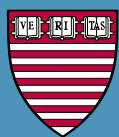




CENTER FOR PUBLIC LEADERSHIP FELLOWS PROFILE BOOK 2013-2014



HARVARD Kennedy School
Center for Public
LEADERSHIP

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Center for Public LEADERSHIP

FALL 2013

Letter from the Co-Directors

The Center for Public Leadership (CPL) is built on the premise that world-class leaders are not really born—they are self-made. Our intention is to help students understand and work on core leadership skills so that they enter the world primed for success. Our five fellowship programs account for over 40% of scholarships among the 11 HKS Centers:

- **Dubin Fellowships** — Glenn Dubin designed his fellowships to serve Kennedy School students who have demonstrated the ability to thrive and lead in the face of adversity, and a commitment to making a transformative impact on their communities.
- **George Fellowships** — supported by Bill and Penny George, these fellowships provide a third-year capstone experience for students pursuing joint degrees at the Kennedy School and Harvard Business School. The program emphasizes character development.
- **Gleitsman Fellowships** — these fellowships are offered to Kennedy School students who will become social innovators and social change agents. They grow out of a \$25 million bequest by Alan Gleitsman that has endowed several programs at the Center.
- **Wexner Fellowships** — these pioneering fellowships at HKS were established by the Wexner Foundation over 20 years ago, each year bringing eight to ten mid-career students from Israel. Wexner Fellows are not included in this book for security reasons.
- **Zuckerman Fellowships** — with funding from Mort Zuckerman, this fellowship offers people in the fields of business, law, and medicine full scholarships plus stipends to pursue a public service degree from the Kennedy School, Graduate School of Education, or School of Public Health.

This year, we are thrilled to welcome 51 Fellows to our Center and to the extended alumni community of over 500 people working across all sectors of public service. The financial support of these programs is a magnet for top students, but the value proposition is much broader: each group of Fellows comes together regularly for dinners, speakers, retreats and other experiential learning opportunities to enrich their academic experience and to build lasting ties that can become a powerful force for change.

Since joining forces as co-directors we are, in effect, undertaking the relaunch of our Center. Our aim is to propel CPL to the forefront of research on leadership and the training of the next generation of leaders for the common good. We are poised to significantly increase the number of fellowships, creating more opportunities for those devoted to leadership in public service to study at Harvard. Finally, effective July 1 the Hauser Center for Nonprofit Organizations became the Hauser Institute for Civil Society and took up residence within CPL. This merger offers an extraordinary opportunity to strengthen social sector leadership in the U.S. and abroad.

We look forward to sharing this journey with you over the next year, exploring how to best prepare a younger generation to manage and lead.

With warmest wishes,

David Gergen
Professor of Public Service
Co-Director

Max Bazerman
Professor of Business Administration
Co-Director

ABOUT THE DUBIN PROGRAM



HARVARD Kennedy School

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THE DUBIN PROGRAM FOR EMERGING LEADERS

The Dubin Program provides generous opportunities for HKS students with a demonstrated commitment to transformative leadership for the public good.

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

In order to facilitate an outstanding Fellows' experience and create the broadest possible impact of the program on the entire Kennedy School, the Dubin Fellows Program for Emerging Leaders also supports the following:

- **Summer internships** – for both fellows and non-fellows, the program offers Summer Fellowship Grants for HKS students engaging in unpaid summer internships or research projects that relate to leadership and public service.
- **Dubin emerging leaders' speaker series** – designed to engage both the Dubin Fellows and the broader Kennedy School community in discussions on leadership from academics and practitioners in many disciplines, we invite speakers from around the globe to impart their leadership lessons.
- **Field experience** – an opportunity for up to 15 students to join the fellows in New York City or a similar venue to gain an understanding of the deep-rooted problems of society and innovative approaches to resolving them.

ABOUT GLENN DUBIN

GLENN DUBIN is Chairman, Chief Executive Officer and co-founder of Highbridge Capital Management, an alternative asset management company founded in 1992. The company has evolved from a multi-strategy hedge fund into a diversified investment platform that includes hedge funds, traditional investment management products and credit and equity investments with longer-term holding periods. Highbridge and its affiliates manages approximately \$30 billion in capital for many of the world's most prominent institutional investors – including pension funds, sovereign wealth funds, endowments and foundations – and family offices. The firm is based in New York with offices in Hong Kong, London, Rio de Janeiro and São Paulo and employs (with its affiliates) more than 465 people, including over 135 investment professionals.

In 1984, prior to starting Highbridge, Mr. Dubin co-founded Dubin & Swieca Capital Management, a company specializing in alternative investment strategies and recognized as a pioneer in employing multi-manager hedge fund portfolios guided by the principles of Modern Portfolio Theory.

In late 2004, J.P. Morgan Asset Management purchased a majority interest in Highbridge, creating one of the most significant strategic alliances in the hedge fund industry to date. In July 2009, J.P. Morgan Asset Management completed its purchase of substantially all remaining shares of the firm – a transaction that remains at the forefront of the hedge fund industry's institutionalization.

As a follow-on to the success of the Highbridge/J.P. Morgan strategic partnership, in October 2010 Highbridge announced the purchase of a majority interest in Gávea Investimentos, one of Brazil's leading alternative investment management firms. Gávea was co-founded in 2003 by Chairman and Chief Investment Officer Arminio Fraga, former President of the Central Bank of Brazil.

Mr. Dubin is a founding Board member and former Board chair of the Robin Hood Foundation, an organization in New York that applies investment principles to charitable giving. He is also a Board member of Mount Sinai Medical Center and the Museum of Modern Art. He serves as a member of the Dean's Executive Committee of the Harvard Kennedy School. Mr. Dubin is an alumnus of the State University of New York at Stony Brook.

Mr. Dubin and his wife have three children and live in Manhattan.



DUBIN FELLOWS
HARVARD KENNEDY SCHOOL



DENGMAJOKCHOL

Harvard Kennedy School

Master in Public Administration Candidate

ACADEMIC HIGHLIGHTS

George Washington University, M.B.A. in Global Business Management

Arizona State University, B.S. in Political Science, Minor in Economics

PROFESSIONAL HIGHLIGHTS

International Finance Corporation (IFC): Consultant on investment climate advisory services

Ministry of Investment, South Sudan: Consultant on decentralization of investment climate services; regulatory simplification and investment generation

World Bank: Consultant on private participation in transport infrastructure projects in low- and middle-income countries

Lost Boys and Girls of Sudan, (USA): Co-Founder and Executive Director

Goodwill of Central Arizona: Manager

International Rescue Committee: Assistant Case Manager

Jonglei Peace Initiative, North America (JPINA): Advisor

Key advocate to the US Congress on the Lost Boys of Sudan Loan Forgiveness Act

NARRATIVE

I have seen leadership up close and personal: I learned indispensable lessons of leadership from my father. As the Head Chief of the Nyarweng Dinka clan, he demonstrated excellence in public service as he presided over governance, social policies, cattle and land ownership. My parents instilled in me intrinsic values: hard work, honesty, justice, humility, and resilience. These qualities have enabled me to overcome the odds of war and lead my fellow Lost Boys.

My interest in pursuing public service as a career to transform South Sudan is embodied in my personal experience as a survivor of a 21-year civil war which resulted in more than 2.5 million deaths and over 4.5 million displaced persons. Throughout the 15-year journey of the Lost Boys of Sudan, I have demonstrated resolute leadership. As the Executive Director, I spoke about human rights, refugees' lives, and poverty to inspire the American public. I helped mobilize more than 3,800 Lost Boys and Girls in the US, and advocated for a change in the US policy toward Sudan by engaging the Sudan Caucus, Black Caucus, and Foreign Relations Committee.

My interactions with multilateral agencies have reinforced my passion for public policy problems. I aspire to contribute to the restoration and transformation of South Sudan by affecting the approaches, methods, and policies of economic development. Since 2005, South Sudan has been receiving billions of dollars in oil revenues, but has experienced only dismal development outcomes. What has emerged instead is a "consumer elite" that takes in, but produces almost nothing. I intend to be trained as a practitioner who can develop better policies to manage oil and other natural resources.

The Dubin cocurricular activities will enhance my leadership skills and will present me with unparalleled opportunities to learn from the world's most accomplished and renowned personalities. Similarly, the Dubin Fellowship will provide me with a once-in-a-lifetime opportunity to join a global network of fellows.

MARK DLUGASH

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Oxford University, M.Sc. in Refugees and Forced Migration and Criminology
Rhodes Scholar

Swarthmore College, B.A. in Honors Psychology and Education with
Highest Honors, Phi Beta Kappa; Joel Dean Fellow
USA Today Academic All-Star

PROFESSIONAL HIGHLIGHTS

Americans for Informed Democracy: Social Innovator Award for Smart
Investing

Global Health Forum: Co-Founder and Executive Director

Human Rights Watch, Health and Human Rights Division: Intern

NARRATIVE

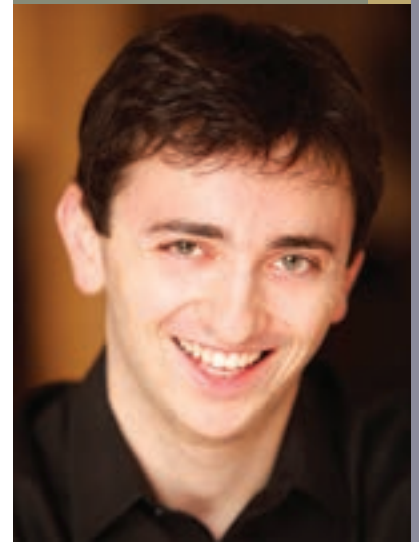
As an undergraduate researching depression prevention and bipolar depression at the University of Pennsylvania, I became fascinated by the question of dissemination: why is it that so much research conducted in the academy fails to make an impact in the “real world”? What is needed to translate more research into potentially life-saving and life-enhancing interventions?

While writing my honors thesis on the topic, I worked on a bednet distribution program in a Ugandan community of displaced persons and saw firsthand the devastating impact malaria can have in poor communities. I came to see the failure to provide cheap medications and anti-malarial bednets to people who cannot afford them as a salient example of a deadly failure of dissemination. It motivated me to work at developing strategies that bridge the gap between research and practice so existing knowledge can more immediately benefit people.

My time in Uganda, as well as my experience working at Human Rights Watch and writing asylum applications for women survivors of sexual assault under the Violence Against Women Act, made me acutely aware of the challenges facing *de facto* refugees and asylum seekers. In order to develop a more nuanced understanding of the complex legal and political framework underpinning the global refugee regime, as well as potential avenues for reform, I studied at Oxford University’s Refugee Studies Centre and Centre for Criminology.

In my career, I hope to work on creating a more humane framework governing the movement of refugees and helping to end abusive detention processes ranging from indefinite detention with a lack of government or judicial oversight to severe human rights abuses including torture.

I am incredibly excited by the chance to study at Harvard Kennedy School as a Dubin Fellow and to take advantage of the opportunities offered through the Center for Public Leadership. I hope that this experience will make me a more skilled and effective advocate and leader.



DUBIN FELLOWS
HARVARD KENNEDY SCHOOL



JUSTIN FREEH

Harvard Kennedy School

Master in Public Administration Candidate

ACADEMIC HIGHLIGHTS

Georgetown University Law Center, J.D. Candidate

United States Naval Academy, B.S. in Political Science, International Relations Concentration, with Merit

PROFESSIONAL HIGHLIGHTS

Naval Special Warfare Officer

Operation Iraqi Freedom and Operation Enduring Freedom: Completed multiple special operations deployments

Office of Senator John McCain: Legal Intern

Criminal Division of the US Attorney's Office for the Southern District of New York: Legal Intern

Federal Bureau of Investigation's Hostage Rescue Team: Student Intern

Assistant Attorney General for the Criminal Division of the Department of Justice: Legal Intern

NARRATIVE

The tragic events of September 11th, 2001 took place when I was a senior in high school. After witnessing such senseless loss of life perpetrated by individuals who hate the very freedom America stands for, I felt compelled to serve my country during a time of war.

The Naval Academy prepared me to lead men and women in combat and developed my moral and ethical qualities to a high caliber. For four years, I prepared for the rigors of being an officer in the Navy by striving to better myself both as a leader and as a warrior. I knew that I would ultimately be responsible for the lives of my fellow service members. I have always undertaken this responsibility with the utmost seriousness, and my choice of undergraduate institution was driven by the Academy's ability to prepare me to be a leader of character.

Upon graduation from Annapolis, I was selected as a member of the Naval Special Warfare Community, where I served for five years on active duty. It was an honor to lead Navy SEALs on multiple deployments against the Al Qaeda network and other violent extremist organizations committed to the destruction of the United States. Each time my team executed a mission against the enemy, we reminded ourselves that our family, friends, and fellow citizens remained safe in part because of the work we accomplished.

As I transition from the military, I aspire to continue serving our Nation — but in a different capacity. My professional goals are to leverage my military experience in order to strengthen national security and counter terrorism efforts within the diplomatic arena. One of my primary passions is merging the real world experience of returning veterans with the skilled Foreign Service Officers focusing on the long-term engagement effort to bring democracy and human rights to places where they do not exist. The nexus between the Dubin program and the Center for Public Leadership will further enrich my HKS experience by exposing me to a network of gifted individuals who feel strongly about public service.

SOFÍA HURTADO EPSTEIN

Harvard Kennedy School

Master in Public Administration / International Development Candidate

ACADEMIC HIGHLIGHTS

Centro de Investigación y Docencia Económicas (CIDE), B.A. in Political Science and International Relations, *summa cum laude*

Fulbright Scholar

PROFESSIONAL HIGHLIGHTS

Mexican Agency for International Development Cooperation: Deputy Director of Policy Planning

National Savings and Financial Services Bank: Consultant on Financial Education

Innovations for Poverty Action, Mexico: Intern

Office of International Affairs for the President of Mexico: Intern

NARRATIVE

I grew up in a country of many contrasts. Inequality is one of the most pressing development problems Mexico faces, and it is an unavoidable part of its citizens' everyday lives. This is why I chose at an early age to work towards improving people's livelihood in my country. I am particularly interested in the implementation of social policy in indigenous communities, which represent around 9% of Mexico's population. With over 10 million inhabitants, they are the most numerous in Latin America and one of the most marginalized groups in the country: around 40% live in extreme poverty and another 39% live below the poverty line.

My stay as a volunteer in an indigenous community in Chiapas was a life-changing experience and helped me define my vision of development. It convinced me that the aim of development strategies should be to ensure that everybody has access to the same opportunities. This can only be achieved if public policy takes into consideration the specific and diverse characteristics of each community.

Scholarships, jobs and a bit of luck have given me the opportunity to travel around the world and see both the deprivations of poverty, which are strikingly similar in different countries, and the possibility of providing fair opportunities to all citizens. I have lived on three different continents and have had the opportunity to discover and contrast everyday life in many developing and developed countries around the world. These experiences have showed me the diverse solutions other communities have found to face poverty and other development challenges, and have inspired me to continue learning about good practices and ideas through graduate studies.

I am very excited to study at Harvard Kennedy School since I am certain it offers the best opportunity for me to broaden my understanding of the complexity of development challenges and will give me the tools needed to responsibly hold a government position where I can make a meaningful contribution to poverty alleviation.



DUBIN FELLOWS
HARVARD KENNEDY SCHOOL



MICHAEL KLEIMAN

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

University of Pennsylvania, B.A. in Cinema Studies, *magna cum laude*
Fulbright Scholar

PROFESSIONAL HIGHLIGHTS

Righteous Pictures: Co-Founder & Creative Director
Director/Producer of feature length documentaries, *The Last Survivor* (2010)
and *Web* (2013)
Best Documentary: 2010 Oxford Film Festival
Special Jury Prize in Documentary: 2010 Dallas International Film Festival,
2010 Indie Memphis Film Festival

NARRATIVE

My road to public policy has not been a traditional one. My undergraduate pursuits were motivated by a love of cinema. Studying film at Penn, I realized the important role it can play in fostering social change. After graduating, I co-founded a production company, Righteous Pictures, dedicated to creating documentaries that address pertinent social issues. In 2010, we released our first film, *The Last Survivor*, telling the story of survivors of four different genocides and mass atrocities – the Holocaust, Rwanda, Darfur, and Congo – as they rebuild their lives in the aftermath of tragedy. In 2011, we launched a social action campaign that brought the film to 150 cities around the world.

After completing *The Last Survivor*, I was awarded a Fulbright Scholarship to begin work on my second film, *Web*. I went to Peru for a year to document the One Laptop per Child program and the effects of digital technology. I lived in small villages in the Andes Mountains and the Amazon Jungle as villagers interacted with laptops and the Internet for the first time. In addition to these two feature films, I have produced various short films around the world on subjects ranging from transparency and accountability in government (Uganda and India), access to healthcare (Haiti), and education reform in the United States.

These experiences have led me to conclude that as the world has become increasingly networked, the most effective leaders are those who are able to forge partnerships and empower like-minded actors around the globe. Critical to this are forums for cultural exchange that allow us to understand the perspectives of others and recognize our common goals. I believe that film can serve as such a forum. My goal in pursuing an MPP at the Kennedy School is to gain a deeper understanding of policy development, execution, and evaluation. Armed with these new skills, I hope to continue making documentaries that allow us to recognize ourselves in one another and spark the type of collaboration needed to overcome the global issues we face together.

ALISTER MARTIN

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Medical School, M.D. Candidate, Harvard Graduate Council Representative (HMS)

Rutgers University, B.S. in Biological Sciences, *summa cum laude*

Marshall Scholarship Finalist

PROFESSIONAL HIGHLIGHTS

weDREAM: Co-founder

The Albert Schweitzer Fellowship

Beth Israel Deaconess Medical Center: Value Stream Mapping Analyst

Crimson Care Collaborative Student Run Clinic: Senior Clinical Staff

Rutgers Tennis 2006-2007 Most Improved Men's Tennis Athlete Award

Big East Conference Honors Academic All-Star Team Award

NARRATIVE

Not so long ago, I was a high school drop-out from a forlorn New Jersey school, in a town crippled by unemployment and rife with gang activity. I had been raised by a strong willed mother, a Haitian immigrant who found herself underemployed and struggling to support us in an environment that worked against her every effort to instill in me the dreams she had been forced to defer for herself. With her love, a good measure of luck, and tennis, a sport I had been introduced to as a teenager while working as a janitor at a nearby tennis facility, I was able to earn my GED and an athletic recruitment to Rutgers University.

At Rutgers I found my stride both on and off the court and served as tutor and mentor for the Office for Diversity & Academic Success in the Sciences (ODASIS), a program dedicated to helping disadvantaged students succeed academically. Yet it was my role as a motivational speaker in the program's workshops held at the University and at high schools in the neighboring community that gave me a clearer sense of my potential as an organizer and leader. At Harvard Medical School, I co-founded weDREAM, a motivational-speaking and professional mentorship program in community centers throughout neighboring Roxbury. This gave me the chance to gain first hand insight into barriers to healthcare affecting patients from Boston's most vulnerable communities. Because of my experience working with this population I was later selected as an analyst for a merger project at the Beth Israel Deaconess Medical Center aimed at increasing access to breast cancer screening modalities in high risk groups.

From these experiences I've learned that physician-leaders equipped with a distinct awareness of the needs of the target population and a keen knowledge of the political frameworks governing healthcare policy will be critical in ensuring stability at a time when healthcare reform will do much to improve access for millions of the previously uninsured, many of whom hail from communities precisely like the one I call home. I cherish the opportunity to learn and grow as a public service leader in this regard through my time as a Dubin Fellow at HKS.



DUBIN FELLOWS
HARVARD KENNEDY SCHOOL



SARAMINKARA

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Wellesley College, B.A. in Economics and Mathematics, *cum laude*

PROFESSIONAL HIGHLIGHTS

Empowerment through Integration: Founder and President

MIT IDEAS Competition: Received team award to design low-cost math and science tools for blind children in developing countries

Dreams for Kids: Raised \$50,000 in grant funding to operate athletic and leadership programs for disabled youth

Panel speaker for the Clinton Global Initiative (CGI U) 3rd Annual Meeting;
Advocacy & Awareness Mentor for the CGI U 4th Annual Meeting

NARRATIVE

After being diagnosed with blindness at age seven, I became aware of how different being blind was in a developing country versus a developed one. I was fortunate to grow up in the US, where the government assists the disabled. A blind person, for instance, can walk safely across the street because of accessible infrastructure and public awareness. However, in developing countries like Lebanon, where I spent my childhood summers, crossing the street is a dangerous task due to cultural stigmas and lack of government support. After experiencing such disparity in public policy, integration of the blind has become my life passion.

One of my goals is to make education accessible to the blind. Blind children in developing countries are discouraged from pursuing math or science largely because the tools that facilitate learning for the blind are expensive. With funding from the MIT IDEAS competition, I led a team to develop prototypes for low-cost math and science tools that could be easily reproduced in any local community.

I also founded Camp Rafiqi in 2009, which served the visually impaired children of Tripoli, Lebanon. We focused on instilling confidence and independence in our campers by, for example, teaching them how to walk with canes. Ashamed parents had chosen not to provide their blind children with canes. Sadly, in shunning one disability they had introduced another; their children had become completely dependent, unable to function in society. The campers' growing confidence during Camp Rafiqi, however, convinced many of the parents to see integration and independence as possibilities for their children.

In 2010 I expanded Camp Rafiqi into a nonprofit organization called Empowerment Through Integration (ETI). A year later, ETI became a 501(c)(3) certified organization. Although, along with the executive board, I gained the skills to operate a moderately sized organization, I felt that I needed more education to understand how to be involved in policy change. I believe that Harvard Kennedy School and the Dubin Fellows Program will help me grow further as a leader and discover how to best serve the needs of the disabled populations across the globe.

FARZIN MIRSHAHI

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

University of Cambridge, Christ's College, B.A. (Hons) Classics, Triple First-Class Honours; Sir Ian McFarlane Award for Excellence; Founder and President of Christ's College Classics Society

Jelf Medal: King's College London University award for academic excellence at Secondary School

PROFESSIONAL HIGHLIGHTS

Goldman Sachs Foundation: Goldman Sachs Global Leader

Rank Foundation Leadership Award and Rank Foundation Fellowship

Cambridge University United Nations Association (CUUNA): President

NARRATIVE

As an Iranian-Indian, born and brought up in the UK, I have been lucky enough to straddle different cultures and divides, appreciating the tremendous value that one can derive from being open to each. It has been my long-standing goal to bridge this divide, fundamentally through public service, but also through the channels of commerce and business. My application to the Harvard Kennedy School MPP was rooted in this dream: to equip myself with the best knowledge and networks that proponents of public service can give. With these, I hope to transform how East and West view each other through increased dialogue, cultural awareness, and mutual investment.

I have tried to gain as much of a well-rounded education as possible in order to best prepare myself to fulfil this dream. While at University, I worked in the Russia Section of the British Foreign and Commonwealth Office as a policy analyst, and for the last two years I have worked as a Cross-Asset Financial Analyst on the Goldman Sachs Trading Floor. Outside of work, I've tried hard to lead collaborations which emphasise inter-faith and inter-cultural awareness. I'm a fellow of the Rank Foundation, a UK grant-giving Christian Charity; former President of the Cambridge University United Nations Association, a 1,300-strong international affairs society; and the current director of "Get Involved," an initiative sponsored by the Aga Khan dedicated to bringing together hundreds of members of different faith-groups in local community volunteering projects around the UK.

I am honoured to have the chance to build upon these experiences through the CPL's own experiential trips and to be exposed to students, fellows and leaders who can teach me to meaningfully transform the prospects of those regions—the Middle East and the Emerging Markets—which I am most passionate about, and whose vast potential, I believe, remains misunderstood and underexposed.



DUBIN FELLOWS
HARVARD KENNEDY SCHOOL



AMANDLA OOKO-OMBAKA

Harvard Kennedy School

Master in Public Administration / International Development Candidate

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Yale University, B.A. in Economics and International Studies with Distinction

Smith Richardson Fellow for Studies in Grand Strategy, New Haven, CT

PROFESSIONAL HIGHLIGHTS

McKinsey & Company: Associate (designated) in Lagos, Nigeria and Minneapolis, MN

The Leadership Institute at Yale: Co-Founder

Smart Citizens, Kenya: Nominated Board Member

Selected as Global Young Leader by the Congressional Youth Leadership Council

NARRATIVE

"Amandla Awethu!" – power to the people! My late mother named me Amandla to reflect my late father's struggle for a new political dispensation in Kenya. They inspired my initial desire to lead a life of transformative public service, but witnessing the 2007 post-electoral conflict in my country (as an election monitor) refueled this commitment. Seeing Kenya on fire – as a result of poor governance, deep rooted land equity and wealth issues, poverty, ethnic tensions and disgruntlement en masse at having the right to vote obfuscated – helped me crystallize my own definition of transformative leadership: giving power to and developing the capabilities of the people to deliver on change.

I believe that growing private sector resources and capabilities in Africa is key to incubating the changes we seek in land/equity distribution, poverty et al. These benefits can "trickle-up" to public governance provided that private sector growth and development is inclusive, and a concerted effort is made to transfer skills. Most of my work at McKinsey has focused on performance transformations and building capabilities to drive step-change improvements in the finances and governance structures of public and private institutions. From managing a team advising one of the largest national oil companies in West Africa on cost efficiency, to drafting a five year strategy to double growth at a Kenyan bank, to designing a financial architecture for the Ethiopian government to provide welfare payments to 8 million rural inhabitants, I feel incredibly privileged to work at the intersection of the public and private sectors on some of the most pressing issues Africa faces today.

Attending sessions at the 2011 African Leadership Network gathering affirmed for me the power of interdisciplinary approaches to public service. The richness of conversation on subjects like commercial investments in social enterprise could not have occurred without leaders from the private and public sectors at the same table. Additionally, pushing the resulting insights to action requires someone with an operational understanding of both sectors to guide decision-making. I am excited for the joint MPA-ID / MBA and Dubin experience as the next step on my journey to drive change for Kenya by further developing my private sector mind alongside my public sector heart.

ROBERT SWENDIMAN

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

University of North Carolina School of Medicine, M.D. Candidate

University of North Carolina at Chapel Hill, B.A. in Political Science and Chemistry with Distinction; Varsity Swimming and Diving Team Captain

PROFESSIONAL HIGHLIGHTS

Cecil E. Sheps Center for Health Services Research: Health Policy Analyst

Mission Hospitals Ethics Committee Member

Health Policy Interest Group, UNC School of Medicine: Founder and Co-President

Carolina Leadership Academy: 3-Dimensional Leadership Award

Parkwood Volunteer Fire Department: EMT-Basic

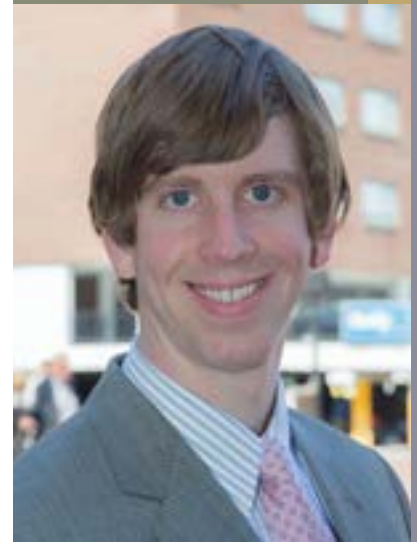
Eugene S. Mayer Community Service Honor Society

NARRATIVE

While race, gender, and socioeconomic status are health care disparities that receive much attention in the lay press, the disparities across rural communities are often overlooked. A quarter of the United States' population lives in a rural area, yet these regions are served by only 15% of the physician workforce. The shortage of general surgeons is even greater, with only one of every ten surgeons practicing in a rural community. These access to care issues play a major role in patient morbidity and mortality, and are a driving factor for rising health care costs.

This is why I chose to complete my undergraduate medical education in a rural training program in Asheville, North Carolina, learning firsthand from clinical innovators in an underserved part of the state. Rather than studying medicine through traditional, sequential clerkships, I spent time in each specialty every week. Throughout the year I followed a cohort of patients, acting as their advocate and student-doctor in an attempt to develop true continuity of care. This "longitudinal" model allowed me to obtain a unique view of all aspects of our health care system, as well as an opportunity to study gaps in care faced by patients. These experiences have strengthened my resolve as a future surgeon to develop widespread solutions aimed at improving quality and access to care.

Overcoming these systemic obstacles requires leadership, innovation, and commitment to social change. The ideal candidates to become agents of change in the health care sector are physicians, who work closest with patients and best understand the language of medicine. My duty to patients does not end at the bedside or in the operating room. As a Dubin Fellow at the Center for Public Leadership, I intend to garner the knowledge and tools necessary to become a physician-leader in the health policy arena. Through public service, I believe I can be a positive agent of change in our health care system, improving the lives of patients through better quality care.



DUBIN FELLOWS
HARVARD KENNEDY SCHOOL

ABOUT THE GEORGE LEADERSHIP FELLOWSHIP



HARVARD Kennedy School

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THE GEORGE LEADERSHIP FELLOWSHIP

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

Bill George

Professor of Management Practice, Harvard Business School

Co-Founder, George Family Foundation

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

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

ABOUT THE GEORGE FAMILY FOUNDATION

The Minneapolis-based George Family Foundation was established in 1992 by Bill George, now Professor of Management Practice at Harvard Business School, and his wife, Penny Pilgram George. The Foundation is a grant-making philanthropy organization funding integrative health & healing, leadership, spirituality and community.

BILL GEORGE is professor of management practice at Harvard Business School, where he teaches leadership and leadership development. He is the author of four best-selling books: *7 Lessons for Leading in Crisis*, *True North*, *Finding Your True North*, and *Authentic Leadership*. Bill currently serves on the boards of ExxonMobil, Goldman Sachs, and the Mayo Clinic, and formerly on the boards Novartis and Target. He is the former chairman and CEO of Medtronic and a 1966 graduate of Harvard Business School. Bill has made frequent appearances on television and radio, and his articles have appeared in numerous publications. He was elected to the National Academy of Engineering in 2012 and has been named one of “Top 25 Business Leaders of the Past 25 Years” by PBS.

PENNY GEORGE is President of the George Family Foundation in Minneapolis and a leader in the national movement to transform medicine and healthcare through the principles and practices of integrative medicine. As co-founder of Sellergren-George Consulting Psychologists, she specialized for more than twenty years in helping senior executives select for and build high-performing teams. She is co-founder of the Bravewell Collaborative, a national collaboration of philanthropists dedicated to advancing the principles and practice of integrative medicine. Penny George also co-founded what is now known as the Penny George Institute for Health and Healing at Abbott Northwestern Hospital in Minneapolis, the George Institute is the largest hospital-based integrative medicine program in the country. Her leadership in philanthropy has been featured in the *Chronicle of Philanthropy*, the *Minneapolis Star Tribune*, and *Compass*, the journal of the Center for Public Leadership at Harvard University.



GEORGE FELLOWS
HARVARD KENNEDY SCHOOL



PETERBROOKS

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate
Harvard College, B.A. in Government with High Honors
Fulbright Scholar: Rajasthan, India
Zuckerman Fellow (2011-12)

PROFESSIONAL HIGHLIGHTS

Xylem Inc.: Summer Associate, Corporate Strategy
Aspen Institute, Impact Careers Initiative: Co-founder/Director
New York City Veterans Career Center: Consultant
United States Marine Corps, 1st Battalion, 7th Marine Regiment:
Captain, Infantry Officer

NARRATIVE

Before I ever set foot in Iraq I spent four years in college at Harvard studying warfare and counterinsurgency in the classroom. As a Marine Officer-in-training in 2006 – the height of violence in Iraq – my interest in war was as much professional as academic. But the challenges I actually faced in Al Al Anbar Province, Iraq as an infantry platoon commander were broader than mere security and stability operations; working to improve Iraqi politics, economic development, and rule of law strained my capabilities as a 24-year-old lieutenant in ways I never expected.

Even as my battalion provided security, I couldn't shake the feeling that we were ill-equipped to provide the Iraqis with what they needed most: education, functioning courts, economic opportunity, and basic services. Our inability to help the Iraqi government deliver drinking water was a particularly vivid failure, one which, years later, led me to research fresh water policy as a Fulbright Scholar in Rajasthan, India.

Water lies at the nexus of many of the great challenges of the future: energy, agriculture, public health, diplomacy, environmental degradation, and climate change. I have spent the last two years at Harvard examining how policy and business tools can improve our stewardship of fresh water resources while also expanding affordable access to reliable fresh water in the developing world. My career will begin in the global water technology sector after which I hope to serve in government, addressing national security challenges that emerge from natural resource depletion.

Parallel to my career, I plan to find ways to serve my other two passions: encouraging more talented young people to devote their early careers to public service and improving military veteran services. I look forward to a rewarding year as a George Fellow that I know will expand my ability to serve these causes across the public, private, and not-for-profit sectors.

RONIESHA L. COPELAND

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Howard University, B.B.A. in Marketing, *summa cum laude*

PROFESSIONAL HIGHLIGHTS

Office of Mayor Kevin Johnson: Mayoral Fellow, Ash Center Summer Fellowship in Innovation

McMaster-Carr Supply Co.: Project Manager

Fannie Mae: Business Analyst

Management Leadership for Tomorrow: Fellow

Delta Sigma Theta Sorority, Inc.: Eastern Regional Representative and National Executive Board Member

NARRATIVE

As the daughter of two small business owners, I inherited my parents' entrepreneurial spirit. Additionally, growing up in the Detroit area, I witnessed disparities in opportunity due to socioeconomic differences. I realized that I was an anomaly—blessed with parents who, despite not graduating from college, made sure that I attended good schools and participated in developmental activities that positioned me for future success. I also saw my parents use their business to create employment opportunities for individuals who struggled because of their educational or criminal background. Their example underpins my desire to have a business career with a social impact. Furthermore, they inspired my desire to develop policies that create opportunities for disadvantaged communities and enable anyone to reach their full potential.

These experiences led me to Fannie Mae after undergrad, as I hoped to create housing opportunities for those who would otherwise lack access to home ownership. They also sparked my commitment to children. From running a summer camp out of my home in Detroit, to mentoring low-income middle school girls in Chicago, to developing an arts and leadership education program for an elementary school in DC, I have spent most of my life working to positively shape the lives of children.

HKS and HBS have only deepened this commitment and made the need more real to me. They have broadened my interest in education, motivating me to explore ways to impact children's lives through both policy and business. I plan to leverage both academic experiences in developing educational products and experiences for children as well as working with elected officials to improve public education and shape social and economic policy.

The George Fellowship will support my continued development as an effective multi-sector leader. In particular, it will hone my ability to not only work in both business and government independently, but to also successfully bridge the chasm between the two sectors, fostering sound policy making and necessary cross-sector collaboration.



GEORGE FELLOWS
HARVARD KENNEDY SCHOOL



JAMES DYETT

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Harvard College, A.B. in Social Studies

Zuckerman Fellow (2011-2012)

PROFESSIONAL HIGHLIGHTS

Global Environment & Technology Foundation (GETF): President

White House National Economic Council: Summer Intern

Imagine H2O: Global Partnerships Coordinator

NARRATIVE

After college, inspired by my father's service in the Peace Corps in Senegal, I joined Global Environment & Technology Foundation (GETF), a non-profit focused on developing and managing cross-sector partnerships to increase access to safe water and sanitation on the African continent.

While at GETF, I had the opportunity to lead the capital campaign to help WaterHealth International (WHI), an innovative, venture-backed social enterprise, enter Africa. It was through this experience that I saw the potential for entrepreneurial business models to achieve unique, powerful social impacts. In the case of WHI, by charging a small amount for safe water, they could afford to sustain the service (in contrast to the history of failed charitable water projects on the continent) and by creating a compelling investment opportunity, the company could access the capital markets and reach scale rapidly. It was this experience that convinced me to pursue an MBA so I could learn more about how to build and lead great mission-driven companies.

In addition to social entrepreneurship, I'm also passionate about economic policy. The joint-degree program has allowed me to think about how these interests can complement one another. Last summer, I interned at the White House and noticed that while many people working in government have business backgrounds, they tend to come from larger institutions – management consulting firms, investment banks, and Fortune 500 companies. Our public institutions can benefit tremendously from the skills of the entrepreneurial community – the ability to communicate a vision, pivot quickly, and work on a tight budget. I believe there's an opportunity to bridge this gap.

Moving forward, with the help of my fellow HBS and HKS students and peers in the George Fellows program, I hope to lead and grow mission-driven businesses and make a difference as an advisor, manager, or elected official in government.

PAIGEFITZGERALD

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate
HKS/HBS Joint Degree Leadership Council Co-President
University of Pennsylvania, B.A. in Economics and Environmental Studies
with Honors; Benjamin Franklin Scholar

PROFESSIONAL HIGHLIGHTS

United States Department of Energy: Special Assistant to the Deputy Secretary
Project Dharma, New Delhi, India: Advisor to the CEO
Blue Engine Message & Media: Consultant
Barack Obama's Presidential Campaign: Director of Surrogates
Hillary Clinton's Presidential Campaign: Advance Director for Chelsea Clinton

NARRATIVE

Before enrolling in the Joint HBS/HKS Degree Program, I spent several years working in policy and politics in Washington, DC. I was attracted to this path by the potential to influence change on a national and even global scale, a motivation that continues to shape my professional decisions. I started out working in the communications shop of the think tank the Center for American Progress and then went on to serve on the 2008 presidential campaigns of both Hillary Clinton and Barack Obama. After the election, I worked for the Obama Administration in several capacities, most recently working directly with Deputy Secretary Daniel Poneman at the Department of Energy. In this capacity I was able to participate in US foreign policy creation on issues ranging from renewable energy to nuclear non-proliferation. Witnessing the diverse players implementing foreign policy illustrated to me that addressing some of the most pressing problems facing our society requires solutions that span both the public and private sectors.

The conviction that solving complicated problems necessitates employing best practices from across sectors was reaffirmed this past summer while I was working for Project Dharma, a for-profit social enterprise in New Delhi, India. Analyzing growth options for this startup focused on distributing economic development goods to India's bottom of the pyramid consumers reinforced that combining cross-sector resources is the most effective strategy to deliver efficient solutions.

With the help of the HBS/HKS Joint Degree Program, I hope to position myself to similarly mobilize both public and private resources to address some of the critical problems facing our society. I am honored to be a George Fellow and am excited to leverage this talented fellowship cohort and the wider Joint Degree community in an effort to find integrated solutions to global challenges.



HARVARD KENNEDY SCHOOL
GEORGE FELLOWS



LAYUSAISA-ODIDI

Harvard Kennedy School

Master in Public Administration / International Development Candidate

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Harvard University, A.B. in Social Studies, *cum laude*

David M. Rubenstein Fellow

John H. McArthur Fellow

PROFESSIONAL HIGHLIGHTS

Harvard Business School: Social Enterprise Fellow

Nigerian Ministry of Trade and Investment:

Small and Medium Sized Enterprise Initiatives Intern

Open Capital Advisors: Summer Fellow

The Boston Consulting Group: Associate

NARRATIVE

Coming from Nigeria, a country where much remains to be done in terms of poverty alleviation, rights protection, and infrastructure development, among other things, I have always been drawn to work in the non-profit sector and international relations. In high school, I was president of both my high school's Amnesty International and War Child Canada chapters, and during my college career, I completed summer internships with the 14th International AIDS Conference and the Canadian International Council, a foreign policy think-tank. However, up until graduation, I was unsure about where I would focus in the long run. To my surprise, it was only after joining the private sector as a management consultant with the Boston Consulting Group that I began to hone in on how I hope to make my contribution to the world.

I believe that the small and medium-sized business sector represents a growing, and – until recently – largely neglected, space in development across the world. I am interested in designing and effectively implementing policy aimed at encouraging entrepreneurship and removing barriers preventing the scaling-up of small business in developing economies. While I have been led to this field by my sense of duty as a Nigerian citizen, I believe that focusing on SMEs, which are often the most responsible for the creation of jobs and products targeted at the poorest segments of the population, can unlock economic and social development in many other countries.

As for my long-term goal, it is difficult to set a minimum or maximum. Simply put, I hope to get as close as possible to influencing policy in this area at the highest levels, whether in Nigeria or on the international stage. To that end, I am excited to leverage my participation in the George Fellowship Program, as well as my work at HKS and HBS to prepare myself to seize the relevant opportunities as they appear.

ELEANOR JOSEPH

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

David M. Rubenstein Fellowship

Harvard Kennedy School, 2012 Award for Excellence in Persuasion and Negotiation

Swarthmore College, B.A. in Economics and History with Honors; Dean's Award for "significant and sustained contributions to the Swarthmore community"

PROFESSIONAL HIGHLIGHTS

The Chartis Group: Summer Associate, New York

Dalberg Global Development Advisors: Summer Senior Associate, New York

Branson Center of Entrepreneurship: Summer Associate, Jamaica

Clinton Health Access Initiative: Laboratory Program Manager, Uganda

Daktari Diagnostics: External Consultant, Boston

Charles River Associates: Associate, Washington DC

NARRATIVE

"What is it that drives you to assist others?" My mind flashes to the eight-year old version of myself, bouncing through the tunnels of the United States Congressional buildings into my grandfather's office. At that early age, I already understood and was proud of his service; to me he embodied the satisfaction and reward that result from doing work on others' behalf. My grandfather instilled in our family a value system that prioritized service to a larger community. For him, that community was his constituency in New York. Later, my parents defined their community to include Jews worldwide. I have chosen to expand my community further still, believing that no one should lack the opportunities that arise from health, shelter, and food – the most basic of human needs. Regardless of our definition, contributing to and improving the opportunities of others – whether through private business, public politics, or legal representation – has been and remains a key indicator of success within my family.

"But how will you make impact?" Though my career had already spanned sectors, I failed to realize the importance of a cross-sector lens until I was living and working abroad. After two years in Life Sciences consulting with Charles River Associates, in 2009 I accepted a job with the Clinton Health Access Initiative's program in Uganda. As Laboratory Program Manager, I worked to strengthen the diagnostic systems that identify, stage, and monitor HIV-positive patients. While working in east-Africa, I recognized the true complexity of breaking cycles of under-development and poverty. I learned that governments simply cannot single-handedly supply basic goods to every citizen. They have neither the financial nor human capital to meet this demand. Further, bureaucratic decision-making frequently reduces the pace of change. It was in Uganda that I realized I would straddle – I would always have one foot in the public sector and one foot in the private sector. To me, fostering cross-sector collaboration is key to maximizing impact and value. And it was for this reason that I applied to Harvard's Joint Degree Program.

"And what is it that you will do in the future?" In the future, and with the help of the George Fellowship, I hope to fuse my interests in international development, healthcare, and entrepreneurship by launching my own social enterprise focused on developing countries and base of the pyramid markets. Before graduation, I am especially excited to explore the George Fellowship's emphasis on personal leadership development and deeply honored to join the community of fellows.



GEORGE FELLOWS
HARVARD KENNEDY SCHOOL



BRYAN JUNG

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, MBA Candidate

Brandeis University, B.A. in Economics and Politics

David M. Rubenstein Fellow

PROFESSIONAL HIGHLIGHTS

The Walt Disney Company, Corporate Strategy: Summer Associate

The White House: Director of Special Projects for the Senior Advisor to the President

The White House: Special Assistant to the Director of the National Economic Council

Obama for America: Scheduling and Special Projects for the Vice Presidential Nominee

American Federation of Teachers Political Action Committee: Associate

NARRATIVE

I fully appreciated the extent of my dad's union-negotiated healthcare insurance when my mom was diagnosed with an advanced stage breast cancer. While my mom was able to receive treatment at an affordable premium, I realized there were far too many families that could not. In order to change this status quo, I focused my efforts solely in the public sector, working for a labor union and then a presidential candidate who would work to bring about universal healthcare, social justice, and economic opportunity.

It was not until I worked at The White House that I understood how the private and social sectors could also effect change. When working for the Director of the National Economic Council, I soon recognized that government needs business as much as business needs government. Whether it was the CEO discussing her company's struggle during the economic crisis or the administration official seeking advice on job creation, it was critical that they both worked together. When working for a Senior Advisor to the President, I appreciated the collaboration between the Administration and the social sector stakeholders that represented every constituency group. Without this work, proposed public policies would neither be as robust nor as effective for the very communities they serve. Clearly, the societal results were always stronger when these sectors worked together.

The need for tri-sector leaders that can operate in the public, private, and social sectors has become even more apparent during my time at the Kennedy School of Government and Harvard Business School. My participation in the George Fellowship will provide me an opportunity to learn from a diverse community of fellows, strengthen my understanding of the global challenges we face, and build upon the tools we will need to address such challenges.

KAPILK HIMDAS

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A Candidate

Queen's University, B.Sc. (Honors) in Computing and Information Science

PROFESSIONAL HIGHLIGHTS

Bart's and The Royal London National Health Service (NHS) Trust:

General Manager of Cardiac Services

McKinsey & Company: Business Analyst

Office of the Mayor of Calgary: Summer Intern

NARRATIVE

My fascination with business and government started when I worked on consulting engagements with hospitals in Ontario, helping doctors, nurses, and administrators reduce wait-times for patients and improve the coordination of their care. I was hooked, and moved to England to manage a cardiac hospital, part of a larger academic medical center that had been struggling with operational and financial targets.

As a general manager, I was responsible for every aspect of my hospital's operations, from waiting times to finances, and from quality of care to patient satisfaction – all delivered through a staff of 750. It was a truly formative leadership experience that completely changed me. While I loved my leadership role, I grew frustrated with aspects of England's National Health Service and sought to learn more about how health policy is formed – why England had chosen specific reforms, which from my point of view on the hospital floor caused unintended consequences for my staff, often making it harder to deliver the right care to patients.

Studying at the Kennedy and Business Schools has been a tremendous experience. I have deepened my knowledge of US health policy, and discovered a passion for other areas of public policy. I have also seen the important role that entrepreneurs are playing in reforming health care delivery, and developed new skills that will allow me to be a better operational leader. My professors and classmates have given me new insights into the meaning and practice of leadership.

Over the last two years, I have come to realize that solving the seemingly intractable public policy problems of our day, including health care, will require leaders who can speak the language of policy and business. And, as I reflect on the six years I have spent away from my home in Canada, I feel a calling to return and help ensure that the next generation of Canadians has the same incredible opportunities that I enjoyed. My goal is to make a significant contribution to Canada's public health system, as a leader, and someday, as an elected official. In this light, I am excited to be a George Fellow, working with the community of fellows to deepen our personal leadership development and develop new perspectives on issues that span the public, private, and non-profit sectors.



GEORGE FELLOWS
HARVARD KENNEDY SCHOOL



DIVYAKUMARAIAH

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Brown University, B.A. in Political Science, *Pi Sigma Alpha*

PROFESSIONAL HIGHLIGHTS

Impact Connector: Founder and Chair, Social Enterprise Club at HBS

InSITE: Boston Founding Team

The White House: Policy Assistant, Office of Social Innovation and Civic Participation; Confidential Assistant, Office of Management and Budget

Obama for America: Field Organizer

Coro Fellowship: Fellow in Public Affairs, NYC

NARRATIVE

My parents taught me the importance of working hard. My father came to the US to complete his medical residency, arriving with \$3.20 in his pocket, no place to stay, and no family. I grew up believing that working hard was enough to accomplish anything. But during a trip to New Orleans just after Hurricane Katrina, I learned that success is more complicated than that. I saw people who worked hard every day trying to regain control of their lives but kept hitting barriers – physical barriers, social barriers, racial barriers. That trip taught me that life is more complex than a simple equation, and inequality ran much deeper than I had ever realized.

After college, I completed the Coro Fellowship in Public Affairs where I learned that entrenched social challenges facing communities couldn't be solved by one sector alone; rather, working in partnership with public, private, advocacy, and non-profit sectors was the only way to move forward. I went on to work on the Obama campaign and was trained to be an organizer. I learned the importance of building strong communities and the power of people coming together around a shared vision. Following the campaign, I spent two and a half years working in the White House on the President's budget and his social innovation policy. I saw the potential for social innovation and impact investing to change social outcomes, and realized that while government absolutely has a role to play in building up an impact economy, government can't do it alone. Entrepreneurs and investors must drive the growth.

I see my career weaving through the private and public sectors, while staying connected to my campaign and organizing roots. I want to build companies that embed social impact into their core functioning, to demonstrate, not just preach, the viability and scalability of strong companies with socially beneficial practices. And I hope to return to government with a refined perspective on innovation and small business.

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate
Harvard University Public Service Fellow
David M. Rubenstein Scholar
Harvard Business School Social Enterprise Summer Fellow
University of Chicago, B.A. in Economics

PROFESSIONAL HIGHLIGHTS

McKinsey & Company: Business Analyst
International Monetary Fund: Research Assistant
Goldman Sachs: Investment Banking Summer Analyst

NARRATIVE

“Some men see things as they are and say why. I dream things that never were and say why not.”

~ Robert Kennedy

I was a child who always asked why. That passion has led me to a very analytical path: from studying economics, to dabbling in the world of high finance, to taking a front row seat in the recent financial crisis, and to advising companies on strategy. This path has given me great privilege, and it comes with great responsibility. Therefore I came to Harvard to surround myself with the great minds of our generation, hoping to confront the greatest challenges of our generation.

Then I came to a realization. It takes a brilliant mind to ask why and understand how the world is shaped. But it takes courage and conviction to ask why not, the question that actually shapes the world.

Because solutions to the biggest problems of today and tomorrow will be found at the intersection of the private and public sectors, we must be able to speak both the language of government and the language of the market. I do not wish to just become a literal translator. I want to become an interpreter who promotes mutual understanding. And I want to become a poet who inspires shared appreciation.

As a social entrepreneur, my mission is to dismantle the false dichotomy between doing business and doing good. I believe that business and government do not exist in a purely zero-sum world. Fairness and economic growth seem incompatible not because the rich must thrive at the expense of the poor, but because of the lack of our imagination – the ability to say why not. One day, I hope to be in a position to influence politics and policy, promoting the most unlikely allies to engage in real problem solving.

Embracing a childlike sense of possibility, I have been inspired by my experience at Harvard to be a child again – a child who not only asks why but also, why not?



ABOUT THE GLEITSMAN PROGRAM



HARVARD Kennedy School

Center for Public
LEADERSHIP

THE GLEITSMAN PROGRAM IN LEADERSHIP FOR SOCIAL CHANGE

With the income generated by a \$20 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;
- A set of programmatic initiatives, including **visiting practitioners and curriculum development**, through which CPL plays a catalytic role in the School's (and Harvard's) efforts to better prepare students as leaders for social change, whether through activism, social enterprise, or other strategies for change; and
- **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.

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

ABOUT ALAN GLEITSMAN



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

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

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

GLEITSMAN FELLOWS
HARVARD KENNEDY SCHOOL



SARAHALLIN

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

University of North Carolina at Chapel Hill, B.A. in Public Policy and Economics, *summa cum laude*, Phi Beta Kappa

PROFESSIONAL HIGHLIGHTS

Mississippi Economic Policy Center: Senior Policy Analyst

KIPP Delta Public Schools: Data Analyst

Women's Fund of Mississippi: Board Member and Grants Committee Member

National Women's Law Center:

Progressive Leadership and Advocacy Network Fellow

Mississippi Delta Workforce Funding Collaborative: Advisory Member

NARRATIVE

Throughout my career, I have focused on helping expand opportunities for those in need.

While I was in college at the University of North Carolina, I researched the state's emergency food assistance network for my senior thesis. I was interested in better understanding the needs of vulnerable communities and providing solutions for advancing them. After graduation, I moved to the Arkansas Delta and worked for a KIPP charter school. There, I became particularly interested in how policies could support students of all ages to pursue higher education and workforce training.

When I moved to Mississippi, my advocacy focus shifted to increasing the success of Mississippi's adults and low-income students in higher education and on strengthening supports for low-income families. While working in Mississippi, I have researched ways to strengthen remedial education and adult basic education programs, advocated for increased support of students from disadvantaged backgrounds and served as a resource about adult success in higher education.

I was drawn to the Gleitsman Fellowship and a Masters in Public Policy at the Kennedy School, because the programs not only value the development of leadership, they cultivate it. The time I spend with fellow public service leaders will be invaluable in my path to generating policy that opens greater economic and educational opportunity for low-income families and students in Mississippi and beyond.

I believe one of the Deep South's greatest challenges is cultivating future leaders to advocate on behalf of sound policies and our most vulnerable individuals. Mississippi is a state characterized by superlatives: poorest, unhealthiest, least educated. Still, it is a place of great hope. With strong leadership and informed policy, the state's story can take a different path. With lessons learned from the Gleitsman community, I hope to be a part of shaping that story and a part of advancing students and families throughout the region.

KATIE BOLLBACH

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Johns Hopkins School of Public Health, M.P.H. in Health Policy and Systems; Sommer Scholar

Graduate Student Award for Civic Engagement, 2013 Service Learning and Civic Engagement Conference

Stanford University, B.A. in International Relations and African Studies

PROFESSIONAL HIGHLIGHTS

FACE AIDS: Co-Founder; Africa Program Director, Zambia and Rwanda

Partners In Health: Microfinance Program Coordinator, Rwanda

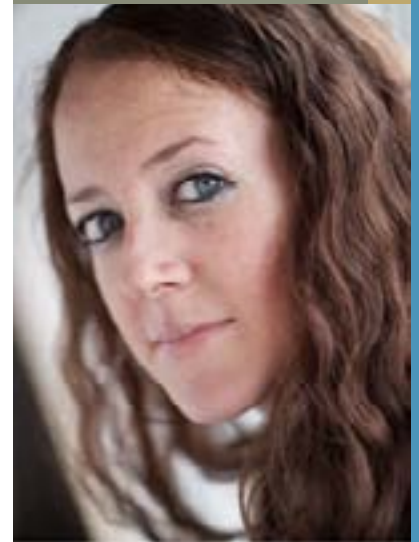
Global Health Corps: Founding Program Director, Vice President of Programs

NARRATIVE

In the summer of 2005 I travelled to northern Zambia to volunteer on a literacy project in a Congolese refugee camp. Of all the injustices in the camp, the denial of anti-retroviral treatment to people living with HIV was among the starkest. The anger I felt that summer watching people die of AIDS, when treatment was available at a nearby Zambian hospital, has grown into a commitment to spending my career preventing these kinds of unnecessary deaths. I took a leave of absence from my undergraduate studies at Stanford and spent the year in Zambia building a structured savings and support program for people living with HIV. In 2007-08, on a second leave of absence, I helped to set up a similar program in Rwanda in collaboration with Partners In Health.

Inspired by the passion and power of the young people with whom I worked with in the US, Zambia and Rwanda, I joined Global Health Corps, an organization dedicated to building a new generation of leaders in global health, as the founding Program Director. My time working with GHC fellows, emerging leaders from diverse disciplines and geographies, deepened my belief that collaborative communities of young people built around shared values can be great engines for social change. In leaving GHC one of my priorities was to seek out and continue to help build communities like this throughout the rest of my career. The Gleitsman Fellows program provides a unique opportunity to be a part of such a community at Harvard.

Before coming to the Kennedy School, I pursued an MPH at Johns Hopkins. While there I learned about biostatistics and epidemiology, but Baltimore's health and social justice activists were equally important teachers. Organizing and advocacy work in Baltimore on issues from marriage equality to HIV criminalization deepened my understanding of the needs of marginalized and underserved communities here at home, and reinforced my belief in the power of grassroots activism. After finishing the MPP program at the Kennedy School, I hope to continue to work as an advocate for the uptake of effective social justice-oriented health policy at home and abroad.



GLEITSMAN FELLOWS
HARVARD KENNEDY SCHOOL



MICHAEL(MICK)POWER

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

University of Melbourne, Australia, Bachelor of Laws, with Honours
University of Melbourne, Australia, B.A. in Political Science

PROFESSIONAL HIGHLIGHTS

Environment Victoria: Community Campaigner
Environment Defenders Office (Victoria): Law Reform Lawyer
Labor Environment Action Network: Victorian Co-Convenor
100% Renewable Campaign: Organiser & Steering Committee
Centre for Resources, Energy and Environmental Law: Research Assistant
Mallesons Stephen Jaques: Paralegal and Solicitor

NARRATIVE

My whole life I've been driven by a passion to make things fairer. I grew up in Western Australia, a conservative place where great privilege and great disadvantage exist side-by-side. My Catholic family raised me to believe in a compassionate society that looks after its most vulnerable members, a belief that stuck with me and led me first to embrace social democracy, then a path in the environment movement.

As a young law student with a corporate law career lined up, I remember reading how the effects of climate disruption — a problem created by rich countries like mine — would be worst felt by millions of vulnerable people in developing countries. Struck by how unfair that was, I decided to shift my focus to environmental law and policy. Over the next four years I worked as a researcher, a lawyer and then as a policy advocate at the Environment Defenders Office, where I developed and influenced better policy outcomes on issues from carbon pricing to coal mining to biodiversity protection.

Increasingly, though, I came to believe that policy was not enough: that activism and campaigns were needed as well, to overcome the political obstacles to change. So I volunteered as a campaigner and organiser within the Labor Party and with a national renewable energy campaign, building the power needed to achieve our policy goals. I went on to work at Environment Victoria, and organised a campaign team of over 500 volunteers to push for better environment policies in the lead-up to the state election.

I want to combine smart policy with powerful campaigns that transform Australia from a leader in the global fossil fuel industry to a leader in the transition to a more fair and sustainable global economy. Through the Gleitsman Fellowship, I hope to learn from a remarkable group of progressive change agents to help me do that. I want to focus on policies and campaigns that effect structural adjustment in unviable industries (like coal-fired power generation) in a uniquely social democratic way: one that puts the vulnerable people who depend on and are impacted by that change first.

ARTURO REYES III

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

University of Michigan, B.A. in Political Science

Teaching Fellow: Organizing – People, Power and Change, Prof. Marshall Ganz

PROFESSIONAL HIGHLIGHTS

Dukakis Fellow: Office of Governor Kitzhaber, Oregon

Michigan Voice: Deputy Director/Interim Director

Michigan Organizing Collaborative: Founding member, Board President

Hispanic/Latino Commission of Michigan: Commissioner

Coro Fellows Program in Public Affairs: St. Louis, MO Fellow

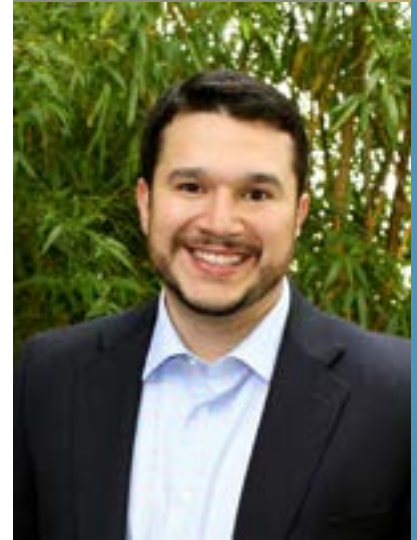
NARRATIVE

I grew up a Mexican kid from the trailer park with a fierce belief in the American Dream and voracious pride in my state. Michigan was a place that embodied the essence of the American promise: opportunity. My great-grandparents had been migrant farm workers that settled in Flint, Michigan for auto jobs, and my family had been working in those factories ever since. Here, I was taught if you worked hard and played by the rules, you had a fighting chance at a better life, no matter where you came from. Balancing this belief with the harsh realities I was seeing in my hometown—closing factories, rising unemployment and increasing poverty—inspired me to work to ensure that we hold ourselves accountable for the promises we make as a society.

I developed a hunger to explore ways to help my community and my state. In college I studied politics and social movements. I became a student leader on campus, and worked for a labor union, a political campaign, a congressional office and a community organizing group. I immersed myself in opportunities to learn, grow and lead. After graduating I participated in the Coro Fellows Program. I worked on innovative approaches to bettering a community, like micro-lending, social enterprise and a community-based urban produce market. I observed the most powerful change happening when people in their communities were empowered to create it.

In my role as Deputy Director and Interim Director of Michigan Voice, I helped build a diverse coalition of organizing, advocacy and community based organizations to strengthen civic engagement capacity across the state. I firmly believe that democracy functions best when all voices are lifted up and I have worked to empower community organizations to lift the voices in their communities that often go unheard. It is through this work that I have seen a great need to articulate a long term vision that promotes equitable opportunity for all, organize diverse, cross-community collaborations, and hold our elected officials accountable to that vision.

I want to help build a long-term vision for my state that is rooted in Michigan's identity as a place of opportunity and committed to creating real, measureable impact for people. Through pursuing a Masters in Public Policy at Harvard Kennedy School as a Gleitsman Fellow, I plan to study the nexus of social movements, political leadership and sound public policy to become a better leader for transformative change in my state.



GLEITSMAN FELLOWS
HARVARD KENNEDY SCHOOL



ROBERT MATTHEW REYNOLDS

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Loyola Marymount University, B.S. in Economics, *magna cum laude*; Ignatian Award, university's highest individual distinction

PROFESSIONAL HIGHLIGHTS

The White House: Intern

Environmental Protection Agency: Intern

Centro del Muchacho Trabajador, Quito, Ecuador: Teacher

Environmental Protection Agency: Greater Research Opportunities Fellow

NARRATIVE

After first visiting Ecuador and seeing widespread deforestation and poverty, I learned the importance of development that alleviates poverty and protects the environment. With intentions for a career in Latin American environmental policy, I studied mathematical economics at Loyola Marymount University, participated in the Harvard Kennedy School's Latino Leadership Initiative and became my university's first undergraduate fellow of the Environmental Protection Agency.

Since graduating, my goals have come into clearer focus while working for an Ecuadorian development project and The White House. Teaching English at a Jesuit-run school for the families of Quito's working children—a demographic likely to be hit hard and soon by climate change—instilled in me the urgency of effective environmental policy. My internship for an energy and environment team at The White House showed me how small teams with clear missions can change the world.

In recent years, many governments have formed teams to draw insights from behavioral science and apply them to public policy. These initiatives, most notably England's Behavioral Insights Team, use behavioral science to shape the public's decision environment in ways that make smart decisions (i.e. reducing household energy wastage) easier and more natural. Unfortunately, the US government does not yet have such a team. If this is still the case after I graduate from HKS, I intend to found one.

Coupling my HKS coursework with the Gleitsman Fellowship will provide me with a comprehensive skillset that will equip me to work in many arrays of policy, from crafting to implementation. I am excited to learn, collaborate and network with this community of first-rate activists, and soon take leadership roles in environmental policy.

NICKIRUIZDE LUZURIAGA

*Harvard Kennedy School
Mid-Career Master in Public Administration Candidate*

ACADEMIC HIGHLIGHTS

Reed College, B.A. in Cultural Anthropology; Received President's Commendation for Academic Excellence

PROFESSIONAL HIGHLIGHTS

Crittenton Women's Union: Various positions developing and managing Healthy Families, Shelter Programming and Professional Development

Campaign to Elect Senator Sonia Chang-Diaz: Volunteer and Event Coordinator

Sociedad Latina: Manager of Arts and Wellness Programs

The Little Gym: Director

NARRATIVE

I have always been passionate about programs for infants, toddlers, and children. Early on I was the Director of a for-profit developmental program for young children. While I loved a lot of parts of the job—seeing kids every day, connecting with parents about their children's growth, and supporting staff to create the highest quality programming possible—I quickly tired of having the company's bottom line as the main focus.

A Massachusetts native, I moved back to Boston in early 2008 to focus on services for some of its highest risk young residents. My work has allowed me to keep those parts of that early job I enjoyed so much, while additionally allowing me to be a part of a broader solution for kids without a lot of opportunity. I have developed and managed programs for children and youth across the city, focusing in recent years on homeless children and teen parents.

I think that one of the biggest fallbacks of many children's programs is that they work too much in isolation. In my work, I have seen the benefits of programming that works in a strengths-based way to engage parents and support their goals while also attending to the needs of the child.

For the future I am interested in developing multigenerational approaches to poverty alleviation and family support, approaches that truly address the needs of the entire family as a whole. I am interested in integrating these types of models within our existing systems, focusing on optimizing service delivery and reducing overlapping services.

I am also interested in figuring out ways to improve training and support for the people working in our human service systems. I see these staff as an underutilized resource for poor families, bogged down by ineffectual systems and caught up in constant day-to-day crises. By investing in public workers, I believe we could see better outcomes for families.

I am excited about the year that I will spend as a Mid-Career MPA and Gleitsman Fellow. I am thrilled to have the opportunity to focus on my own leadership potential, sharing knowledge and expertise with other leaders from many different disciplines and different cities around the world.





MELISSA THREADGILL

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Oberlin College, B.A. in Politics with Highest Honors

PROFESSIONAL HIGHLIGHTS

Office of State Senator Jamie Eldridge (Massachusetts): Director of Communications and Policy

MassEquality: Director of Communications

Communications/Media Consultant and Trainer for numerous progressive campaigns and nonprofits

Rappaport Public Policy Fellow at Massachusetts Department of Youth Services

NARRATIVE

For my entire academic and professional career, I've been interested in one central question: how do those who are traditionally "powerless" gain political power, draw attention to an issue, and, ultimately, create social change? Whether I've been campaigning to elect better representatives, lobbying government to change its policies, or working in the government itself, my goal has always been to create a government that is more responsive and accountable to the least powerful in our society.

Early in my career, after working on several election campaigns, I was lucky enough to land my then-dream job: Communications Director for MassEquality, the LGBT advocacy group leading the statewide campaign to protect marriage equality in Massachusetts. It was there that I saw the transformative power of bold, innovative ideas and a stubborn unwillingness to back down on matters of basic principle.

I did my best to bring that spirit to my most recent job in the Massachusetts Legislature, where I had the great fortune to work for a leader committed to social change and eager to reform the system: State Senator Jamie Eldridge. In the Legislature, I've worked on policies to increase government transparency and accountability, reform our campaign finance system, fight poverty and homelessness, raise revenue, and promote fairer treatment of immigrants, transgender people, and ex-convicts.

The work I've done in the Legislature has made me eager to tackle the challenge of reforming government on a larger scale. Although my primary passion is and has always been to improve the quality of life and increase the power of those who have been marginalized in our society, my time in government has taught me that systematic reforms—such as campaign finance reform—are necessary to accomplish this.

I am seeking a degree from the Kennedy School to gain the additional management and policy analysis skills needed to operate at senior levels of government or the non-profit/advocacy world to drive this change. I'm looking forward to growing as a leader and working with others interested in social change through my participation in the Gleitsman Leadership Fellowship.

ALEXTISCHENKO

Harvard Kennedy School
Master in Public Administration Candidate

ACADEMIC HIGHLIGHTS

Stanford Law School, J.D. Candidate

Pomona College, B.A. in History, *magna cum laude*

PROFESSIONAL HIGHLIGHTS

Mexican American Legal Defense and Educational Fund: Law Clerk

Advancement Project: Law Clerk

Oregon State Representative Ben Cannon: Legislative Aide

Bus Project: Youth Vote Organizer and Data Management/Targeting Coordinator

Equal Justice Works: National Advisory Committee Member

NARRATIVE

When I graduated college in 2007, I had a strong sense that the values and policy priorities of my generation—the Millennial generation—were not well represented in contemporary American political debates. So when I had the chance to join a small nonprofit focused on mobilizing young people to participate in the democratic process, I jumped at the opportunity.

During my time at the Portland, Oregon-based Bus Project, we registered over twenty thousand young people to vote in the 2008 election. We mobilized hundreds of young volunteers to engage tens of thousands of voters, face-to-face, about the issues facing our generation. Our summer organizing training program helped place dozens of young leaders with political campaigns, advocacy groups, and direct service providers. Partly due to our efforts, and those of other groups working on the ground, Oregon saw the biggest jump in young voter turnout of any state in the nation.

In spite of these successes, I saw how legal barriers could prevent millions of citizens from engaging in the democratic process. I went to law school aiming to help remove these barriers to the franchise, and to help promote policies that enhance civic participation.

As a lawyer-in-training working on ballot access issues and helping litigate Voting Rights Act challenges to racially discriminatory redistricting plans, I saw firsthand how a Kennedy School education could make me a better advocate for meaningful reform of our democratic processes—both inside and outside the courtroom.

I am excited to join a cohort of Gleitsman Fellows tackling the most challenging public sector problems from a multidisciplinary perspective, bringing to bear the best ideas hatched—and hardest lessons learned—in their experiences as advocates and activists.

I have come to believe that expanding access to democracy is only half the battle; the purpose of increasing participation is, after all, to achieve tangible policy changes that make citizens' lives better. The Gleitsman Fellowship will sharpen my ability to identify, organize for, and implement the policy innovations that a robust civil society and a more representative democratic process make possible.



ABOUT THE ZUCKERMAN FELLOWS PROGRAM



THE ZUCKERMAN FELLOWS PROGRAM

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

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

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

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

ABOUT MORTIMER ZUCKERMAN



MORTIMER B. ZUCKERMAN is the Chairman and Editor-in-Chief of U.S. News & World Report and is the publisher of the New York Daily News. He is also the co-founder, Chairman and Chief Executive Officer of Boston Properties Inc. and a regular commentator on The McLaughlin Group.

He is a trustee of Memorial Sloan Kettering Cancer Center, a member of the Bank of America Global Wealth & Investment Management Committee, the Council on Foreign Relations, the Washington Institute for Near East Studies, the International Institute of Strategic Studies and the Vice Chair of the International Peace Institute. He is the Vice Chairman of The Fund for Public Schools and serves as a Co-Chair of the Bipartisan Policy Center's Cyber Security Task Force. He is a sponsor of the Kennedy School of Government at Harvard University, a former Associate Professor of City and Regional Planning at the Harvard Graduate School of Design, a former lecturer of City and Regional Planning at Yale University, a past president of the Board of Trustees of the Dana Farber Cancer Institute in Boston, a former Chairman of the Conference of Presidents of Major American Jewish Organizations, a member of the Trilateral Commission and the former Chairman of the Principal's International Advisory Board of McGill University. He is a former Chairman of the Conference of Presidents of Major American Jewish Organizations and the Board of Soviet Jewish Zionist Forum 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 and an honorary Doctorate of Laws from McGill 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 and the Sy Syms Humanitarian award from Yeshiva University.

ZUCKERMAN FELLOWS
HARVARD UNIVERSITY



KATEAITKEN

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Yale University, B.A. in Political Science, Pi Sigma Alpha

PROFESSIONAL HIGHLIGHTS

Barclays Investment Bank: Assistant Vice President, 2012 Barclays Citizenship Award Winner for “Team Achievement of the Year”

Barclays Women’s Initiatives Network: Junior Advisory Council Founder/Co-Chair

World Economic Forum: Global Shaper

Echoing Green: Social Investment Council Member

Belgian Ministry of Finance: International Finance Intern

Senator Hillary Rodham Clinton: Intern in the Department of the State Director

NARRATIVE

Housing nearly half of Nairobi’s population on only five percent of its landmass, the urban slum of Kibera is the largest in Africa; yet the government provides no public services to the settlement – no schools, health clinics, or basic sanitation. My experience volunteering with a Kibera-based social enterprise called Shining Hope for Communities has strengthened my commitment to a career in economic empowerment and poverty alleviation. Shining Hope combats poverty and gender inequality by linking tuition-free schools for girls with essential social services. I have worked with over a dozen social enterprises, but Shining Hope’s integrated approach and tangible impact is the example I turn to again and again when explaining why I believe social enterprise can succeed where public policy and free markets have failed.

I am committed to leading the effort to eliminate global poverty by uniting the talents and resources of both the public and private sectors. I learned of Shining Hope’s mission in Kibera through my work on the Social Investment Council of Echoing Green, a New York-based impact investing organization that provides seed funding to Shining Hope and other social enterprises in over forty countries. In my three years serving on the Council, I have advised over a dozen social entrepreneurs – including Shining Hope’s co-founders – on improving their organization’s funding and operational strategies, and I have experienced first-hand how powerful business acumen can be when directed to causes that truly matter.

I plan to pursue a career in impact investing where I can fund and support innovative market-based ventures that advance social and economic opportunity in developing economies. I am particularly interested in supporting enterprises that improve the quality and availability of educational and business opportunities for traditionally disadvantaged groups, such as women. By bringing private sector practices and incentive-based approaches to today’s most pressing social challenges, I hope to provide promising social enterprises with the support required to empower communities and deliver effective solutions. The Zuckerman Fellowship will help me develop this cross-sector perspective by immersing me in an educational ecosystem of passionate, socially-conscious individuals who approach public issues from a variety of disciplines. I look forward to a transformative year of collaboration and exchange.

KAILEYBURGER

*Harvard Graduate School of Education
Master of Education Candidate in Education Policy and Management*

ACADEMIC HIGHLIGHTS

Washington University School of Law, J.D., *cum laude*

Truman State University, B.A. in Political Science, *magna cum laude*

PROFESSIONAL HIGHLIGHTS

Gerry and Bob Virgil Ethic of Service Award, 2012

Washington University Public Service Student of the Year, 2013

Marshall-Brennan Constitutional Literacy Project: Co-founder, Washington University Chapter

Washington University *Journal of Law & Policy*: Executive Articles Editor

Panelist, "Poverty and Promise in America's Rust Belt," Clinton Global Initiative University, 2013

NARRATIVE

My formative experiences in public service can be traced to North St. Louis neighborhoods devastated by unthinkable poverty and violence. As a volunteer, basketball tournament director, and later, a community events coordinator for a city Alderman, I fell in love with the tremendous spirit of North St. Louis. The kindness shown to me by individuals in dire situations focused my commitment to public service and emboldened me to advocate for change. I sought out legislative and political opportunities, and as an intern in the Missouri Senate, I came to understand the crucial role of law in addressing issues plaguing my community.

During law school, I became intensely focused on the intersection of juvenile justice and education. I volunteered in Washington University's Civil Justice Clinic, helping represent juvenile offenders. During my internship, the clinic represented a 15-year-old charged with first-degree murder, facing life without the possibility of parole. Assisting the defense of this young man opened my eyes to the startling and pervasive injustices young people face in our legal system. Sentenced to 32 years in state prison alongside adults, this young man's fate compels me to prevent such fates for other young people. In furtherance of this goal, I co-founded the law school's chapter of the Marshall-Brennan Constitutional Literacy project, teaching at-risk high school students about the legal system and their fundamental rights. The chapter is slated to reach several more schools in coming years, and was featured at the 2013 Clinton Global Initiative University Conference.

During my second law school summer I continued working with young people in Family Court with the New York City Corporation Counsel's office. The correlation between failing schools, poverty, and delinquency was apparent. Beyond this, I saw young people confused by the court system and unaware of their rights. Constitutional literacy and educational engagement emerged, in my mind, as feasible solutions in reducing delinquency and empowering at-risk youths. By combining my legal background with a degree from Harvard's Graduate School of Education, I am hopeful that I can effectively advocate for enhanced civic education, particularly for young people at risk of delinquency.



ZUCKERMAN FELLOWS
HARVARD UNIVERSITY



SUDEEP DOSHI

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Princeton University, A.B. in Public Policy, *magna cum laude*

PROFESSIONAL HIGHLIGHTS

McKinsey & Company, New York: Engagement Manager

The Wall Street Journal, Hong Kong: Robert L. Bartley Fellow

Co-founder of NYEngage, a matching platform for McKinsey consultants and New York non-profits

NARRATIVE

Near my childhood home in Mumbai, where my family still lives, is one of Asia's most populous slums. Dharavi is a world unto itself, a citadel of squalor that encapsulates everything that can be devastating about the human condition. Many of its almost one million residents live below the poverty line without access to clean water, electricity, education or health care. And in an all-too-often-seen dichotomy that defines the developing world, they do so in the shadows of modern skyscrapers where people – like my family – have access to all this and much more. My life has taken me away from Mumbai but my passion for correcting the type of inequality I witnessed there has grown. Studying public policy at the Woodrow Wilson School at Princeton opened my eyes to how global and pervasive this problem can be, and how solutions to fundamental problems can have global impact and scalability.

My time at McKinsey & Company has allowed me to apply a private sector lens to finding these solutions. In my three years as a consultant, I have seen how professional development practices developed for multi-national companies can translate into better support models for teachers in low-income areas, how lean manufacturing can make our public infrastructure more sustainable and environmentally-friendly, and how thinking about financial concepts such as return on investment can change the fundraising mindset for global diseases such as AIDS and malaria.

There is so much to be gained by the cross-pollination of ideas between policy and business, and we need more leaders that recognize this. With the Zuckerman Fellowship at its core, my hope is that a joint degree between Harvard's Kennedy and Business Schools will help me develop into such a leader – someone driven by a sense of purpose to reduce inequality of access and opportunity around the world, but also informed by core business concepts that, as my time at McKinsey has started to demonstrate, can be valuable in almost any professional context.

MOISES(MOY) H.GALLEGOS

*Harvard School of Public Health
Master of Public Health Candidate*

ACADEMIC HIGHLIGHTS

Stanford University School of Medicine, M.D. Candidate

Harvard College, B.A. in Neurobiology

PROFESSIONAL HIGHLIGHTS

Phillips Brooks House Association (PBHA): Houston and Moreland Service Award

Peer Health Exchange Harvard: Co-coordinator and Health Educator

Stanford Health Careers Opportunity Program: Teaching Assistant and Mentor

Stanford University Minority Medical Alliance: Mentorship Co-director

Stanford School of Medicine, Arbor Free Clinic Screen Team: Co-coordinator

The Valley Foundation, Santa Clara: Medical Student Fellow

NARRATIVE

Growing up without health insurance, and believing it a luxury not likely to exist in the near future, my family came to see healthcare as something we wished we would never need rather than something we desired. Unfortunately, illness happens, especially in the setting of less than perfect knowledge of basic preventive practices like proper dental hygiene and healthy eating. On these occasions we sought care in the best ways we could, ways that I now accept as examples of things to be addressed in healthcare reform: trips to the emergency room with non-emergent conditions, sharing of medications prescribed to others, visits from the “doctor” who practices door-to-door medicine for a nominal fee. I believe strongly that for immigrant or underserved individuals, families like my own, access to healthcare is only part of the solution to health inequities that divide our communities.

Teaching health workshops in Boston high schools helped me realize that poor health decisions are often made not out of carelessness but out of lack of understanding. Teens who never learned about sexually transmitted infections, the effects of alcohol or drugs, or the reality of mental illness may handle such challenges in less than ideal ways. As a health navigator in a community clinic I witnessed the diabetic patient justify medication non-compliance by thinking “one day won’t make a difference,” and the obese patient shyly smile while recounting yet another failed attempt at diet modification. Inspirationally though, these same patients convert to empowered managers of their health when the time is taken to explain the pathophysiology of their disease and the reasoning behind treatment. Health education, in the clinical, community, and school setting, offers an opportunity to enhance preventive medicine. I hope to develop a career as a physician-educator, practicing medicine first-line as well as preventing illness through patient and community education.

I believe education is important to healthcare reform, but so is development of advocacy, policy, and medical training. The Zuckerman Fellowship represents an opportunity to deconstruct healthcare from various professional angles alongside amazing colleagues, so that in collaboration we may construct multidisciplinary solutions to address health disparity.



ZUCKERMAN FELLOWS
HARVARD UNIVERSITY



MATTHEW GROWDON

*Harvard School of Public Health
Master of Public Health Candidate*

ACADEMIC HIGHLIGHTS

Harvard Medical School, M.D. Candidate

Harvard College, A.B. in History and Literature, *summa cum laude*

PROFESSIONAL HIGHLIGHTS

UCSF Memory and Aging Center: Clinical Research Coordinator

Partners in Health, Huehuetenango, Guatemala: Project Co-Leader

NARRATIVE

Working with patients affected by dementia affirmed my commitment to entering the medical profession and alerted me to one of the most pressing social issues of our time: the rapidly aging world population, with its prevalence of chronic non-communicable diseases and its profound demographic effect on health systems. Following college, I worked at the UCSF Memory and Aging Center as a research coordinator for a study comprising patients with Alzheimer's disease and frontotemporal dementia. Even more than the clinical research aspects of our work, the most lasting impressions from my time at UCSF were the health policy implications of Alzheimer's disease, which is projected to affect 1 in 85 individuals globally by 2050.

Since beginning medical school, I gained hands-on experience with the systemic management of chronic diseases in rural Guatemala, a setting far removed from the UCSF clinics. During the summer of 2011, a medical school classmate and I collaborated with Boston-based Partners in Health to train a group of Guatemalan community health workers in the diagnosis and management of diabetes and hypertension. Our project pushed me to consider the most effective ways to bring knowledge gained in medical school to health workers. Despite the many logistical barriers hindering the treatment of chronic diseases in a rural setting, our experience supported the promising contention that community health workers represent one piece of a feasible solution to the global epidemic of chronic diseases.

Obtaining a MPH degree at Harvard School of Public Health will enable me to contribute to the ongoing effort to implement a health system prepared for the crushing burden of chronic non-communicable diseases. I am eager to gain the analytic skills needed to conduct population-level research with direct relevance to health policy, and to devise solutions to the seismic demographic shifts facing our country. Specifically, I wish to build health systems that provide early diagnosis, genetic counseling, and treatment for patients with dementia and psychosocial support for caregivers. To do so as a Zuckerman Fellow represents the invaluable opportunity to develop the broadening skills of public health alongside inspiring colleagues from a diverse array of professional backgrounds.

JOSHUALIPSKY

*Harvard Kennedy School
Master in Public Administration Candidate*

ACADEMIC HIGHLIGHTS

Georgetown University Law Center, J.D. Candidate
Columbia University, B.A. in Political Science

PROFESSIONAL HIGHLIGHTS

The White House, Executive Office of the President: Associate Director of Press Advance
The White House, Executive Office of the President: Associate Director, Visitors Office
Obama for America 2008: National Advance Staff
The Daily Show with Jon Stewart: Election 2008 Intern
CNN: Political Unit News Assistant

NARRATIVE

At fifteen years old, I was fortunate to earn an internship in the office of Congressman Sam Farr of California. My first day of work was September 10, 2001. The next day, the world changed. My new office was a terrorist target and yet I found myself rushing out of geometry class to jump on the Metro and head to the Capitol. My years spent on the Hill taught me what public service is all about – passion for helping build a better country and a better world.

In college I explored my interest in political communications. From CNN to the Daily Show I learned first hand about how media narratives are shaped by leaders to advance their policy proposals. In 2008, like many of my peers, I dropped my bags at home and joined the campaign of a young senator from Illinois who spoke for my generation. My experience at the White House took me across the globe from a war zone in Afghanistan to the halls of Buckingham Palace, to the G-20 Conference in Seoul, Korea. This amazing opportunity showed me exactly how I could contribute to the political process in the future.

One of the major problems in America today is the inability of policy experts to effectively explain how legislation can positively impact people's everyday lives. I believe the experts must become better communicators and the communicators need to understand the policies they are trying to explain. The concurrent study of both law and public administration will help me begin to bridge the gaps in the language of our politics.

My long-term goal is to help craft and support desperately needed public initiatives, including restructuring our education system via teacher recruitment and finally creating a national energy smart grid. These projects can only succeed when the best solutions meet the best explanations. No strategy in our complicated world explains itself. That's the lesson learned from my years working in public service, national media and political activism. Through the Zuckerman Fellowship and my studies at Harvard Kennedy School, I hope to utilize the lessons of my experiences and the wisdom of my fellow students to develop new answers to the world's challenges.



ZUCKERMAN FELLOWS
HARVARD UNIVERSITY



LYDIALO

*Harvard School of Public Health
Master of Public Health Candidate*

ACADEMIC HIGHLIGHTS

University of California, Los Angeles, M.D. Candidate
Harvard College, B.A. in Social Studies, *cum laude*

PROFESSIONAL HIGHLIGHTS

Mobile Clinic Project at UCLA: Coordinator
Phillips Brooks House Association at Harvard University: Vice President
Chinatown Citizenship: Director

NARRATIVE

I got my start in public service as a volunteer teacher, preparing recent Chinese immigrants for the US naturalization exam while a college student in Boston. As the child of parents who left China in the wake of the Cultural Revolution, I felt a deep connection with their desire to become citizens. As I spent more and more time in Boston's Chinatown, I also tutored elementary and middle school students and was a counselor for a summer camp.

My mentors and classmates at the Phillips Brooks House Association at Harvard, the parent organization for those Chinatown groups, showed me how to turn my love of teaching in Chinatown into a more substantial commitment to public service. Having honed my leadership skills there, I went on to become a director for the citizenship program, to serve on PBHA's officer committee as the afterschool program coordinator, and finally as the executive vice president for the organization.

Branching out into global health also taught me important lessons about implementing successful public service programs. With the Clinton Health Access Initiative in Malawi, I led a team in providing the first set of aggregate data on the country's five-year-old antiretroviral program.

As a medical student, I have seen exciting opportunities for organizational change as a means to improve healthcare delivery in underserved communities, such as my work with the homeless at the Mobile Clinic Project at UCLA. What fascinates me about healthcare for the underserved is that we already have the clinical answers; we have simply lagged behind in implementing them to the benefit of all. I hope that the Zuckerman Fellowship will help me develop the skills to build, organize and lead health systems that will not fail future patients.

DIVYAMALLAMPATI

*Harvard School of Public Health
Master of Public Health Candidate*

ACADEMIC HIGHLIGHTS

Harvard Medical School, M.D. Candidate
Northwestern University, B.A. in Anthropology and Global Health

PROFESSIONAL HIGHLIGHTS

Fulbright Fellowship, India, 2009-2010
Tiyatien Health: Volunteer
Clinical Topics in Global Health: Student Course Co-Coordinator
The Freedom Foundation: Researcher
GlobeMed: Founding Member and Director of Education and Training

NARRATIVE

Growing up, my father and I spent every Saturday morning with a globe. We would spin it and my arm would approach in a wild wave until my finger would stop it, revealing a country or region. For the rest of the day, two eager explorers in a suburb of Dallas would scour books, movies, and magazines to learn about that place, its tradition, culture, wildlife, history, politics, and people. From a young age, my curiosity in others, my observations of the diverse ways in which we live and interest in the commonalities of the human experience shaped my trajectory.

As an anthropology major and founding member of a non-profit in college, I was able to explore these childhood interests in both a theoretical and practical manner. In classes about the anthropology of violence, gender, and global health, I discovered and explored the impact of social and political inequality on women, their families, and their communities. The contrast to classroom debates and analytical papers was building a national organization, GlobeMed, and forming a network of universities and college students interested in engaging in global health in responsible and effective ways. As a director, I learned to manage teams, establish successful projects, and, most importantly, work in partnership with my peers both locally and internationally.

My senior thesis work on the national family planning program in India enabled me to further my study of women's health, access to medical care, and political discourse as a Fulbright Fellow. In medical school, I have been fortunate to find passionate colleagues and dedicated mentors who have encouraged work in diverse settings from Boston to rural Liberia and in varied fields such as economic empowerment and health care delivery. All have shaped strong convictions and a dedication to integrate medicine with my background as an anthropologist in order to understand how health care can be delivered in the most responsive of manners for women and how clinical care can inform policy decisions in community, national, and international spheres. I am excited to not only to pursue an MPH but also to embark on this journey with my co-fellows!



ZUCKERMAN FELLOWS
HARVARD UNIVERSITY



CAROLINE MAULDIN

Harvard Kennedy School

Master in Public Administration Candidate

ACADEMIC HIGHLIGHTS

MIT Sloan School of Management, M.B.A. Candidate

Tufts University, B.A. in International Relations, *cum laude*

PROFESSIONAL HIGHLIGHTS

The Omidyar Network: Summer Associate

Open Government Partnership Support Unit: Acting Director

US Department of State: Speechwriter and Special Assistant to the Under Secretary for Civilian Security, Human Rights, and Democracy

Accion International: Board Liaison and Special Assistant to the President & CEO

Truman National Security Project: Fellow

MIT Sloan Entrepreneurs for International Development: Co-President

Love Grain, LLC: Co-Founder

NARRATIVE

We are all creatures of language—individuals defined by the words we use, speak, write, and hear. Each of us makes two choices in every interaction: how to convey thoughts into words, and how to respond to the words of those around us. With these choices, we can either convene or alienate, and it is the compilation of these choices, made well over the course of a lifetime, that define our capacity for impact.

Working for the global microfinance organization Accion International, I learned that smart business people—bankers—could speak the language of the poor, and vice versa. In finding a shared language—one grounded in common sense and dignity—microfinance is providing a path out of poverty for millions.

When I moved to the State Department, my environment changed considerably. In the midst of complex policy decisions, a language of hope and common sense would no longer cut it. As a speechwriter, I quickly learned the importance of nuance: choose the wrong word, and trigger the corrosion of foreign relations.

Eighteen months into my tenure at State, I was asked to help develop and launch a new initiative on President Obama's foreign policy agenda: the Open Government Partnership (OGP). First envisioned by National Security Staff at the White House, the initiative sought to elevate *openness* as the foundation for stronger societies. With only six months to ready the initiative for the President's launch event, I became an emissary for open government, immersing myself in the language of good governance. I quickly learned that openness meant many things to many people: to some, it meant demanding more accountability from elected officials, to others it meant using government data to drive private sector innovation. I understood that our success was contingent on listening to every party at the table, using their words to determine our collective language for OGP.

OGP now counts nearly 60 countries among its ranks with over 100 civil society organizations supporting the implementation and accountability of country commitments. Despite scarce resources and consistent roadblocks, we ultimately negotiated the first-ever international declaration on open government principles and triggered a shift in the international conversation around good governance.

Language chosen carefully is never more important than when bringing disparate ideas together. I can think of no better way to maximize my graduate education at MIT Sloan and Harvard Kennedy School than through the Zuckerman Fellowship, in which public servants from all backgrounds come together to create a shared community and language for the greater good.

JULIANA E. MORRIS

*Harvard Graduate School of Education
Master of Education Candidate in Special Studies*

ACADEMIC HIGHLIGHTS

Harvard Medical School, M.D. Candidate
Vassar College, B.A. in Science, Technology, and Society

PROFESSIONAL HIGHLIGHTS

La Clínica del Pueblo: Language Access Policy Advocate
National Institute of Public Health of Mexico: Migration Research Fellow
Student Immigrant Movement of Massachusetts: Community Organizer
American Medical Student Association: National Education Equity Initiative Founder
Race in the Curriculum Working Group at Harvard Medical School: Co-Founder

NARRATIVE

Ever since I was a child volunteering alongside my parents at the local soup kitchen, I knew that I wanted to dedicate my life to helping others. In college I decided to pursue a career in primary care medicine and sought out an internship at an inner-city health clinic. Here, my eyes were opened to the health burdens and barriers to care that the poor, mostly immigrant patients of the clinic experienced. As I listened to their stories, I began to see that the roots of their health inequities lay in a range of social factors and policies; thus it would take systemic policy solutions to begin to reverse them. When I got word of a large march through the streets of the city to protest a punitive national immigration bill, I was on the front lines, marching alongside the clinic staff and patients. By the end of the march, I was committed to making advocacy for health equity a prominent part of my future career as a physician.

I've pursued my interest in advocacy in various ways. After college, I moved to Mexico to volunteer in migrant shelters with a human rights NGO. The following year, I worked in Washington DC as an advocate for increased immigrant inclusion in health reform. Since moving to Boston, I've gotten involved in local community organizing to promote access to education for undocumented students and to expand workplace rights for domestic workers. I've also developed my leadership within the medical community, becoming a National Coordinator within the American Medical Student Association (AMSA) to promote health equity education among medical students.

Throughout these experiences, I've been struck by the power education wields in work for social change, whether it's educating stakeholders in a campaign or teaching patients about community health. As a Zuckerman Fellow, I will pursue a Master of Education in Special Studies, with a focus on Popular Education and Community Empowerment. These academic studies, combined with the exposure the Fellowship provides to a community of innovative thinkers and change-makers, will help me enhance my effectiveness as a primary care physician advocate.



ZUCKERMAN FELLOWS
HARVARD UNIVERSITY



ATUL NAKHASI

*Harvard Kennedy School
Master in Public Policy Candidate*

ACADEMIC HIGHLIGHTS

Johns Hopkins University School of Medicine, M.D. Candidate
University of Iowa, B.S. in Neurobiology

PROFESSIONAL HIGHLIGHTS

Medical Student Section of American Medical Association: National Student Chair

Hopkins Medicine Distinguished Speaker Series: Founder

World Health Initiative 501(c)(3): Founder

American College Health Association: National Student Chair

University of Iowa College Democrats: President

Iowa City Person of the Year

“The Most Sought-After Young Man in Iowa” by ABC World News &
“Iowa’s Campus Kingmaker” by Wall Street Journal

Interviewed by Good Morning America, CNN American Morning,
NPR Weekend Edition, BBC The World Today

NARRATIVE

When I was elected President of the University of Iowa College Democrats in April 2007, student activism looked hopeless. The organization had an inconsequential presence on campus, limited resources, and meager student involvement – eight people were present on the day I was elected. However, instead of becoming discouraged by our dwindling existence, I saw an opportunity to awaken a sleeping giant.

Over a series of nine months we relentlessly organized students, sparking unprecedented student engagement and magnifying our traditionally marginalized voice. In the end, we were able to be a part of the historic turnout of over 63,000 students on that cold winter night on January, 3rd of 2008 for the Iowa Caucuses.

This experience brought me toward self-reflection and personal struggle to understand just what type of impact I wanted to create in our world. It forced me to think beyond the traditional confines of my customary Indian family and the standard expectations of becoming a doctor while taking the safest life path forward. I became inspired to bring life to communities underappreciated and overlooked in public discourse.

After graduating in 2009, the debate around health reform was rapidly heating up for our country, and I set forth to Washington, DC to work in health policy. I quickly became frustrated by how often physicians, and especially medical students, were marginalized in the health reform debate. Memories from Iowa of student apathy and disengagement reverberated in me once more, and I set forth to change this – this time for our patients. Currently, in my third year of medical school, I believe we are our patients’ greatest advocates. I want to make this a reality in the public sphere. It is my vision to mobilize physicians across this country to engage in the public debate on healthcare – 365 days a year, 7 days a week – on behalf of our patients and citizens.

The Zuckerman Fellowship will catalyze this vision for me, allowing me to forge life-long bonds with individuals who see the world as I do, who expect more from themselves than simply what their profession demands of them, and who desire to leave this world a better place than when they came into it.

CARRIEPEEK

*Harvard Graduate School of Education
Master of Education Candidate in Mind, Brain, and Education*

ACADEMIC HIGHLIGHTS

New York Medical College, M.D.
Harvard University, A.B. in Biology

PROFESSIONAL HIGHLIGHTS

Harvard Medical School: Clinical Fellow in Neurology
Boston Children's Hospital/Harvard Medical School: Behavioral Neurology Fellow
Boston Children's Hospital/Harvard Medical School: Child Neurology Resident
Sinai Hospital: Pediatric Resident and Attending Physician

NARRATIVE

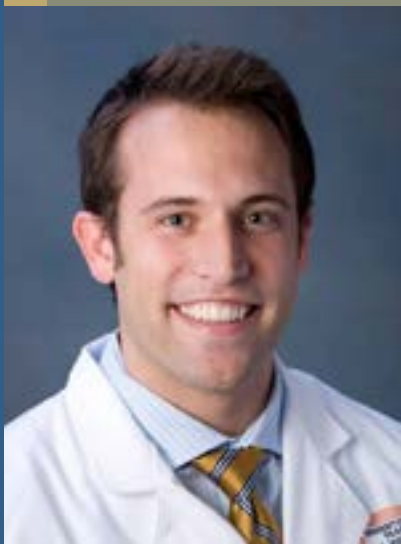
At this point in my career in medicine, I have had the privilege to actively participate in improving the well-being of children. Most recently, as a child neurologist specializing in the field of behavioral neurology, I evaluate and care for children with developmental delays, academic difficulties, learning disabilities, autism spectrum disorder, and attention deficit hyperactivity disorder. With my background in general pediatrics, child neurology, and behavioral neurology, I bring a unique perspective to the study of educating children with disabilities.

As a child neurologist with a strong interest in helping with management of children with educational issues, the Master of Education program in Mind, Brain, and Education at the Harvard Graduate School of Education will provide me with the opportunities to further study the academic challenges of children with disabilities from an educator's point of view as well as to learn ways to positively impact their academic experience. This in turn will allow me to develop a new perspective with which to evaluate and assist children with developmental delays, behavioral problems, and learning disabilities.

As a child neurologist, I have the opportunity to travel within the country to give presentations regarding management of children with disabilities. The Zuckerman Fellowship program will provide more opportunities for me to share important management considerations for these children within the public sector as well as with other health care professionals. Thus, as an educator, I will continue to be a strong advocate for children so that they can achieve their full potential.



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JOHN G. PHILLIPS

*Harvard School of Public Health
Master of Public Health Candidate*

ACADEMIC HIGHLIGHTS

Harvard Radiation Oncology Program, PGY-4: Resident in Radiation Oncology
University of Tennessee Chattanooga: Transitional Year Residency
Vanderbilt University School of Medicine, M.D., Alpha Omega Alpha
University of Alabama, B.S. in Chemistry, *summa cum laude*

PROFESSIONAL HIGHLIGHTS

Truman Scholar
National Cancer Institute: C-Change Fellow
Canby Robinson Society: Medical Scholar
Howard Hughes Medical Institute: Undergraduate Research Fellow

NARRATIVE

My family is from a town of around 750 people on Sand Mountain, the Southern tip of the Appalachian Mountain Trail, in Northeast Alabama. At a young age, I witnessed the effects of cancer on families and the spectrum of care afforded to patients in this country. I very quickly gained an appreciation for the importance of all aspects of oncology and I have explored the cancer world through a wide variety of lenses.

As a Radiation Oncology Resident, I spend most of my days working directly with cancer patients. I see patients in all stages of their illness, from those newly diagnosed with curable disease to those in need of palliation at the end-of-life. The day-to-day interaction with families is exceptionally rewarding. I have also been fortunate to have excellent mentors at every point in my education who taught me how to combine clinical skills with a curiosity for research. Through this collaboration, I have helped develop new drug delivery systems, researched new protocols for novel therapies, and defined risk factors which predict outcomes in certain cancers.

As a Truman Scholar, I spent time in DC examining the much broader effects of our healthcare and research policies. I witnessed firsthand the opportunity for impact beyond the clinic. As a Zuckerman fellow, I am pursuing the degree of Master of Public Health with a concentration in Health Policy to equip me with the skills necessary to both design and run effective cancer clinical trials, as well as to understand the underlying mechanisms which guide our research policies in this country. I am most excited about collaborating with Zuckerman fellows from other fields, and gaining insight and strategies from their unique perspectives.

AARON R. QUARLES

Harvard Kennedy School
Master in Public Policy Candidate

ACADEMIC HIGHLIGHTS

Harvard Medical School, M.D. Candidate
University of Notre Dame, B.A. in Psychology, *magna cum laude*

PROFESSIONAL HIGHLIGHTS

The Family Van Mobile Health Clinic: Research Fellow
Black Health Organization: Co-President
Health Profession Recruitment and Exposure Program: Executive Committee
Brigham and Women's Hospital Department of General Medicine:
Research Assistant
Race in the Curriculum Working Group: Co-Founder

NARRATIVE

My struggle for racial identity and my background have given race and inequality central roles in my life. As a biracial male raised by a white mother in a black neighborhood who attended schools that remain segregated, there was simply no gray-zone to occupy. In my neighborhood, schools were underfunded, drugs and gangs were pervasive, and unemployment was the norm. My family was not shielded from these realities—I watched as loved-ones battled addiction, fell victim to violence, lost their employment, or spent time behind bars. Mine is not a singular experience, but one shared by far too many communities across this nation.

Having been granted tremendous educational opportunities, I dedicated myself to learning about inequalities in neighborhoods like mine. Combining that with interests in science and a desire to serve, I envision a career as a physician-advocate—exploring the socio-economic and political contributions to disease and working tirelessly (within healthcare and beyond) to combat disparities and give voice to marginalized communities.

At HMS, my interests and passion have continued to evolve. Research opportunities offered new ways to channel my energy and curiosity toward health disparities. I helped lead an expansion of an educational program for minority high school students. Through a science curriculum and a mentored research project, we inspire young people to imagine careers in health sciences. I joined colleagues in an effort of curricular reform regarding racism and health disparities. And while rotating through hospitals, I am increasingly aware of systemic contributions to the diseases and outcomes of my patients.

The complexity of healthcare and the urgency of addressing its varied problems of access, costs, and quality are daunting. None of these issues exist within a vacuum. They are intricately linked to the economic and political events of our national community. In order to have the impact I am capable of and responsible for, I must begin to understand those intricacies. The diversity at HKS and the relationships I will form through the co-curricular program will offer many lenses through which to see those problems. The Zuckerman Fellowship represents a chance to grow in my commitment and ability to serve the public in meaningful ways, as well as a responsibility to share my life and experiences with other future leaders.



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DAVID TROPIN

Harvard Graduate School of Education

Master of Education Candidate in the Teacher Education Program

ACADEMIC HIGHLIGHTS

University of Miami School of Law, J.D.

Syracuse University, B.A. in Political Science, *cum laude*

PROFESSIONAL HIGHLIGHTS

Center for Ethics and Public Service, University of Miami School of Law: Fellow

Lawyers for Literacy: Fellow

Colson Hicks Eidson: Attorney

Honorable Jose E. Martinez, United States District Judge, Southern District of Florida: Judicial Intern

NARRATIVE

I froze during the fall semester of my freshman year at Syracuse University. However, it was not the cold upstate New York weather that caused me to freeze. It was the beginning of September and the teaching assistant for my Sociology 101 class handed out the instructions for the first assignment, a four-page essay. Despite taking all Advanced Placement and honors courses in high school, I never wrote an essay of any significant length. I attended a large public high school in Miami, Florida with over 3,000 students. The average class size was in excess of forty students and because of this my teachers rarely assigned work that would require more effort to grade than using a Scantron machine. Thus, I left high school without many of the skills necessary to survive in college. My experience as a high school student combined with my curative freshman year of undergrad were early factors that inspired me to pursue a career as a high school teacher.

While my high school experience showcased the need for highly skilled teachers, my personal passion for teaching was cemented while I was in law school. It was during this time when I began working with the Street Law Program. Street Law is a legal and educational outreach program that trains law school students to teach law to high school pupils. It was not uncommon for me to teach students at a correctional high school in the inner city and students at a suburban private school in the same week. Working with students of different backgrounds reinforced my desire to help ensure that all students have the opportunity to receive a great education.

As a teacher, I will work tirelessly to ensure that my students have the fundamental skills necessary to succeed in college and in life. I am looking forward to using my training from the Teacher Education Program combined with leadership skills honed through the Zuckerman Fellowship to teach, mentor, and coach high school students and help guide them towards becoming successful productive members of society.

ADAM WANG-LEVINE

Harvard Kennedy School

Master in Public Administration / International Development Candidate

ACADEMIC HIGHLIGHTS

Harvard Business School, M.B.A. Candidate

Stanford University, B.A.

Fulbright Scholar, China

PROFESSIONAL HIGHLIGHTS

The White House: National Economic Council

McKinsey & Company: Corporate Finance

World Bank: China

NARRATIVE

My experiences with private and multilateral institutions as well as the US federal government have shown me the value of careers that bridge a globally diverse spectrum of fields in the public and private sector.

Joining McKinsey & Company in New York, I learned skills related to the management of teams and processes as well as my understanding of private markets. My time with the World Bank in China was critical to my understanding of the region and the dynamics of one of the most important economic relationships in the world.

Joining the National Economic Council in 2009, I saw the utility of these experiences in my role developing and implementing economic policies during and in the wake of the financial crisis. I found the opportunity to develop economic policy incredibly rewarding in its ability to effect positive change in society. However, I also recognized that my previous experiences allowed me to be significantly more effective and informed in my position.

Going forward, I believe the Zuckerman Fellowship presents the ideal environment for continuing this exploration of careers that bridge the worlds of policy and business.



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