



2011-2012

***Presidential
Administrative
Fellowship***

Annual Report

Letter from the Dean of Students

Dear PAF Alumni and Friends:

This has been an exciting year of growth and maturation for the Presidential Administrative Fellows (PAF) program.

From March to August 2011, the PAF 2020 Task Force—made up of 11 staff, three faculty members, and two current fellows—evaluated every aspect of the PAF experience and made recommendations to bolster the program in the coming decade. Guided by SASS Strategic Initiatives Coordinator Toby Davidow, and SASS Graduate Fellow for Research and Assessment Alden Wells, the task force produced a set of 14 recommendations, endorsed by President Knapp, to further refine and enhance the program and the experience of the fellows.



The task force recommendations fell into four areas: enhancing academic success for fellows, expanding rigor and quality standards for our recruitment process, increasing professional development opportunities for fellows and preceptors, and developing a cohort-driven research project, known as the PAF Shared Initiative.

Our efforts around enhanced academic engagement began with the re-connection of a dear friend, Dr. Kathryn Newcomer, professor and director of GW's Trachtenberg School of Public Policy and Public Administration, who returned as the program's faculty advisor. In this role, Dr. Newcomer supports the academic efforts of the fellows, helps to guide the discussions surrounding the PAF Shared Initiative, and offers wise counsel and unique insights into academic administration and planning. In addition to attending the cohort's weekly meetings on a consistent basis, she met with the fellows individually to assist with their mentoring and development.

We enhanced the credibility of the PAF selection process this year by instating a rigid minimum GPA of 3.25 for applicants. As a result, the average undergraduate GPA for applicants was 3.57, and this year's incoming class of fellows has an average GPA of 3.61. These steps, coupled with more guidance for interviewers and a new candidate scoring system, helped enhance the process and build additional levels of accountability and consistency into the selection process.

We also began a new holistic approach to professional development, implementing a curriculum that helps the fellows develop specific professional competencies. The fellows themselves, with the help of Sara Melita, assistant vice president for organizational development and effectiveness, developed the program. We also increased our support and expectations of the preceptors as we sought to further engage them in the professional development of their fellows.

Finally, the fellows pulled together to coordinate a shared initiative this year. The project, identified for the fellows by President Knapp and Provost Lerman, was to better understand the needs of graduate students in our campus community. The fellows developed a comprehensive methodology to capture critical student data, sought input from a series of stakeholders, and shaped a set of recommendations to enhance the graduate student experience at the university, which was presented to the provost in April.

This year was full of effort, accomplishment, learning, and change, and the fellows continue to thrive in an environment ripe with fast-paced energy and action. As an administrative ally to the fellows, I am one of many who have the good fortune to celebrate their successes. I watch with amazement as they continue to achieve their mission to advance our alma mater through their academic achievements, ambassadorial contributions, professional efforts, and service successes.

In keeping with this year's spirit of continual evolution and change, we are excited to share an expanded PAF Annual Report with you. In it you'll find more information on the fellows' academic, professional, and scholarly accomplishments throughout the year, updates from some of our alumni, as well as information on upcoming PAF events. The report also includes a special tribute to Dr. Robert A. Chernak, Ed.D. '97, who will retire this year.

Dr. Chernak helped found, fund, and facilitate the success of the PAF program, and has impacted each of us in special ways. We wish him the best.

Sincerely,

Peter A. Konwerski, B.A. '91, M.A. '93, Ed. D. '97
Senior Associate Vice President and Dean of Students

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Senior Vice Provost and Senior Vice President of Student and Academic Support Services Robert A. Chernak, Ed.D. '97, who helped found the PAF program, will retire from his role this year.

Dr. Robert A. Chernak Retires

BY KELLEY STOKES, PAF '12

In 1989, then-president of the Student Association John David Morris, PAF '92, began working with Dr. Robert A. Chernak, Ed.D. '97, to create a program that would give a select number of graduating GW seniors the opportunity to remain at the university to complete a master's degree while gaining work experience in the administration. They called it the Presidential Administrative Fellowship, and Mr. Morris became the first fellow.

Since then, the PAF program has grown from one to more than 100 fellows, and through it all, Dr. Chernak has remained a dedicated advocate of the program and a familiar face at the fellowship's events.

In June, Dr. Chernak will retire from his post as Senior Vice Provost and Senior Vice President of Student and Academic Support Services (SASS). During his 24-year tenure, the university experienced unprecedented growth in the areas he oversees, including admissions, housing, athletics, and student life. His humor, quick wit, and approachability have made him a GW institution, as well as a close friend and mentor to many of the fellows.

Fortunately, Dr. Chernak's retirement will not take him away from the vibrant GW community he helped shape. In January, Dr. Chernak will join the Graduate School of Education and Human Development's faculty, where he'll teach higher education. In anticipation of his retirement, we sat down with Dr. Chernak to reflect on the last 24 years.

Q: You've had a slew of accomplishments during your time heading SASS. Which would you say you're most proud of?

When you get to a certain level of executive management, it's easy for people to say, "Hey, these were his accomplishments," but other people did those things. I didn't build the residence halls; I didn't find the money. Maybe we were involved in some of the design issues and running them once they eventually opened, but I didn't build them. So I've always shied away from assuming more credit than I deserve.

If I were going to cite an accomplishment, it would be putting together the right team, providing a vision, exercising leadership—when things got tough and there were crises, being calm; maintaining a sense of humor; not panicking; protecting the backs of people that were out there taking risks; and providing support and constructive criticism. It's a matter of having the right people in the right positions doing the right jobs, and providing the kind of vision and leadership that is necessary to spur their best efforts.

Q: What do you think has made your leadership so successful over the years?

I'm very approachable. People have never hesitated to come speak with me if they have something on their mind. And some people have said, well, it's too *laissez-faire*, but that's just the style that I've always felt comfortable with.

I think that because of the length of my tenure here, people view me as a symbol of what they want GW to be in terms of being endearing, having a caring attitude, embracing people, and developing community—sort of like the soul of GW. And I think a lot of people are afraid that when I step out of this job, part of that will disappear. I hope not. I hope that when I step out, some of those principles will continue to permeate the conscience of the administration—that there'll always be a special place at GW for a major focus on the quality of student life.

Q: The last 24 years must have contained a lot of great moments for you. If you had to single out the one that was the most memorable, what would it be?

Because it was significant in so many ways, I would say the Sweet 16 appearance by the men's basketball team in 1993. It was the exclamation point that started to say to the GW community, and to the world at large, that this place is special. It was the surprise of the whole thing: being the last team selected that year in the tournament. Winning the first game. Getting to the Sweet Sixteen. Playing Michigan with five No. 1 draft picks for the NBA. Being down 24 points in the first four minutes, and then with like five minutes left in the game—after being 30-point underdogs—we're actually beating the University of Michigan by three?! We ended up losing the game by seven, but it didn't make any difference. We weren't supposed to be there, but we got to the Sweet 16. That was a major, major, major turning point in the history of GW. Not because of basketball, but because of all the other benefits that accrued. And it started a momentum that really began to reshape the institution.

Q: Are you looking forward to joining the GSEHD faculty in January?

I really feel fortunate to have been afforded the opportunity to serve on the faculty, because there are so many people looking for faculty positions. I think I have enough working knowledge of higher education through things I've done over the years that I can bring a very pragmatic approach to the classroom in addition to all the theory. And you know from CI that I love being on stage (laughs). I've never been bashful going in front of an audience. Teaching is no different. The only thing is that you can't keep using the Michigan story. You have to keep coming up with new material. ◀

Kelley Stokes is a second-year fellow pursuing a Master of Arts in human resource development. She is placed with GW Magazine.

What PAF alums have to say about Dr. Chernak:



"Bob Chernak has a heart as big as GW. His love for the students is exemplified in his work to breathe life into the Presidential Administrative Fellows program. To be there in that inaugural year was a treat. I saw when Bob had that first twinkle in his eye about how to harness GW loyalty and talent to build more of the same. Bob created a unique concept that has emerged as one of the finest fellowship programs in higher education and, perhaps most importantly, a critical factor in the transformation of the university's culture to one of great pride and spirit of service for one another."

—JOHN DAVID MORRIS, PAF '92

"Kind, committed, approachable, and unbelievably friendly, Dr. Chernak has always made students his priority, and he took the time to get to know so many of us personally. As a student, I always felt that Dr. Chernak was interested in my academic success, and as a staff member, he was open to hearing my ideas and understood the value of professional development. Now, as an alumna, he encourages me to engage as a mentor to students...and as a fan of GW basketball. Dr. Chernak is a wonderful leader who offers patience, empathy, and wisdom (with a dash of humor) to anyone who seeks his input."

I can't imagine Colonial Inauguration without Dr. Chernak—who else will warn the crowd of Michigan's unfavorable climatic conditions? Parents would always tell us that Dr. Chernak was their favorite part of the new student orientation program because he was honest, fun, and warm."

I will always be thankful for the guidance, time, and opportunities that Dr. Chernak provided for me during my time at GW—he truly shaped my experience."

—JACQUELINE HACKETT, PAF '10



One of the murals painted by GW students on the Alternative Winter Break (AWB) Honduras team in collaboration with the Organization for Youth Empowerment.

Alternative Winter Break Trips Provide Unique Opportunity for Service

BY DARNELL CADETTE, PAF '12

Sporadic showers, manual labor, sweat, dirt, and unsettled stomachs—for most, these words do not paint the picture of an enjoyable trip. However, for three fellows—Brian Engel, PAF '12, Jessi Mann, PAF '13, and me—they were the makings of an unforgettable experience.

As fellows, we are charged with representing the university as ambassadors in a variety of situations. Additionally, a commitment to community service has consistently been a value embedded in the PAF program. This year, Brian, Jessi, and I had the opportunity to infuse our ambassadorial role with service while volunteering as learning partners for GW's Alternative Winter Break (AWB) program. Learning partners serve as participants on the trips and support the service-learning goals of the group.

Both Jessi and I had prior involvement with AWB and were eager to apply to be learning partners this year. Jessi participated in various trips as an undergraduate and served on the Alternative Break Executive Board during her senior year. For Jessi, it was natural to apply to be a learning partner. "As an undergraduate, the Alternative Breaks program and community became my home away from home at GW. Doing service trips both in the country and abroad was how I found some of my best friends and mentors, and it undoubtedly inspired my current professional and personal goals. Upon becoming a graduate student and an employee, I was determined to continue being part of such a powerful program, and applying to be a learning partner was the perfect way to achieve that."

Although Brian was familiar with the AWB program, this year marked his inaugural trip. While he had never previously participated, he realized the value of the experience and was excited to be selected as a learning partner. "I never had the opportunity to be involved with AWB as an undergraduate. It struck me as a really worthwhile program that exposes GW students to the real-life considerations associated with the problems and issues that many are studying in the classroom. Those types of opportunities proved to be very valuable to me,

and the opportunity to help facilitate a similar type of experience for someone else seemed like something that would be both worthwhile and rewarding.”

While the three of us participated in AWB at the same time, we each completed very different service projects. Jessi joined students on a trip to Las Marias, Puerto Rico, to work on an organic farm with an organization called Plenitud Inicativas Eco-Educativas. Despite her familiarity with AWB trips, this experience was quite unique for her. “As a group, we helped to maintain the farm by watering and mulching, repairing the ‘grey water’ systems, transplanting crops around the farm, planting new trees, painting the outdoor shower stalls, and building a portable composting toilet. Additionally, we participated in educational workshops taught by Plenitud staff so that we had knowledge surrounding our efforts on the farm.”

Brian participated in a trip to San Juan Comalapa, Guatemala, where the group partnered with Long Way Home, a local NGO in the final phases of constructing the Tecnico Maya Vocational School, a building made entirely out of recycled materials. After a week of work, Brian could easily identify the contribution his group made to the project. “We worked to construct the school from recycled and sustainable materials. Our group added several layers to a large retaining wall behind the school. The wall collects and reuses rain water, and is important in protecting the structural integrity of the land that Tecnico Maya is built on.”

Like Brian, my first experience with AWB was in San Juan Comalapa with Long Way Home. This year, however, I served alongside 17 students in El Progreso, Honduras, as we worked with the Organization for Youth Empowerment (OYE) to paint a school and orphanage, exchange ideas about youth empowerment with high school and college students, and immerse ourselves in the issues facing Honduran youth. Witnessing the perseverance of these Honduran students and their commitment to both education and the betterment of their communities was rewarding and inspiring.

While our trips and issue areas were unique, Brian, Jessi, and I all shared similar sentiments about our experiences working alongside the student participants. Jessi found our age to be a useful tool while serving in a leadership capacity.

“Being so close in age with the undergraduates was advantageous in that they were not only candid and vulnerable around each other, but with learning partners as well.” Our ability to learn and grow alongside the participants made the experience more fulfilling for us.

There were also benefits to being able to step back and observe the group in a leadership capacity. Brian, for example, was able to see participants grow throughout the trip. “It was fulfilling to watch students grapple with the good, bad, and ugly of the project and the greater situation that they were immersed in. I enjoyed watching the participants’ views, assumptions, perceptions, and ideas take shape and evolve over the course of the week. I really believe that experiential programs, like AWB, are critical to providing the context for students’ education.”

In addition to working with the undergraduates on the trip, getting to meet and learn from the native Guatemalans, Hondurans, and Puerto Ricans was arguably the most valuable part of our week of service. Speaking to Luis Paredes, OYE’s operational director, and Administrative Director Marisol Fuentes Pavon about their experiences running an effective youth-based NGO in Honduras, and witnessing the creativity and resilience of the students and staff, left every member of the Honduras trip both inspired and motivated. Jessi had a similar experience. “I think my most memorable experience was meeting Paula and Owen, the couple who own the farm. They were two of most inspiring people I’ve ever met—incredibly generous and always eager to teach, feed and share wisdom with you. They valued the people around them more than anything, and as a group, we definitely took that away with us.”

Serving as learning partners was a very unique experience that left each of us with important takeaways. Brian summed it up best. “Be passionate, but inform that passion with pragmatism in order to produce real change and make real gains. Also, don’t open your mouth while in the shower.”

Darnell Cadette is a second-year fellow pursuing a Master of Public Policy. He is placed with the Office of Government & Community Relations.

Brian Engel, PAF ’12, with co-learning partner Erin Grosso in San Juan Comalapa, Guatemala, volunteering with the NGO Long Way Home.



Research and Knowledge Take on a New Meaning in Graduate School

BY BRIAN ENGEL, PAF '12

On the first day of graduate school, it is not uncommon for students to hear some variation of the same rote lecture they received as undergraduates.

"These are my teaching expectations. Your exams and/or papers will be due on the following dates. The grading structure is as follows." There are generally a handful of questions about the specifics of the outlined assignments and sour looks build as additional questions prolong the normally short first day of class. Inevitably, someone will ask the tired question of which citation format—MLA, APA, or Chicago—the professor prefers and, shortly thereafter, we students typically get our wish as class concludes early. By most accounts, the first day of graduate school—the experience which frequently seems to be the most challenging intellectual exercise to date for those of us in the hot and stuffy August classroom—is remarkably uninspiring.

There is, however, something that sets that day apart from the many other first-days of class we've impatiently sweated through. The professor emphasizes something new, something unique to graduate education: "As a master's candidate in your discipline, you are expected to begin making the transition from a student who consumes knowledge to one who produces it." Taken at face value, this statement holds little sway. Most students, by the time they arrive at graduate school, have generally "produced" a great deal. After all, writing papers, penning reports, and conducting analysis—production in the literal sense—are hallmarks of many professional disciplines and nearly all undergraduate programs. In time, though, as the delight of that first day's early dismissal fades to D.C.'s gray Novembers, it becomes clear that the professor had something else in mind, something novel that begins to beg an interesting question: how does one actually produce knowledge? The answer is research.

This perhaps comes as a rather bland statement. To be sure, many undergraduate programs emphasize original research and there are numerous professions that demand it on a regular basis. With notable and laudable exceptions, though, much of this work involves reassembling existing work to support a particular conclusion. In the best case, this

masquerade involves conclusions that are perhaps somewhat inventive, but ultimately old dogs are still being used to do new-ish tricks. The worst case must be decidedly less benign, because a professor of mine once referred to such work as "gratuitous literary violence."

Thus, we learn to amalgamate and reinterpret—often creatively (and sometimes painfully)—but not to produce. In all fairness, mastery of this type of work is an important prerequisite to living up to the expectations set by our professors on the first day of class, but it is by no means sufficient. So, we go to graduate school to learn the next steps. The intricacies are rather dull, but the experience is invaluable.

In 2008, President Knapp unveiled a series of new strategic initiatives for the university, one of which was a new emphasis on research. The priority is not just the stuff of lab coats and beakers; rather, GW can now boast research in an array of areas including public policy, education, international affairs, media, and others that are far less mainstream. These are important from an institutional perspective for good reason. They allow the university to further market itself as a serious and reputable educational institution engaged in substantive academic work, and will hopefully provoke an academic snowball effect. As research across the university grows in both depth and breadth, so do GW's marketing power and the commensurate effects associated with it.

From a student perspective, however, the value is in the learning experience associated with research—true research, that is. Solid research places a premium on originality and on the conceptualization of new ideas, new prospects, and new approaches. It demands innovation. When, as students, we are challenged to produce inventiveness, we not only acquire new knowledge about a particular subject—the actual product of our research—but we also begin to internalize the methods utilized in that process of production. Good research, innovative research, then, produces students who are more creative and adaptive in their thinking; students who demonstrate increased perspective in their work—all skills which are transferable beyond the world of academia.

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Recruitment & The PAF Class of 2014

BY JORDAN CHAFFIN, PAF '13

The dedicated members of the PAF 2020 Task Force recommended several changes for the 2011 recruitment team. The improvements, including an increased emphasis on academic achievement, yielded one of the most competitive PAF classes in recent years. The 23rd PAF class excelled in a more intense selection process, which included a first round "paper cut," a strictly enforced 3.25 minimum GPA requirement, and a larger number of faculty involved in the interview process. Both changes aimed to enhance the academic prestige of the program.

The recruitment team also doubled their efforts to reach a greater number of qualified candidates for the PAF program. They started by targeting a more diverse group of students and began recruitment in late September rather than mid-October. For the first time, all students who met the GPA requirement were invited to apply for PAF via a mass email. Some students indicated that they had never heard of the PAF program until they received the personalized email encouraging them to apply. PAFs also held information sessions during various student organization meetings and presented to various senior courses. Increased recruitment efforts led to 65 student applications from all walks of GW life—up from 48 applications last year.

The PAF Class of 2014 attracted an array of students interested in furthering their academic and professional experience at GW. "Urban education policy has long been a passion of mine, but I knew that with just a bachelor's degree, I was not ready to enter this field," said Allison Rohde, PAF '14. "PAF gives me the opportunity to grow academically and professionally within my area of interest."

"I am excited to continue my education here as a Presidential Administrative Fellow, to extend my graduate experience from the classroom to personal, professional, and educational growth," Jessica Fern, PAF '14, said.

Jordan Chaffin is a first-year fellow pursuing a Master of Arts in global communication. She is placed with the Office of Government and Community Relations.

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So long as research continues to be an important institutional priority, one that is expanding into multiple sectors of the university, more of us will benefit from increased and diverse opportunities to build new, transferable skills. At GW, the prospects for this take on a special dimension. The university has doubled-down on its research initiatives, yes, but it has also shown a serious commitment to expanding the range of those efforts. For instance, GW's Global Forum was initiated three years ago, and was recently convened in Seoul, South Korea; partnerships are being brokered with institutions in Europe, Asia, and the Middle East to cooperate on various subjects; and the amount of funding available for both domestic and international research has risen dramatically in the last four years. From the student perspective, in the past year alone, fellows have conducted emerging market reviews in Beijing and Shanghai, completed case studies of European educational systems in Prague, established clinical research programs in Foggy Bottom, investigated international human rights law at Oxford, and offered political analysis from Ankara and Istanbul. Indeed, the oft-cited one-liner that GW is "engaging the world from the nation's capital" seems rather timely and accurate.

The process of research builds the critical faculties which make us better students and, ideally, more thoughtful individuals. Fortunately, GW provides its students with opportunities to complete work that fosters adaptability and perspective in the type of environment that demands it. The ordeal is rigorous but, like most things that are difficult, it teaches us a great deal. It gives us knowledge; it teaches us about ourselves and others; and it generates a product—a real product of which we can be proud. I am hard pressed to identify the drawbacks of this type of experience, but perhaps that demands further research. ◀

Brian Engel is a second-year fellow pursuing a Master of Arts in Middle East studies with a concentration in international security policy. He is placed with the Department of Emergency Medicine's International Special Programs Office.

Brian Engel, PAF '12, witnesses a camel caravan in the desert beyond the Abu Dhabi emirate limits in UAE. Brian traveled to Abu Dhabi to help coordinate a multinational infectious disease and disaster response conference hosted by the UAE Armed Forces and the United States Central Command. Delegates from USA, UAE, Iraq, Jordan, Lebanon, Qatar, Saudi Arabia, and Yemen participated.





PAFs Serve GW by Participating on Committees & Task Forces

BY JESSI MANN, PAF '13

This year, fellows provided valuable insight to university administrators by serving on 15 task forces and committees across the university. Participation provides fellows with the opportunity to expand their professional development and familiarity with the inner workings of the university.

Serving as both staff and current graduate students, fellows offer valuable insight to the committees and task forces that they serve. This year's fellows participated on the Medical Center Advisory Committee, the Urban Food Task Force, the Breast Feeding Friendly University Project, the Financial Conflict of Interest Policy Committee, and the University Counseling Center Review Committee.

Meaghan Smith, PAF '12, served on the Medical Center Advisory Committee in light of a Board of Trustees request that university administrators conduct a review of the organizational structure of the GW Medical Center. The committee included deans, students, faculty, and senior administrative staff from the three schools, GW Hospital, and the Medical Faculty Associates.

"Having the opportunity to observe the group decision-making process and the dissection of an elaborate structure was an incredible learning experience," Meaghan said.

Tura Woods, PAF '12, worked directly with Diane Robinson Knapp while serving on the Urban Food Task Force. The Urban Food Task Force is an initiative of GW faculty, students, staff, and volunteers who share an interest in healthy eating, sustainable food production, and food policy. The task force met regularly to identify and recommend ways the university might further support scholarship and instruction on sustainable urban food policies and related issues. Its end goal is to provide information and training on healthy eating and food preparation, and offer healthy and sustainable food choices to students, faculty, and staff.

Tura served as a liaison between the administration and students interested in enhancing awareness of healthy and sustainable eating. "As part of the committee, I worked with university stakeholders to improve GW's food policies regarding healthy food choices on campus," Tura said.

Elizabeth Barnett, PAF '13, is a member of the Breast Feeding Friendly University Project (BFF Project) sub-committee, formed by University Human Resources. Elizabeth is responsible for researching best practices in breastfeeding support, advocating for breastfeeding employees, and working to improve university policy around work/family balance.

The BFF Project is a university-wide collaboration that began in September 2011 to support breastfeeding mothers and families on campus. BFF Project members include faculty and deans from the School of Public Health and Health Services, School of Nursing, and School of Medicine and Health Sciences; university staff; and medical professionals from GW hospital.

Eric Thibault, PAF '13, currently serves on GW's Financial Conflict of Interest Policy Committee. The committee, formed to address the Department of Health and Human Services' newly established regulations governing financial conflicts of interest on Public Health Service funded awards, is tasked with revising GW's current policy to ensure compliance with the new federal regulations.

Robert Donnally, a committee member and director of regulatory affairs in the Office of the Vice President for Research, said, "Eric has been very valuable in supporting committee efforts to implement a major new policy change that will be a significant addition to the university's overall compliance efforts."

Eric has already been involved in presenting an overview of the changes to GW's research staff, developing policy alternatives and recommendations for executive management, and assisting with policy development that will ultimately be approved by university administrators, the Faculty Senate, and the Board of Trustees.

"Serving on this committee has been a great opportunity for me to apply theoretical knowledge from my master's program and develop practical skills," Eric said. "An added benefit is that it also helped me tremendously in my Regulatory Comment Clinic class this semester."

This past year, the university completed a full assessment of the University Counseling Center (UCC). Three fellows, Kelley Stokes, PAF '12, Taylor Tibbetts, PAF '13, and Paul Biba, PAF '13, all served on the UCC Review Committee, each within different sub-committees.

Kelley participated in the Education, Outreach, and Prevention sub-committee. This sub-committee assessed the effectiveness of UCC's education, outreach, and prevention programs. The subcommittee also analyzed other universities' counseling center websites and researched best practices.

Taylor served on the Clinical Care sub-committee of the UCC Review Committee. This sub-committee was tasked with exploring and making recommendations about clinical care services, crisis management and emergency response, and accessibility.

Paul served on the Operations sub-committee of the UCC Review Committee. This sub-committee looked at how the counseling center functions and the ways in which the internal operations affect the quality of clinical care. Collectively, they addressed staffing levels, working hours, hiring practices, and services provided to ensure that UCC adopted an institutional framework that would enable the highest quality care possible.

"As PAFs on the UCC sub-committees, we provided a voice for students in a decision-making process that will have a long term effect on the mental health care offered by the university," Paul said. "Participating on the committee was a great way to serve the university as an ambassador for students and for the PAF program." ❖

Jessi Mann is a first-year fellow pursuing a Master of Public Policy. She is placed with the Office of Foundation Relations within the Division of Development and Alumni Relations.



PAF Assists Department of Emergency Medicine in Revamping Clinical Research

BY ERIC THIBAUT, PAF '13

From serving as clinical research study coordinator to designing the first formalized summer research internship program, Meaghan Smith, PAF '12, has personified GW's research aspirations.

In her two years as a fellow, Meaghan Smith, PAF '12, has worked closely with the chief for clinical research in the Department of Emergency Medicine to develop a more robust framework to support the department's clinical research. "Having the opportunity to immerse myself in clinical research through my placement has been incredibly rewarding," Meaghan said. "I am able to apply what I have learned in my Epidemiology courses to the workplace, and my placement has allowed me to further develop my skills as a researcher, while also exposing me to a variety of activities taking place in a clinical academic department."

Meaghan has contributed to several clinical research publications. In October, she co-authored and published a research article in the *Annals of Emergency Medicine*, the official journal of the American College of Emergency Physicians, and in April, she will present an abstract at the Translational Science Conference in Washington, D.C. Most recently, she co-authored three abstracts that were presented at GW Research Days on capsule endoscopies, a treatment for hemorrhaging; individuals' willingness to use cell phones while driving; and reproductive health training for Indian sex workers.

In her role as clinical research study coordinator, Meaghan also wrote the department's Research Assistant Code of Conduct to ensure all research personnel

act in accordance with the policies of GW's Institutional Research Board (IRB). The IRB reviews research projects involving human subjects to ensure that the subjects are willing participants and not placed at undue risk through the study.

"The Research Assistant Code of Conduct is extremely important because it ensures that our clinical research associates are assisting the clinical research team with the utmost integrity, abiding by the professional code of ethics, and adhering to IRB compliance," Meaghan said.

Thanks to Meaghan, the department now offers a formal summer internship program that trains college students from across the country in the essentials of clinical research. Meaghan helped to create the program's web presence, marketing materials, and curriculum design. She also facilitated the application and interview process, and helped select participants.

"The internship is a great opportunity to experience what it's like to talk with patients, do research, and participate in the process of clinical care in the emergency department," said Dr. Mary Pat McKay, who helped Meaghan design the program along with her preceptor, Chair of the Department of Emergency Medicine Robert Shesser, M.D.

Over the course of her placement, Dr. Shesser ensured that Meaghan was exposed to the many roles a clinical academic department chair plays. To augment her professional development, he invited her to participate in the budget review process and tasked Meaghan with generating quarterly physician productivity reports in order to track physician progress throughout the year. While both these experiences were focused on educating Meaghan as a fellow, they also allowed her to make material contributions to the department.

This year, the emergency department underwent a massive construction project and simultaneously switched to a new electronic medical record. As a result, the demand for more scribes to assist physicians working with the new EMR increased rapidly. Dr. Shesser assigned Meaghan to work with another physician in the department, Dr. Neal Sikka, to reorganize the scribe program to meet this increased demand in the future.

"The opportunity to work with such established physicians on a daily basis has given me a series of successful academic physicians as role models," she said. "I could not be graduating from the PAF program more thankful than I am to have found such a rewarding placement site under the guidance of a wonderful preceptor." ◀

Eric Thibault is a first-year fellow pursuing a Master of Public Administration. He is placed with the Office of the Vice President for Research.

Meaghan Smith, PAF '12, with her preceptor, Chair of the Department of Emergency Medicine Robert Shesser, M.D.

The Evolution of the PAF Program and the 2020 Task Force

BY DR. KATHRYN NEWCOMER, PAF FACULTY ADVISOR

In addition to serving on the PAF 2020 Task Force, I have had the opportunity to watch the PAF program grow and evolve from its beginning over 20 years ago. When the program was started, I served as the faculty advisor in its first years, and then, after a long break from this role, I became the PAF faculty advisor again for the 2011–2012 academic year. In addition, I served on almost every PAF selection committee over the two decades.

This rather consistent involvement over the years has afforded me a unique perspective on the program. There are at least five themes I would say characterize the evolution of the PAF program over its life span: first, rising expectations for the fellows' engagement across the university and community; second, the fellows' rising expectations of the professional development opportunities offered to them; third, increasing professionalism in the PAF selection process; fourth, increasing administrative support for the program; and fifth, an intermittent yet fairly consistent concern that the PAF program has very little interface with the academic component of the university. In this brief overview I will elaborate on these five themes.

ENGAGEMENT CREEP

The PAF vision statement explains that PAFs are expected to be actively participating in both university events and community service, and serving as the university's ambassadors at university functions. PAFs have always

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Jordan Chaffin, PAF '13, and Damell Cadette, PAF '12, share a laugh with George and GW President Steven Knapp while hosting GW's Birthday Bonfire.



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enthusiastically performed their ambassadorial role—but the number and range of activities for such engagement has grown over the years. Literally, there are more and more development functions, Foggy Bottom outreach activities, university-wide task forces, and committees than ever before. GW student community service has always been impressive, but the Michelle Obama Challenge raised expectations higher than ever before for all students—perhaps even more so for PAFs. The ability to do well in their academic programs and in their placements and serve the university and the community in more and more ways has become more challenging—and even stressful—for PAFs over time.

DEVELOPING PROFESSIONALS

The PAF program boasts that fellows will receive a full complement of practice and training in leadership and administration. In the early years, PAFs expected that their supervisors in their workplace, i.e. preceptors, would provide everything they needed in terms of professional development. However, the higher up within the university the supervisor, sometimes the less time they may have available to “train” their PAF. Frankly, it has sometimes been assumed that all preceptors knew exactly what was expected of them—and they have not. Fortunately, more attention has been given to communicating expectations and advice to preceptors in recent years.

SELECTING THE BEST AND BRIGHTEST

There have always been dedicated university administrators who have helped select new PAFs for many, many years. But over time more and more administrators have become involved in the rounds of interviewing. With more participants has come more diversity in perspectives (a plus), but also a potential for inconsistency across multiple panels of interviewers. Fortunately, more attention has been directed toward routinizing interviewing and interviewers this year, and improvements in the selection process continue.

DEDICATED STAFF

The number of PAFs selected, the number of applicants, the number of interviewees, and the related paperwork have all risen over the years. Fortunately, the Division of Student and Academic Support Services has provided dedicated staff to coordinate the selection processes and support the PAF program and the PAFs. This institutional support has been consistent and reliable, but academic involvement has not been as apparent.

PAFS ARE STUDENTS, TOO?

To the rest of the university, the identity of the program has always been as a training ground for university administrators and a showcase for GW undergraduates who were standouts in student government, athletics, and other arenas of service. However, with no required grade point for selection until last year and very little faculty involvement with the program, professors have not perceived the program as “academic.” While the PAFs do receive full graduate school tuition scholarships, they were not really viewed as scholarship winners by the faculty. This identity issue may have contributed to the paucity of faculty members volunteering to help with the selection process. The good news is that the PAF 2020 Task Force identified this issue, along with all of the others I’ve mentioned here, and progress has already been made in engaging the academic side of GW with the new, improved, and ever-stronger PAF program. ◀

A Closer Look at the PAF Professional Development Program

BY SARA MELITA,
ASSISTANT VICE PRESIDENT FOR
ORGANIZATIONAL DEVELOPMENT
AND EFFECTIVENESS

This year the PAFs advocated for an increased focus on their professional development to better prepare them for “the real world,” or as I call it, “the world beyond the GW community.” In response, Brian Engel, PAF ’12, Eric Thibault, PAF ’13, and I designed a professional development program that would allow the fellows to develop a set of core competencies based on their individual needs and practice those competencies in their placements.

The fellows focused on developing the following competencies this year:

- Conflict Management
- Creativity
- Dealing with Ambiguity
- Learning on the Fly
- Listening
- Motivating Others
- Perspective
- Political Savvy
- Problem Solving
- Self-Knowledge

The program was designed using a 70/20/10 learning model. Following this model, 70% of the learning was experiential, 20% was learned through others, and 10% was learned through formal training.

Fellows took part in 180-degree feedback assessments, performance reviews, and training sessions during their weekly meetings. In addition, they were offered the opportunity to take part in one-on-one sessions with an executive coach. The heavy focus on learning through their placements also offered preceptors the opportunity to continue their own professional development by practicing their coaching and leadership skills.

Academic Achievements

- For his Regulatory Comment Clinic class, **ERIC** analyzed and critiqued a proposed regulation by the Centers for Medicare & Medicaid Services that would require increased transparency reporting by pharmaceutical companies if they have issued payment to physicians or a physician has any investment interest in the company.
- In May 2011, **TAYLOR** was awarded the Sylvia S. Speck Prize in English Literature for exemplary academic achievement in English literature.
- **MEAGHAN** was elected to the board of the Public Health Student Association for the 2011–2012 academic year. She served as the alumni relations co-chair, organizing various events for alumni and current students to connect.
- **ERIC** and **ROB** will travel to London this summer as part of a short-term study abroad program at Regents College. The class will focus on the history and implementation of contracting, as well as the privatization of various government sectors in London.
- During the summer semester, **SHAKIR** studied abroad at Oxford University's New College, where he studied international human rights. Most recently, he participated in short-term winter study abroad in China, where he studied various financial institutions.
- For his Program Evaluation and Measurement class, **ERIC** partnered with one of his classmates to carry out an evaluation for the U.S. Department of Health and Human Services' public health training center program. They analyzed qualitative and quantitative data and conducted interviews with various stakeholders to inform a number of recommendations to improve the program.

Brian Engel, PAF '12, with his colleague, Ela Macander, and preceptor, Jim Marinucci, at the Sheikh Zayed Grand Mosque in Abu Dhabi, UAE. Brian traveled to Abu Dhabi, UAE, to help coordinate a multinational infectious disease and disaster response conference hosted by the UAE Armed Forces and the United States Central Command. Delegates from USA, UAE, Iraq, Jordan, Lebanon, Qatar, Saudi Arabia, and Yemen participated.



- In March 2012, **BRIAN** completed his final capstone research in Ankara and Istanbul, Turkey. His project examines evolving civil-military relations in Turkey and their effects on the policy dynamics of the Turkish state.
- **MEAGHAN** is listed as a co-author on three abstracts accepted to GW Research Days 2012: "Capsule Endoscopy for Hemorrhage in the ER," "Willingness to Use a Cellphone While Driving Among ED patients," and "Reproductive Health Training Curriculum for Indian Female Sex Workers." She presented the "Reproductive Health Training Curriculum for Indian Female Sex Workers" poster at Research Day.
- For her capstone project, **KELLEY** wrote a research paper on national talent management programs and policies.
- For her planning and administration of health promotion class, **ELIZABETH** wrote a grant for the SEED School of Washington, D.C., for a nutrition education program, which will be submitted to the Cafritz Foundation.
- As part of his graduate coursework, **BRIAN** completed a semester-long research project entitled "Counterinsurgency in Sa'ada: The Road to Paradox," which deals with the Houthi rebellion in Northern Yemen and the Yemeni government's response.
- A poster **MEAGHAN** co-authored, "Reproductive Health Training Curriculum for Indian Female Sex Workers," won the first-ever award from the Jacobs Institute of Women's Health for the best student poster in women's health at GW Research Days. Blaine Parrish, an assistant professor at GW's School of Public Health and Health Services, served as Meaghan's faculty advisor.
- **JORDAN** is an ongoing advocate for undergraduate research, participating as a panelist in several Elliott School classes and seminars, and helping to make students aware of research opportunities and fellowships at GW.
- **MEAGHAN** took the first summer institute course, titled Mobile Healthcare: Innovations in Telemedicine, offered in summer 2011.
- For his capstone project, **DARNELL**, in collaboration with Broader Bolder Approach to Education, conducted research on the impact of the great recession on students' needs, schools' ability to meet those needs, and its implications on student outcomes.

While studying abroad at New College of Oxford University, Shakir Cannon-Moye, PAF '12, had an opportunity to visit the historic Stonehenge site.





Meaghan Smith, PAF '12, traveled to India with the first School of Public Health and Health Services summer abroad program for a course titled "Introduction to Social Entrepreneurship: A Case Study of India."

- **MEAGHAN** served as the SPHHS student representative on the Medical Center Advisory Committee.
- As a research project for his Normandy: Sacrifice for Freedom course, **PAUL** used resources from the National Archives and the Library of Congress to create a 25-page biography about a U.S. soldier who died while fighting in the D-Day campaign during World War II.
- As an editor of the *Elliott School Undergraduate Academic Journal*, **JORDAN** assisted in the editing process of 15 handpicked senior theses, one of which was her own. Copies of the 2011 published journal can be viewed at the Elliott School's Advising Office.
- **MEAGHAN** presented an abstract at the Translational Science Conference titled "Classification of CT Imaging Reports Using Natural Language Processing and Data-mining Techniques," held April 18-20, in Washington, D.C.
- In August, **DARNELL** travelled to Prague, Czech Republic, where he studied the Czech education system. Through the comparative study of education policy, Darnell was able to learn promising practices in the field.
- **MEAGHAN** traveled to India in August 2011 with the first SPHHS summer abroad course, "Introduction to Social Entrepreneurship: A Case Study of India." The group of students met with nine different NGOs in Mumbai and Delhi.
- **ROB** conducted an independent study regarding the feasibility of implementing cloud computing technology within the U.S. exporting and importing processes. Rob drew on his experience as an employee within the Department of Commerce's International Trade Administration to enhance his study.
- In her Strategic Political Communication class, **JORDAN** participated as a consultant on a photojournalism project by Steve Liss, an award-winning photojournalist whose photographs have been on the cover of *TIME* magazine. Jordan and her classmates helped Steve produce a communications plan for his latest project, which highlights deep poverty in America. Steve has since appeared on CBS and is gaining national press.
- **MEAGHAN** worked as a teaching assistant for the undergraduate course titled Theory and Practice of Research in a Clinical Setting.



Professional Accomplishments

- In her current placement, **TAYLOR** successfully pitched a GW student for inclusion in a feature article about student entrepreneurship in *The Washington Post*.
- **ERIC** worked with fellow PAF, **JESSI**, and the Foundation Relations team to write a grant to the Japan Foundation. The grant topic spurred a larger project that aims to solicit corporate sponsorship for a conference that will discuss the role of businesses in disaster relief efforts.
- **SHAKIR** was a contributing member to the design of an interdisciplinary sustainability minor, which was announced this spring and will be offered for the first time this fall.
- **BRIAN** traveled to Abu Dhabi, UAE, to help coordinate a multinational infectious disease and disaster response conference hosted by the UAE Armed Forces and USCENTCOM. Delegates from USA, UAE, Iraq, Jordan, Lebanon, Qatar, Saudi Arabia, and Yemen participated.
- **DARNELL** organized Senior Prom, a service event that welcomes 500 senior citizens from across all eight wards of D.C., in an effort to ensconce GW as an institution "in and of D.C."
- Through her placement with *GW Magazine*, **KELLEY**'s writing was published in *GW Magazine*, *Mount Vernon Today*, and on the GW research blog, Untrodden Ground (gwresearchblog.com). One of her articles was

Darnell Cadette, PAF '12, with Foggy Bottom neighbors at the 9th Annual Foggy Bottom/West End Neighborhood Block Party, which he organized for the second year in a row

also published in the *GW Magazine* special supplement on the GW Foggy Bottom Centennial Celebration.

- **TURA** participated in the Association of Governing Boards' National Conference on Trusteeship in Los Angeles, CA, with her colleagues from the Board of Trustees Office.
- As part of his placement with the Department of Emergency Medicine's International Special Programs office, **BRIAN** helped develop a streamlined supply-chain model for moving people, medical equipment, and supplies between projects in Kuwait, Qatar, Iraq, and Afghanistan.
- At the request of President Knapp, **TAYLOR** worked with the executive director of media relations to draft and present a communications plan for the PAF program.
- As part of his placement in the Office of Government and Community Relations, **DARNELL** led the planning of the 9th Annual Foggy Bottom/West End Neighborhood Block Party. The event welcomed over 2,000 members of the Foggy Bottom, West End, and greater D.C. communities.
- At the request of the Director of Regulatory Affairs, **ERIC** was asked to serve on the Financial Conflict of Interest Policy Committee.
- As a member of the Career Services Task Force and the Council on Diversity and Inclusion, **TURA** helped develop the respective final reports for and presentations to university administrators.
- **ROB** worked with the GW School of Business in the summer of 2011 to help establish the GW STAR (Special Talents, Access and Responsibilities) Executive MBA program, a unique and innovative program created to facilitate current and former professional athletes to achieve an MBA. The first class of the STAR Executive MBA program enrolled 22 students.
- **TURA** recently accepted a position with a consulting firm in Washington, D.C., where she will work on projects within the federal sector.
- **SHAKIR** received the 2010 David A. Baer Award for Individual Excellence, the 2010 George Washington Wall of Fame, and the 2010 Martin Luther King, Jr., Award from GW's Multicultural Student Center.
- In her placement, **ELIZABETH** organized the Winter Fitness Challenge for GW faculty and staff. She was in charge of communicating with over 200 participants and planning activities.
- Through her placement, **MEAGHAN** designed the Undergraduate Summer Research Internship, which will be launched in summer 2012. She facilitated the application and interview process, and hopes to see GW students benefit from the program for years to come.
- As a member of the Division of External Relations, **DARNELL** organized a division-wide service project at Stanton Elementary School in an effort to strengthen GW's partnerships throughout the District.
- **TURA** coordinated student participation in the GW Leadership Retreat, New Trustee Orientation, and various university focus groups.
- **DARNELL**, along with fellow members of the Office of Government and Community Relations, participated in various GW service initiatives, including the Foggy Bottom Clean Up, MLK Day of Service, and Freshman Day of Service.
- Within his placement, **PAUL** helped plan the first annual Forum on Safety and Security. This town hall-style meeting allowed students, staff, and faculty members to provide feedback in person and through social media directly to the leadership staff within the Office of Safety and Security.
- In his placement, **ROB** has coordinated a team of ten undergraduate and graduate Civility Educators, who meet with students to discuss the role of civility on campus and the factors that can lead to poor decision-making.
- **ERIC** worked with the Associate Director of Research Enhancement to host a faculty development seminar. The seminar taught seven faculty members how to effectively write, route, and submit a research grant to the National Institute of Health for funding.
- **ROB** worked with Assistant Dean of Students Tara Pereira to create the "Living in the Green" campaign, a campus-wide campaign focusing on promoting positive decisions and a healthy campus atmosphere.
- In an attempt to foster a sense of community between GW and its neighbors, **DARNELL**, with the help of Sarah-Jo Lawrence, PAF '10, organized two community basketball games where members of the Foggy Bottom community were invited to show their colonial pride at a GW Women's Basketball Game.



Service and Ambassadorship

- **TAYLOR, KELLEY, and ERIC** worked together to redesign the PAF Annual Report.
- **SHAKIR** volunteered as a financial consultant for the National Center for Global Engagement, a nonprofit dedicated to increasing access to worldwide education, civic, and career opportunities for working-class Americans of color.
- **BRIAN and ERIC** worked with the Office of Organizational Development and Effectiveness to develop the PAF Professional Development Program. The program conducts an individualized assessment, addresses key professional competencies, provides one-on-one executive coaching, and group training.
- In May 2010, **KELLEY** managed the fundraising and outreach efforts of the University Singers and GW Troubadours a cappella group in preparation for their May 2010 Brazilian tour. She then accompanied the groups on the tour to Rio de Janeiro, Santos, and São Paulo, Brazil. While there, she sang with the GW Troubadours and managed the tour's blog and Twitter account.
- **TURA** was featured in a video highlighting GW's sustainability efforts and their effects on the student community.
- **BRIAN and MEAGHAN** served as the fellows' representatives to the PAF 2020 Task Force, which conducted a full-program review of the fellowship and made recommendations for changes and improvements.
- **SHAKIR** served as a team lead for the Freshmen Day of Service and MLK Day of Service.
- In January, **JESSI, BRIAN, and DARNELL** served as learning partners on an Alternative Spring Break trip to Puerto Rico.
- **ELIZABETH** is a member of the Breastfeeding Friendly Initiative, a university-wide collaboration to make GW a family-friendly work environment.

- **TURA** used her own personal and professional experiences with career services to mentor other students in GW's Columbian College, Elliott School of International Affairs, and School of Business. In addition, she worked with GW staff, faculty, and alumni to enhance the support available for students interested in the consulting industry.
- **JESSI, PAUL,** and **ELIZABETH** led the PAF cohort in a year-long PAF assessment project that focused on GW's graduate student life. The entire cohort participated by conducting focus groups, analyzing results, writing a report, and sharing findings with key stakeholders.
- **MEAGHAN** served as a student representative on the Urban Food Task Force.
- **BRIAN** volunteered as a student justice in the Office of Student Rights & Responsibilities, hearing disciplinary cases for the university.
- **JESSI** served as a staff site captain for this year's Freshman Day of Service. While at Ketcham Elementary, she served as the liaison to VIP visitor, Ray LaHood, secretary of the Department of Labor, his staff, and their families. Together they spent the afternoon painting a world map with the officials.
- **ELIZABETH** was a volunteer team captain for the Clinton Global Initiative University, which was held at GW in late March.
- Through her membership in the Federal City Alumnae Chapter of Delta Sigma Theta Sorority, Inc., **KELLEY** serves as the co-chair of a planning committee for the Sorority's 100th anniversary celebration. Delta Sigma Theta is the country's largest African-American public service sorority, and its centennial celebration is expected to draw over 25,000 members to the nation's capital in July 2013.

Rob Maxim, PAF '13, Paul Biba, PAF '13, Meaghan Smith, PAF '12, and Darnell Cadette, PAF '12, participate in Vinson Hall's Run with the Warriors 5K.





Darnell Cadette, PAF '12, and fellow members of the Alternative Winter Break Honduras leadership team.

- **MEAGHAN**, along with **DARNELL**, **PAUL**, and **ROB**, ran in the Vinson Hall Run with the Warriors 5K.
- **SHAKIR** organized PAF participation in GW's Adopt-a-Family program during the holiday season. This year the PAFs provided gifts to a family of four.
- **BRIAN** was a learning partner for a GW Alternative Breaks program to San Juan Comalapa, Guatemala. The group partnered with a local NGO, Long Way Home, to help construct a school made of sustainable and recycled materials.
- **DARNELL** served as a learning partner for the Alternative Winter Break trip to Honduras in January, where he worked on youth empowerment and school beautification alongside 17 GW undergraduate students.
- As the PAF recruitment team, **JORDAN**, **DARNELL**, **TURA**, and **JESSI** helped bring the 2011 recruitment efforts to the next level, reaching out to new student populations in the GW community and ushering in the recommendations of the 2020 Task Force.
- **JESSI** volunteered as a lead facilitator for SUMMIT: GW's Outdoor Challenge Course, located on the Mount Vernon campus. As a lead facilitator, Jessi guided groups through the course, provided leadership development programming to students, and took part in train-the-trainer sessions to recruit new facilitators.
- **PAUL**, **TAYLOR**, and **KELLEY** served on the University Counseling Center Review Committee, designed to improve mental health services offered by the Center.
- **DARNELL** served on the Foggy Bottom Centennial Committee, the Visual Identity Executive Committee, and the Freshman Day of Service Steering Committee.
- **ROB** served as press escort team captain for the 2012 Clinton Global Initiative University (CGI U) conference. In this capacity, Rob acted as a liaison to press members, as well as coordinated a team of 25 volunteers to assist CGI U professional staff in organizing and escorting all press members to their proper sessions throughout the conference.
- **JESSI** served as a volunteer captain at the 2012 Clinton Global Initiative University, which was hosted at GW in late March.



Jessi Mann, PAF '13, and Rob Maxim, PAF '13, hang out in the volunteer lounge between shifts at the GW-hosted 2012 Clinton Global Initiative University meeting.

Together the fellows participated in many GW initiatives, organizations, events, and service projects this year. They include:

- The Luther Rice Society
- Graduate Welcome Ceremony
- Alumni Weekend
- Freshman Day of Service
- Siemen's Competition
- GW's Birthday Bonfire
- Colonials Weekend
- Commencement on the National Mall
- FRIENDS 9th Annual Foggy Bottom/West End Neighborhood Block Party
- The Lindsey Ferris Memorial Reception
- GW Service Excellence Celebration
- 10th Annual Senior Prom
- Adopt-a-Family
- University Counseling Center Review Committee
- PAF 2020 Task Force
- Clinton Global Initiative University



PAFs volunteer at Bill Maher's performance during Colonials Weekend 2011.



Alumni Updates

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In April 2010, I was promoted to associate professor (with tenure) in the School of Public Affairs and Administration at Rutgers, where I serve as the director of undergraduate programs. I am currently working to complete my third year of an evening law program, and I anticipate graduating with my J.D. in May 2013. From 2009 to 2010, I served as a Fulbright New Century Scholar working on issues of youth entrepreneurship in South Africa. In the last two years, I conducted trainings for the U.S. Department of State in Malawi and Kenya, and I just completed my second book—due out in August.

— KYLE FARMBRY, PAF '94

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After graduating in 1999, I went to work for a small company named Fannie Mae. Despite what you may have heard, it was a fantastic experience. I stayed for seven years, through four different positions in Communications, eBusiness, Investor Relations, and Structured Finance. Halfway through my tenure, I moved back home to New York. In 2006, I decided to change careers and joined HSBC Bank in their community and philanthropic services department, where I currently manage the bank's U.S. nonprofit grants and volunteerism. I am very lucky to have such a rewarding job.

On the home front, I married Steve Nesle in 2007 and we just had our first child, Benjamin, in December 2011. We live in Manhattan, with our dog Maggie, and spend our weekends in Central Park and the surrounding neighborhood.

I still get to D.C. about four times a year for work, and am always grateful for the opportunity to catch up with old friends and see the city I grew to love while at GW. The PAF program was instrumental in “kicking off” my career and at least partially responsible for the happy life I enjoy today.

— HEATHER MALKIN NESLE, PAF '99

Diane Robinson Knapp, GW President Steven Knapp, and Senior Vice Provost and Senior Vice President of Student and Academic Support Services Robert A. Chernak, Ed. '97, pose with current and alumni fellows at the annual PAF Alumni Reception during Alumni Weekend 2011.



I graduated in 2007 with a Master of Public Administration from the Trachtenberg School of Public Policy and Public Administration. Shortly after graduation, I joined Deloitte's Federal Consulting Strategy and Operations practice. I went from consultant to manager in four years, and primarily supported clients at the Department of Defense and the Department of Homeland Security. At the Office of the Special Inspector General for Iraq Reconstruction, I provided subject matter expertise on topics including democracy and governance, Iraq budget, and provincial reconstruction efforts. At U.S. Immigration and Customs Enforcement, I managed a large team that supported the development of a program office and established new policies and procedures to support mission execution.

In the past year, I've had several life changing events. In September 2011, I made a big move from Washington, D.C., to Boston, MA, with my husband, Robert Alfred, BA '05, JD '09. Two months later, I gave birth to our daughter, Zoe Ifea Alfred. I am enjoying my time with Zoe while I am on maternity leave and will be returning to Deloitte in May.

I stay involved with GW alumni programming as a member of the GW Young Alumni Network, and I serve on the Board of Directors of the GW Alumni Association and on the Luther Rice Society Advisory Council.

— LINA MUSAYEV, PAF '07



Shakir Cannon-Moye, PAF '12, and Kelley Stokes, PAF '12, engage with alumni at the PAF Alumni Reception.





Eric Thibault, PAF '13; Darnell Cadette, PAF '12; John David Morris, PAF '92; Senior Vice Provost and Senior Vice President of Student and Academic Support Services Robert A. Chernak, Ed.D. '97; Jordan Chaffin, PAF '13; and Rob Maxim, PAF '13, take a break from mingling.



I finished the PAF program in May 2009, after working for two years as a project manager in the former graphic design office, now called Marketing and Creative Services. I started my first job in the External Affairs division at the World Bank on the Events and Creative Services team that fall. After the first year at the Bank, I realized I didn't love what I was doing, and the more I thought about it, I realized that I always loved the art of clothes. That's when I had one of the crazier ideas I'd ever had, why not go to fashion design school? I looked into programs near D.C., New York, and Milan. But, after Ross Mankuta, PAF '08, suggested the Fashion Institute of Design and Merchandising in downtown Los Angeles, I applied and was accepted for a one-year program. I moved to Los Angeles at the end of September 2011. In January, I started internships with Halston and Twelfth Street by Cynthia Vincent, and also found work with a new boutique in Silver Lake where I'll be designing and sewing one-of-a-kind pieces. I finish my program at the end of September, and I can't wait to get going in the industry. It's been an exciting journey, and I have no idea what the future holds, but I can't wait to get there.

— SARA GIMMY, PAF '09



Toby Davidow, co-coordinator of the PAF program, is pictured with Kelley Stokes, PAF '12, and Jordan Chaffin, PAF '13.



Shakir Cannon-Moye, PAF '12, networks with Lamar Thorpe, PAF '09, at the Annual PAF Alumni Reception.



Lindsey Ferris

PAF Memorial Scholarship Update

BY JOE BONDI, PAF '03

The PAF family is very pleased that Kiera Kenney, B.A. '14, was selected again this year to receive the Lindsey Ferris Memorial PAF Scholarship. Kiera is a sophomore studying accounting at the GW School of Business. Much like the namesake of her scholarship, she is also a star of the GW Women's Gymnastics team.

The scholarship is named for Lindsey Ferris, PAF '03, who died suddenly of an illness while serving as a civilian special agent with the Air Force Office of Special Investigations. The scholarship is awarded with preference for a female athlete, preferably a gymnast. Kiera Kenney has received the Ferris Scholarship for two years running.

This year's annual Lindsey Ferris Memorial Reception took place on Sunday, January 15, in conjunction with the Lindsey Ferris Invitational Gymnastics Meet. More than 100 attendees—including Lindsey's family, current and alumni fellows, university administrators, as well as members of the GW gymnastics team and their families—were present.

In a ceremony during the reception, Kiera offered a warm and emotional thank you to Lindsey's family and donors to the Ferris Scholarship. Sandra Perez, PAF '11, created a video slideshow in Lindsey's honor that was also shown at the event.

The scholarship was funded by gifts made in memory of Lindsey by her friends, fellow PAFs and family. The fund reached \$50,000, the minimum to be endowed, three years ago, and it continues to grow. If you would like to contribute to the Lindsey Ferris Memorial PAF Scholarship, please contact Joe Bondi, PAF '03, at 202-994-0676 or joebondi@gwu.edu.

Upcoming PAF Alumni Events



PAF Alumni Weekend Reception September 2012



Lindsey Ferris Gymnastics Meet & Reception January 2013



PAF Commencement Reception May 2013



Meet the Fellows



Elizabeth Barnett, from Yorktown, VA, is a first-year fellow pursuing a *Master of Public Health in maternal and child health*.

She is placed with University Human Resources (UHR), where she works on employee health and wellness programs and policy. In her current role in UHR, Elizabeth is working to create an online baby-sitting network to connect GW parents with GW students. Elizabeth is also working on the Healthy Campus Initiative, an effort to redesign the employee health and wellness experience. As an undergraduate, Elizabeth was involved with Hillel and the Jewish Student Association. She spent her senior year creating the uGeW Initiative, a program that creates meaningful Jewish experiences for undergraduate students on campus. During its first year, uGeW engaged over 300 students. Elizabeth was also involved with the Department of Theatre and Dance, choreographing two original pieces during her senior year. As a graduate student, Elizabeth is a member of the Student Wellness Advisory Council (SWAC). SWAC works to promote healthy living across campus to both undergraduate and graduate students. Currently in its inaugural year, SWAC is building a network of dedicated students to tackle issues surrounding mental health, nutrition, and drugs/alcohol. Outside of GW, Elizabeth is a group fitness instructor.



Paul Biba, from Hanover, PA, is a first-year fellow pursuing a Master of Arts in History with a concentration in 20th century U.S. diplomatic history.

He is placed within the Office of Safety and Security. During his first year as a fellow, Paul managed a variety of projects for the Office of Safety and Security and its three divisions: the GW Police Department, the Office of Emergency Management, and the Office of Health and Safety. These projects included analyzing the way the university stores and disposes hazardous materials needed for research, coordinating the development of a security plan for the Clinton Global Initiative University, and briefing senior leadership on the projected effect of Hurricane Irene on the District's critical infrastructure. Next year, Paul is looking forward to working on the Office's preparations for the January 2013 Presidential Inauguration. As an undergraduate, Paul was an intern for the U.S. Secret Service's Baltimore Field Office and the Economic Crimes Division of the Naval Criminal Investigative Service (NCIS). He was also a founding member of Camp Kesem GW, a weeklong summer camp for kids whose parents have cancer.



Darnell Cadette, from Stone Mountain, GA, is a second-year fellow pursuing a Master of Public Policy in education policy.

He is placed with the Office of Government and Community Relations, where he works to develop and strengthen GW's partnerships throughout the District of Columbia. Through planning and implementing events like the 9th Annual Foggy Bottom Block Party, community basketball games, and Senior Prom, he has worked for two years to bolster GW's commitment to being a good neighbor, in and of D.C. Academically, Darnell's focus on education policy has led him to conduct research, in collaboration with Broader Bolder Approach to Education, about the impact of the great recession on student outcomes. More specifically, he focused on students' needs and schools' abilities to meet those needs with tightening financial constraints. As an undergraduate, he maintained active campus participation and leadership but also explored service beyond the Foggy Bottom campus through organizations like Teach for America and Jumpstart.



Shakir Cannon-Moye, from Edgewater Park, NJ, is a second-year fellow pursuing a Master of Business Administration with a focus on strategic management.

He is placed with the Office of the Provost and Executive Vice President for Academic Affairs and works on the Innovation Task Force (ITF). With the ITF, Shakir performs valuations on ideas submitted by faculty, staff, and students on how to reduce operational cost and redeploy those funds for academic initiatives. Shakir previously worked for University Human Resources, where he analyzed survey data and made recommendations to improve employee satisfaction. As a graduate student, Shakir has had the opportunity to study abroad on multiple occasions. Most recently, he visited Renmin University of China, but he has also studied at the New College of the University of Oxford and Sciences Po in Paris, France. Outside of the classroom, Shakir has dedicated a significant amount of time and energy to participating in community service. Most notably, for the past six years he has volunteered with Upward Bound, where he mentors and tutors local high school students. Recently, one of Shakir's mentees was accepted to college on a scholarship. In addition, he participated in a service trip to Cuzco, Peru, to help build community centers. Professionally, Shakir has worked at Wachovia Bank in a leadership development program where he rotated through several divisions of the bank's retail lending group. He is excited to have accepted an offer with Deloitte and will be working in their Federal Consulting division upon graduation.



Jordan Chaffin, from Elk Grove, CA, is a first-year fellow pursuing a Master of Arts in global communication with a concentration in international law and organizations.

She is placed with the Office of Government and Community Relations (OGCR), where she focuses on various research projects and coordinates events to help create and maintain positive relationships with the federal, D.C., and Virginia governments. While living in Hungary and traveling to Serbia, Romania, and Moldova during her gap year, Jordan developed an interest in the complex and impactful relationship between non-profits and local governments, which inspired both her undergraduate research and the selection of her PAF placement. Her research in OGCR has helped inform various decisions to improve GW's relationship with its government counterparts. She has also assisted in the implementation of a new social media communication plan and currently manages GW's Virginia Twitter campaign. Jordan is a magna cum laude graduate of the Elliott School, where she was both an author and editor of the school's annual *Elliott School Undergraduate Scholars Journal*. As a transfer student, she filled her two undergraduate years at GW with many student life activities, including working as a house scholar with GW Housing Programs, the Sigma Alpha Lambda National Leadership and Honors Organization, and being a participant and leader in university-wide service projects.



Brian Engel, from Burnt Hills, NY, is a second-year fellow pursuing a Master of Arts in Middle East studies with a concentration in international security policy.

He is placed with the Department of Emergency Medicine's International Special Programs Office, where he works on remote medical projects contracted in Kuwait, Qatar, Iraq, and Afghanistan. During the first year of his fellowship, Brian worked for GW's Homeland Security Policy Institute. His research interests include Middle East security issues, particularly as they relate to the Persian Gulf, and U.S. foreign policy in the region. His capstone project examines evolving civil-military relations in Turkey and their effects on the policy dynamics of the Turkish state. Brian sits on the PAF Professional Development Committee and was a cohort representative to the PAF 2020 Task Force. In January 2012, he served as a learning partner for GW's Alternative Break Program in San Juan Comalapa, Guatemala. As an undergraduate, he worked as a research assistant in the Institute for National Strategic Studies at the National Defense University, and was an assistant to the Attaché at the Embassy of Iraq's Commercial Office. In 2009, he studied Arabic at the Qasid Institute for Classical and Modern Standard Arabic in Amman, Jordan. Brian is a University Justice for the Office of Student Rights & Responsibilities, a member of the Luther Rice Society, and a brother of Sigma Phi Epsilon and Omicron Delta Kappa. He is a former member of the GW Cheer Team.



Jessi Mann, from Mercer Island, WA, is a first-year fellow pursuing a Master of Public Policy with a concentration in international development.

She is placed with the Office of Foundation Relations, within GW's Division of Development and Alumni Relations. Foundation Relations supports the faculty's endeavors to advance their research agendas, and aids them in the submission of grant proposals to charitable foundations across the country. In this role, Jessi has learned about grant writing and has supported over 20 faculty members across GW's various schools and research institutes. As a part of Foundation Relations, Jessi has worked on numerous proposals, such as a sustainable health clinic to be built in Marmont, Haiti; a high school journalism education and mentorship program for underserved D.C. public schools; a Native American political leadership and advocacy center; and the development of a Global Resilience Index to measure countries' ability to prepare, respond, and recover from natural disasters. As an undergraduate, Jessi was active in the Alternative Breaks Program, participating on service trips to New Orleans and later leading a trip to Cuzco, Peru. As a fellow, she has continued her involvement in the program as a learning partner on a service-learning trip to an organic farm in Puerto Rico this past January, and she plans to return this summer to continue her education and practice of sustainable agriculture.



Rob Maxim, from Sandwich, MA, is a first-year fellow pursuing a Master of Arts in international trade and investment policy.

He is placed with the Office of Civility and Community Standards, where he has been working with Assistant Dean of Students Tara Pereira and Associate Director Katie Porras to reform GW's student judicial system. Within his placement, Rob helped to create the Civility Agreement Process—a non-judicial process focusing on alternative dispute resolution. In this capacity, Rob meets with students on a daily basis to encourage positive decision-making. As an undergraduate, Rob served as the Student Association's executive vice president, a position in which he advocated to top GW administrators as a representative of the entire GW student body to further improve dining services, reform Student Judicial Services, eliminate the graduation fee for students, and begin the process of updating the 4-RIDE shuttle service. Rob was actively involved in campus life as a member of the 2009 Colonial Cabinet, a brother in the Pi Kappa Alpha fraternity, and a member of House Staff. Additionally, Rob has been active in community service at GW, serving as a group leader for GW's Freshman Day of Service and MLK Day of Service, and as a participant in GW's annual Relay for Life. In 2011, Rob was recognized as a recipient of the Baer Award for Individual Excellence.



Meaghan Smith, from Pleasant Valley, NY, is a second-year fellow pursuing a Master of Public Health in epidemiology.

She is placed with the Department of Emergency Medicine, where she primarily works as the clinical research study coordinator. Throughout her time at GW, Meaghan was a member of the Varsity Division 1 Women's Cross Country Team, where she served as team captain. Meaghan also served as a student representative on the Student Athletic Advisory Committee, volunteered with the Student Athlete Mentor Program, and worked as a biomedical research assistant for the Department of Microbiology, Immunology, and Tropical Medicine. She also worked as a medical assistant at Capital Women's Care OB/GYN, volunteered with Project Health at the Family Help Desk at Children's National Medical Center, volunteered with Bright Beginnings at the Perry School, and completed her EMT-B certification for the District of Columbia. As a PAF, Meaghan has served on the Provost's Medical Center Advisory Committee as the School of Public Health and Health Services (SPHHS) student representative, and as a member of the Urban Food Task Force. As the Public Health Student Association's alumni relations co-chair, she has helped to facilitate an array of networking and professional development opportunities for SPHHS graduate students to network with alumni. Additionally, Meaghan served as a learning partner on an Alternative Winter Break trip partnered with Global Brigades in El Entradero, Panama. After her first year as a fellow, she traveled to India for two weeks with the first cohort of SPHHS summer abroad students. Meaghan is a class of 2012 finalist for the Presidential Management Fellowship program and the CDC/CSTE Fellowship program.



Kelley Stokes, from West Bloomfield, MI, is a second-year fellow pursuing a Master of Arts in human resource development.

She is placed with the Division of External Relations, where she writes and edits for the university's research blog, *GW Magazine*, *GW Law Magazine*, and Mount Vernon Today newsletter. During her first year as a fellow, she was placed with the Luther Rice Society in the Division of Development and Alumni Relations, and later as a communications specialist with the School of Engineering and Applied Science. Kelley is a passionate advocate for GW and its community. As an undergraduate, she was heavily involved in student life through an array of organizations, including Delta Sigma Theta Sorority, Inc., and the 2008 Colonial Cabinet. As a Presidential Scholar of the Arts in voice, she performed in Croatia, Slovenia, Italy, and South Africa with the University Singers and GW Troubadours a cappella group. She also had the privilege of accompanying the groups to Brazil in May 2010. Her senior year, she led the university's Senior Class Gift Campaign, which raised more than \$77,000 and secured participation from a record-setting 40% of the senior class. In 2010, she was recognized with the university's Greek Woman of the Year Award and Martin Luther King Jr. Commendation for Service and Leadership. Kelley is a member of the Luther Rice Society Advisory Council, the Harmon Choral Associates Board, and the Federal City Alumnae Chapter of Delta Sigma Theta Sorority, Inc.



Eric Thibault, from Somerset, MA, is a first-year fellow pursuing a Master of Public Administration with a concentration in public-private policy and management.

He is placed within the Office of the Vice President for Research, where he works on regulatory affairs issues pertaining to research, manages the contract for the GW-Arena Stage Civil War Project, and works with faculty to develop grant proposals for government- and corporate-sponsored research.

Eric has also served on a number of committees and special projects that promote the growth of research at GW. As an undergraduate, he played a significant role in advancing another major university initiative—developing a culture of philanthropy. He started as a caller and student manager in the Office of Annual Giving and raised over \$40,000 from alumni donors. Last year, he served as the 2011 senior class gift coordinator. With the help of the senior class gift committee, the campaign was the most successful to date—setting records for its 43% participation rate and over \$90,000 raised. Last year, Eric was also awarded with the GW Alumni Association Prize, which recognizes students for their academic achievement, extracurricular activities, and likelihood to stay involved with GW as alumni. He currently serves as a member of the Luther Rice Advisory Council, a giving society aimed at engaging GW alumni.



Taylor Tibbetts, from Bedford, NH, is a first-year fellow pursuing a Master of Professional Studies in strategic public relations.

She is placed in the Department of Media Relations within the Division of External Relations, where she is responsible for promoting the university to both internal and external media outlets, facilitating interviews with faculty experts, writing press releases and media advisories that are distributed across a variety of channels, and developing comprehensive media lists. She has also assisted in the implementation of a new social media strategy and currently manages the media relations Twitter account. Taylor mainly serves as the media contact for the School of Media and

Public Affairs, but she also supports a number of other schools and programs within the university. Prior to graduation, Taylor worked as a public relations intern at Style for Hire, a national network of personal stylists, and as a communications intern at the National Geographic Channel, where she had the opportunity to help coordinate publicity and media outreach for the largest programming event in the history of the channel. As an undergraduate, Taylor served as a staffer for Colonial Inauguration's Siblings Program and was later promoted to program coordinator. She also volunteered her time as a Senior Interviewer with GW's Office of Admissions. Taylor was the president of Order of Omega, a member of Omicron Delta Kappa, a sister of Alpha Delta Pi, and a member of the GW Cheer Team.



Tura Woods, from Queens, NY, is a second-year fellow pursuing a Master of Arts in organizational management.

She is placed with the Office of the President, where she serves as student liaison to the president. Tura is responsible for communicating the needs of the student body to the university's administration and has served on a number of university committees, including the Career Services Task Force, the President's Council on Diversity and Inclusion, and the Urban Food Task Force. Last fall, Tura was able to synthesize her academic interests with her love of travel when she traveled with a cohort of graduate students to Istanbul, Turkey, to study international organizational leadership. As an

undergraduate, Tura was active in campus life, and her involvement included leadership positions in Alpha Kappa Alpha Sorority, Inc., the Black Women's Forum, and the University Hearing Board. She spent a semester abroad in Amman, Jordan, where she studied Arabic and international affairs. As a student at the University of Jordan, Tura interned and volunteered in the local community. Additionally, she traveled to Israel, Lebanon, West Bank, and Syria. In 2010, the GW community recognized Tura with the Martin Luther King Jr. Award for Service and Leadership.

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