduce disciplinary infractions—and more importantly, reduce run-ins with the law. While I was teaching, I had the privilege of running the J. Austin White Cultural Center, which provides community programs to residents of Eudora, Arkansas. Much of how I view the world and working with others was shaped by those three years, and my worst days as an educator were still among the best I have had working professionally elsewhere.

MICHAEL COLANTI

HARVARD KENNEDY SCHOOL MID-CAREER MASTER IN PUBLIC ADMINISTRATION
CANDIDATE, 2021



HIGHLIGHTS

U.S. Department of Health and
Human Services, National Disaster
Medical System: Team Member
2013 Boston Marathon Bombing
Health and Medical After-Action
Report: Lead Author
Professional Certifications:
Project Management, Emergency
Management, Business Continuity
Boston University, MBA, City of
Boston Public Service Scholarship,
2010
Stonehill College, BA in Political
Science, *magna cum laude*, 2004

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

When my younger daughter Mae was born with Down syndrome and severe cardiac complications, no idea could have been further from my mind than being here at HKS. At times it felt impossible, yet through two years of hospital admissions and surgeries, my little girl taught me what true strength and resilience look like. She inspired me to fulfill this lifelong dream, and to challenge myself to do more in my public-service career. Within the fields of public health and emergency management, I have built and implemented systems that played critical roles responding to crises including the swine flu, the Boston Marathon bombings, and most recently, COVID-19. How we respond to and recover from the unprecedented challenges we now face in the world will require collaborative, empathetic leadership across disciplines. As leaders, we will need a collective determination to grow, confront these challenges, and, like my daughter, come out stronger.

JULIA CROWLEY

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH
CANDIDATE, 2021



HIGHLIGHTS

Temescal Wellness: Associate
Compliance Counsel

U.S. Food and Drug Administration,
Center for Tobacco Products: Lead
Regulatory Counsel

FDA Outstanding Service Award:
Recipient, 2019

Wake Forest University, School of
Law, JD, 2014

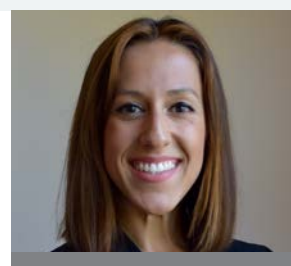
Elon University, BA in Political
Science and Environmental Studies,
Periclean Scholar, *cum laude*, 2011

How do you hope to inspire change?

Growing up outside of Washington, D.C., I have always had great respect for public service. I joined the U.S. FDA in 2015 and was able to see firsthand the amazing work so many do to advance our country's public health missions. While working at the Center for Tobacco Products, I also became increasingly aware of the unjust regulatory dichotomy between tobacco and cannabis. It has since inspired me to advocate for science-based policies rooted in public-health principles for cannabis sale and use in the United States. With cannabis now available in more states than not, there is an exciting opportunity to mold a national regulatory system around this therapeutic plant. I hope to help that system break away from the many pitfalls of the War on Drugs and to engender successful policies for the medical community, state and federal public health agencies, and law enforcement as their understanding of cannabis evolves.

DIANA DAYAL

HARVARD T. H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH
CANDIDATE, 2021



HIGHLIGHTS

North Carolina Medical Society:
Student Section Founder and Chair

North Carolina State Senator Jeff
Jackson: Policy Intern

National Space Biomedical
Research Institute: Space
Biomedical Science and
Engineering Apprentice

University of North Carolina
School of Medicine, MD Candidate,
Medical Alumni Loyalty Fund
Scholar, 2022

University of North Carolina, BS
in Economics and Biology, Colonel
Robinson Scholar, 2016

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

I found my American identity through public service. Participating in government early on offered me the community I yearned for as the daughter of immigrants. As a high-schooler at Girls State, I remember saying the Pledge of Allegiance per its tradition: right hand over heart, elbow pointed high in the air. It felt hackneyed, but I held my posture—proud to be a part of something bigger than myself. Since then, I found energy in community organizing from voter engagement to farmworker health, advocating with my neighbors, who vary across color and creed. My work has instilled fundamental values of justice and equity, and has reaffirmed that the American identity can take on many forms. I am driven to uphold our nation's ideals through the pursuit of social justice as a physician and policymaker, grounded by the lessons of my immigrant parents and inspired by the promises of democracy.

CASSANDRA DUCHAN SAUCEDO

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

Federal Reserve Board of Governors:
Senior Research Assistant

FedEd Financial Education
Outreach: Liaison, Leader, and
Volunteer

Hispanic Scholarship Fund Scholar

LunaCap Foundation Fellow

Stanford University Graduate
School of Business, MBA Candidate,
2023

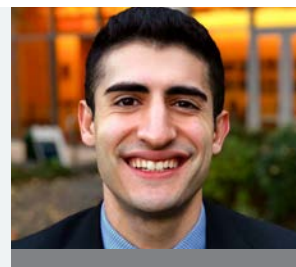
University of Colorado, Boulder, BA
in Economics, *cum laude*, 2016

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

My personal and professional histories intersected to show me the power of uplifting others through public service, and I will continue to do so throughout and after my time at HKS. As the daughter of a Black American father and a Mexican American mother, I would have no rights in this country if it were not for the work of radical, progressive public servants. In their honor and to uplift those who follow me, I am ready to enhance my skills to uproot racist, sexist, classist, xenophobic, and other discriminatory policies and practices in the U.S. Throughout my time at the Federal Reserve and the Center for African American Health, I became a data-driven equity advocate interested in increasing access for underserved low- and moderate-income communities of color. I will apply culturally competent, data-informed insights to build policies, platforms, and products for those who are neglected by mainstream institutions.

MARK HAIDAR

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

The Equal Democracy Project:
President and Founder

Brennan Center for Justice: Legal
Intern

Constitutional Accountability
Center: Policy Fellow

Harvard Law School, JD Candidate,
2023

University of Michigan, BA in Public
Policy, Phi Beta Kappa, 2016

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

My motivation to pursue a career in public service stems from my deep belief in our country's democratic ideals, but also from the humble recognition that we have yet to fully realize these ideals. The fundamental principle of a democracy is that all individuals—regardless of their wealth, education, race, gender, or sexual orientation—can be represented equally by their government. As it exists today, our democracy systematically favors certain interests over others, be it through our campaign finance system, gerrymandering, the Electoral College, or felony disenfranchisement laws. I aspire for an American democracy where politicians are accountable to the people, not moneyed interests; where the voters choose their politicians, not the reverse; where power resides in the people, not geographic units of land; where one is deemed no less a citizen for past mistakes. This is the American democracy I seek to work towards in my public service career.

JANE HAYES

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH
CANDIDATE, 2021



HIGHLIGHTS

Stop the Bleed STL: Co-Founder

The Bullet Related Injury Clinic:
Clinic Manager

Gold Humanism Honor Society:
Member

Washington University in St. Louis,
School of Medicine, MD Candidate,
Distinguished Student Scholar
Scholarship, 2022

The University of Texas at Austin,
BA in Theatre and Dance, Highest
Honors, Phi Beta Kappa, 2016

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

During college, I rotated with different ambulance systems across the state of Texas as I pursued my EMT, Advanced EMT, and Paramedic licenses. This experience allowed me to meet countless patients in their homes and strengthened my passion for clinical care and emergency medicine. However, I soon realized that significant variability existed among different EMS systems. Someone driving down the highway could receive vastly different care if they crashed at exit 99 or 129, depending on the ambulance system covering that area of highway. In emergencies, patients do not have the opportunity to choose their medical providers, so it is imperative that we build a system that is ready to treat all with equity and excellent clinical care. I hope to serve my community by helping patients arrive to the hospital more stable and with a better chance of survival and ultimately a full recovery.

RYAN LISANN

HARVARD GRADUATE SCHOOL OF EDUCATION MASTER OF EDUCATION
CANDIDATE, 2021



HIGHLIGHTS

Harvard School of Dental Medicine:
Lois K. Cohen Award for Excellence
in Global Health

Harvard School of Dental Medicine:
Professional Award through the
American Academy of Pediatric
Dentistry

American Academy of
Developmental Medicine &
Dentistry: Student/Resident
Committee

Harvard School of Dental Medicine,
DMD, Research Honors in Global
and Community Health, 2020

Dartmouth College, BA in
Neuroscience, *cum laude*, 2015

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

I believe that health begins at the mouth. Tooth decay is the most common chronic disease affecting children across the United States. Poor oral health is intimately tied to other chronic conditions, like obesity, diabetes, and heart disease. Within communities that experience the brunt of adverse health outcomes, preventative oral health education is critical, as the physical and financial repercussions of untreated dental conditions fuel a vicious cycle of socioeconomic immobility. Health education is especially valuable for the pediatric population, for whom an emphasis on oral hygiene and dietary guidance can substantially improve lifelong systemic health. As an aspiring educator and pediatric dentist, I aim to intercept oral disease before its consequences are painful and unavoidable. This demands an interdisciplinary approach to the inequities currently driving health disparities. For starters, let us put the mouth back into the body and blur the divide between medicine and dentistry.

EMILIE LITSAS

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2023



HIGHLIGHTS

Deloitte Government and Public Services: Human Capital Consultant, GSAP Scholar, Winner of Global Innovation Challenge for Refugee Housing Solution

David L. Boren Scholar, Turkey

SustainUS: Delegate to the United Nations

Dartmouth College, Tuck School of Business, MBA Candidate, 2023

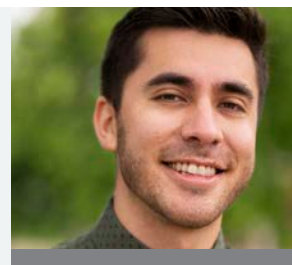
American University, BA in International Studies, *cum laude*, Presidential Scholar, University Honors, 2016

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

Witnessing the refugee crisis while studying in Istanbul between 2014 and 2016, I became fixated with understanding how governments would meet rising demand for migrant services. As the great-grandchild of Greeks displaced by the Great Fire of Smyrna and the grandchild of immigrants to the U.S., I am intimately aware of the intergenerational challenges of rebuilding a life after fleeing conflict. My family story and first-hand experiences inspire my work advancing social and economic equity among displaced people. For four years, I worked as a government consultant, promoting systemic change in U.S. resettlement services and advocating for public-private partnerships in migrant housing programs. As a Zuckerman Fellow and concurrent MPP/MBA student, I will continue to use my career as a platform to challenge public misconceptions about forcibly displaced people; promote awareness of the benefits of investing in migrant communities; and develop creative, sustainable solutions to challenges I witnessed in resettlement services.

AUSTIN ANAND MARSHALL

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH MASTER OF PUBLIC HEALTH CANDIDATE, 2021



HIGHLIGHTS

University of California, San Diego, Transgender Week of Visibility: Program Director

University of California, San Diego, Gold Humanism Honor Society: Project Lead

University of California, San Diego, PRIME Program, MD Candidate, 2022

University of California, Berkeley, BA in Public Health, Regents and Chancellor's Scholar, *magna cum laude*, 2017

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

Seeing the effects of structural discrimination on the physical, emotional, and mental health of LGBTQ individuals made me realize one thing—these are population-scale public health problems that require policy solutions. The sky-high transgender suicide rate, the staggering degree of LGBTQ youth homelessness, and the lack of access to appropriate HIV prevention and care, are all symptoms of a system that goes beyond individually mediated discrimination. I have served this community throughout my adolescence and adulthood in the form of advocacy, research, and clinical service. I want to take my advocacy to the next level as I enter the field of LGBTQ medicine and psychiatry—and training from the Harvard T.H. Chan School of Public Health will enable me to envision, work towards, and eventually implement the policy remedies to the health disparities affecting our communities.

ALISON ROBERTS

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



HIGHLIGHTS

Community Legal Services of
Philadelphia: Legal Intern

Philadelphia Department of Public
Health: Urban Health Policy Fellow

Deloitte Consulting LLC: Federal
Business Analyst

Harvard Law School, JD Candidate,
2022

The College of William and Mary, BS
in Biology and Government, 2015

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

As a kid I was obsessed with bugs. I loved catching them in the back yard and trying to identify each species, and that passion led me to pursue a biology degree in college. But I increasingly saw that the miraculous medical advances delivered by scientists were not available to my friends and family members who did not have health insurance. I started working in public health to try and bridge that gap. I am pursuing a JD/MPH in order to deeply understand public health, public law, and how I can make sure this country's wealth and technology are put to use for all its citizens.

ARMIN SALEK

HARVARD GRADUATE SCHOOL OF EDUCATION MASTER OF EDUCATION
CANDIDATE, 2021



HIGHLIGHTS

Youth Justice Alliance for High
School Legal Education: Founder
and Board Member

Rather Foundation Prize for
the Best Idea to Innovate Texas
Education: Recipient

Austin Independent School District:
High School Teacher of the Year,
2020

Austin Voices for Education and
Youth: Board Member

University of Houston Law Center,
JD, 2016

The University of Texas at Austin, BA
in Government and Sociology, 2013

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

With a law degree and teaching certificate in hand, I established the first high-school legal aid clinic in the country. Our Eagle Aid clinic provided the South Austin community with free legal services, as students benefited from a one-of-a-kind apprenticeship in the legal field. Now, it is time to scale and expand the mission to provide legal education and free legal services at campuses across Texas. Harvard offers me the opportunity to develop my skills in the areas of curriculum writing, nonprofit administration, financial management, and legal clinical services. Experience in these areas will be critical as I work to grow an effective and sustainable nonprofit. With an expanded toolkit, I will return home ready to help students grow into socially conscious leaders in their communities, while supporting pipelines to the legal profession for underrepresented populations.

RAQUEL SOFIA SANDOVAL

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2022



HIGHLIGHTS

Cambridge Health Alliance's Center for Health Equity Education and Advocacy: Research Intern

Racial Justice Coalition, Harvard Medical School: Co-Chair

2016-2017 Coro Fellow in Public Affairs, Pittsburgh, Pennsylvania

Harvard Medical School, MD Candidate, 2022

University of Pittsburgh, BA in Studio Arts, BS in Natural Sciences, Certificate in Conceptual Foundations of Medicine, *summa cum laude*, 2016

What motivates you to be a leader?

As a Colombian immigrant, the experiences of being a non-English speaker who quickly became my family's sole translator and navigator through many American systems and institutions has fundamentally shaped who I am. In those spaces, I rarely, if ever, saw anyone who looked like me in positions of power. We, with marginalized identities and backgrounds, were made to feel small and invisible. But that is changing. Through the revolutionary work led by Black, Indigenous, and Latinx women, power has begun to be redistributed. Their intersectional efforts to increase access and representation are changing the kind of leaders we have and the policies that get implemented. I am here at Harvard because of them, and I am called to action to be a part of their work—to leverage my privilege and power to rebuild spaces and institutions that are fundamentally more inclusive, equitable, and revolutionary.

DURVA TRIVEDI

HARVARD KENNEDY SCHOOL MASTER IN PUBLIC POLICY CANDIDATE, 2024



HIGHLIGHTS

The Rockefeller Foundation: Senior Program Associate

AlumniCorps: Project 55 Fellow

CASA-NYC: Volunteer Court-Appointed Special Advocate for Children in Foster Care

Georgetown University Law Center, JD Candidate, Blume Public Interest Law Scholar, Technology and Law Scholar, 2024

Princeton University, BA in Public and International Affairs, *magna cum laude*, Spirit of Princeton Award Recipient, 2017

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

I have been blessed with and inspired by incredible family, educators, faith communities, and mentors who have helped me find my voice. As a public servant, I hope to use my voice in service of others and to advance justice. Knowing my education can open doors for me into spaces I never imagined entering—or even imagined, period—I now want to enter, open up those spaces for others, and speak up against injustice. Now more than ever, faced with COVID-19, systemic racism, crumbling democratic institutions, widening inequality, and persistent poverty, we need ethical, courageous public leadership. As I study technology, law, and policy, I hope to understand and help mitigate urgent and important public policy challenges at a systems level. My belief that people can come together to care for each other and build a better future inspires my commitment to service and public leadership.

“I aspire for an American democracy where politicians are accountable to the people, not moneyed interests; where the voters choose their politicians, not the reverse; where power resides in the people, not geographic units of land; where one is deemed no less a citizen for past mistakes. This is the American democracy I seek to work towards in my public service career.”

Mark Haidar
Harvard Kennedy School
Zuckerman Fellow
MPP Candidate

CENTER FOR PUBLIC LEADERSHIP FELLOWS

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Center for Public Leadership Fellowship programs, please visit:**

<http://cpl.hks.harvard.edu/student-fellowships>

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