

# ANNUAL REPORT

2016-2017



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC



Presidential Administrative  
Fellowship

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# FROM THE PAF ADVISING TEAM

The PAF Advising Team (PAT) had the pleasure and honor of supporting and guiding the PAFs as they made a significant difference at GW and in their communities during the 2016-17 academic year. As the PAF program closes out its 27th year, we are very proud of the PAFs for continuing to embrace the pillars of academics, professional development, and service and ambassadorship in the following ways, and many others:

## *Academics*

- Exceeded academic expectations by achieving an average graduate GPA of 3.76 among all current PAFs and surpassing the minimum GPA requirement for PAF applicants (3.25) with an average undergraduate GPA of 3.64 for the incoming first-year PAF cohort.
- Incorporated academic discussions and concepts into weekly meetings and other PAF program activities, with the second-year PAFs presenting previews of their capstone projects for feedback and discussion.
- Engaged in academic inquiry and research inside and outside of the classroom on such diverse topics as game simulation, health disparities, cybersecurity, sustainability, domestic violence, and college success.

## *Professional Development*

- Embraced the PAF professional development curriculum, which added Valuing Differences as a new competency this year, in addition to continuing with other top competencies critical to career success: Clarifying Expectations, Conflict Management, Creativity, Dealing with Ambiguity, Giving and Receiving Feedback, Learning on the Fly, Listening, Perspective, Political Savvy, Problem Solving, and Self Knowledge.
- Practiced the professional development competencies “on the job” through their placements and other activities, such as PAF committee work while extending their learning about the competencies through discussions with Board of Trustees Chair Carbonell, President Knapp, Provost Maltzman, and other senior administrators, as well as with numerous PAF alumni at weekly meetings, networking events, and through informal mentoring conversations.

- Set, tracked progress, and reflected on individual goals with their Preceptors through an intentional, metric-driven Learning Agreement and performance management process along with the continued opportunity for a 180-degree evaluation for second-year PAFs, all in an effort to prepare them for a lifetime of reflective practice.
- PAFs received more than \$1,000 from the PAF Professional and Academic Development Fund made possible by generous alumni donations to pursue academic and career enrichment opportunities, including study abroad in South Africa and France, trainings and conferences on communications and LGBT advocacy, and participation in GW Research Days.

## *Service and Ambassadorship*

- Engaged in a continuous commitment to service through the year, including as a group during Freshman Day of Service, Martin Luther King, Jr. Day of Service, Veteran’s Day of Service, and the PAF summer retreat, and through individual activities such as serving as learning partners for the Alternative Breaks Program and the Campaigning for Change Initiative, Everyday English Workshops, and The Store: GW’s Food Pantry.
- Served as ambassadors for the program and for the university by volunteering for university-wide events and serving on committees and task forces, such as the GW Inaugural Ball, Committee on Sexual Assault Prevention and Response, Excellence in Student Life Awards Selection Committee, Celebrate GW, and Inside GW admitted student open houses.
- Achieved 100% philanthropic giving to GW among the current PAFs for a second consecutive year.

We also celebrate that PAF alumni continue to stay involved with the program and GW long beyond their graduation. Nearly 65% of alumni engaged with the program and the university over the past academic year (in person and virtually), far exceeding the more than 50% record level of engagement over the past two years. Included in the engagement was that nearly 40% of PAF alumni made philanthropic gifts to GW over the past academic year in support of the university’s \$1 billion Making History Campaign, responding to the current PAFs’ 100 Days of Giving challenge. We are deeply grateful to the PAF alumni who gave back in so many ways this past year, including those who volunteered for selection, attended alumni events, and provided mentorship and career guidance to the current PAFs, in addition to serving on the Board of Trustees, GW Alumni Association, and school and unit advisory councils.

Finally, this year also marked a significant transition for the PAF Advising Team, as we welcomed Mae Cooper as our new Professional Development Advisor in addition to her full-time role at GW as Learning and Development Manager in the Division of Development and Alumni Relations. However, this transition was also a bittersweet moment, as we bid “farewell” to Sara Melita, who served as the founding Professional Development Advisor for the PAF program (among many other roles) and now has the tremendous opportunity to serve as Senior Advisor and Chief of Staff in the Office of the Vice President for Health Affairs and Dean of the School of Medicine and Health Sciences. The PAFamily is incredibly proud of Sara and we are excited to have her facilitate ad hoc professional development sessions in the future while also working with Mae to guide our professional development efforts going forward.

Our role as the Advising Team has been extremely rewarding and we recognize this report highlights only some of the outstanding contributions the PAFs have made to the PAF program and to the university throughout the past year.

Sincerely,

The PAF Advising Team

**Mae Cooper**  
PAF Professional Development  
Advisor

**Peter Konwerski**  
PAF Administrative  
Advisor

**Robert Snyder**  
PAF Program Director

**Toby Davidow**  
PAF Program Coordinator

**Kathy Newcomer**  
PAF Faculty Advisor

# ALUMNI PERSPECTIVES ON THE PAF EXPERIENCE



"The initial goal of the PAFs was to tap the wellspring of positive spirit of select undergraduate leaders by keeping their talents and energy in the GW community a little longer, and encouraging them to bring a fresh, energetic viewpoint to the constant improvement of the organization. A quarter century later, this concept has led to hundreds of contributions to GW's progress."

- **John Morris**, CCAS BA '90, TSPPPA MPA '92



"I can't imagine my life without the PAF program. Perhaps most important though were the friends I made in my cohort. It was an honor to be surrounded by such smart, kind people who care about making a difference in the world."

- **Chelsea Ullman**, CCAS BA '12, TSPPPA MPP '14



"The Fellowship had a huge impact on my life professionally. My placement was in GW's development office and I learned rather quickly that the nonprofit fundraising world was a better fit for me than working in politics. In January, I started my dream job, running the development office at George Washington's Mount Vernon, the presidential home, garden, and library down the Potomac"

- **Joe Bondi**, SMPA BA '01, GSPM MA '03



"The support and mentorship I received from my preceptor, professors, and the support staff gave me the confidence to pursue my goals and make a difference."

- **Darrin Kayser**, CCAS BA '98, GSPM MA '00



"PAF taught me a great deal about the value of perspective, patience, and community. It has been wonderful to return to GW each year and see how the program has evolved and the caliber of students that join our ranks."

- **Alan Elias**, ESIA BA '00, GSPM MA '02



"[PAF has] cultivated a body of engaged alumni... When I see those three letters come across any correspondence I receive, I know that somewhere there is a call to action. And I know that there is a talented and dedicated group of people with whom I can engage in responding to those calls."

- **Will Alexander**, SEAS BS '04, GWSB MBA '06



"In my placement, I was given autonomy and responsibility, which not only led to hard skill development but increased my project management and collaboration abilities, and—most importantly—my confidence. A year after graduating, at my first "real job," I was able to parlay all of that knowledge to move into a technology role at Fannie Mae, which led me on a path to where I am today."

- **Heather Malkin Nesle**, CCAS BA '97, GWSB MTA '99



"Without the professional development and learning experiences I gained from my mentors, PAF Advising Team, and fellow Fellows, I don't think I would have the opportunity to be where I am professionally and giving back to such a unique institution."

- **Steve Roche**, CCAS BA '06, MA '08



"PAF has been a career accelerator. The meaningful work experience and robust professional development program helps to put PAFs ahead of their peers upon entering the workplace."

- **Eric Thibault**, CCAS BA '11, TSPPPA MPA '13

# Supporting our NEIGHBORS



## PAFS HELP HONOR MLK'S LEGACY AT MLK DAY OF SERVICE

This year PAFs joined 600 GW students, faculty, alumni, community members, and staff in honoring Dr. Martin Luther King, Jr.'s legacy through service. As part of the Day of Service, PAFs and members of the PAT spent an afternoon at the West Education Campus organizing library books, cleaning classrooms, and decorating banners. Through these small acts of service, the PAFamily was able to give teachers more time to focus on developing curriculum and providing high-quality instruction to their students.



## PAFS SERVE AS LEARNING PARTNERS DURING ALTERNATIVE BREAKS

**Max, Alec, Dor, Zinhle, Zunara,** and **Marisa** served as Learning Partners for GW Alternative Breaks. At various trips over winter and spring break, these PAFs helped lead groups of student volunteers in service and reflection.

# SERVICE HIGHLIGHTS



**PAFs remain deeply engaged in service to the university and their communities, and the current fellows continued the program's legacy of giving back to others in a variety of ways this year.**

- As a cohort, the PAFs participated in Freshman Day of Service and MLK Day of Service. **Alec** and **Zunara** were staff volunteers on Freshman Day of Service, helping to coordinate the buses taking GW's freshman class to numerous service sites throughout the area.
- **Angela** gave a presentation to the Stephen Joel Trachtenberg Scholars on building a professional résumé.
- **Max, Alec, Dor, Marisa, Zinhle,** and **Zunara** served as Learning Partners for GW Alternative Break trips that focused on various areas of need.
- **Marcus** serves meals every third Friday to residents of Community for Creative Non-Violence, one of D.C.'s largest homeless shelters in D.C.
- **In the fall, Katie and Dor volunteered at EdFest, D.C.'s citywide school fair, featuring public school and public charter school options for D.C. residents, alongside PAF alumnus Corey Barenbrugge, CCAS BA '09, MPA '11, who helped to organize the event as part of his work at LINK Strategic Partners.**
- During Fall Training, PAFs participated as a cohort in a day of service at "A Wider Circle."
- **Katie** and **Dor** volunteer as drivers with The Store, GW's new student-run food bank. They help transport food from the Capital Area Food Bank and stock items.



- **Katie** serves on the GW Committee on Sexual Assault Prevention and Response as co-chair of the Marketing and Communications Subcommittee.
- **Zunara, Katie, Alex, Dor, and Grace** participated in **Veteran's Day of Service with incoming first-year PAF and Veteran's Day of Service Coordinator, Matthew Basista.**
- **Dor** volunteers at GW Grow Garden.
- **Alex** is a designated note-taker for Disability Support Service in his economics classes.
- **Alex** is a learning partner and guide for GW TRAiLs, and a volunteer for GW SUMMIT.
- **Alex and Max** serve as conversation facilitators for the **Everyday English Program, where international students can practice their practical English skills.**
- **Zinhle** screened her documentary films and facilitated conversations on diversity and social justice with a Maryland high school in April.
- **Zinhle** advised students from the School Without Walls on their final projects in their Documentary Film course.

# Connecting our COMMUNITY



## ALUMNA INSPIRES PAF'S CAPSTONE PROJECT

**Max** met PAF alumna **Carrie Warick**, ESIA BA '06, CCAS MPP '08, during the PAF outing to ZooLights at the National Zoo. Carrie works at the National College Access Network (NCAN) as the Director of Policy and Advocacy. On their walk through ZooLights, Max and Carrie discussed educational inequality as well as their experiences in the PAF program. After ZooLights, Carrie helped identify a project at NCAN that Max and his classmates took on for their Master's of Public Administration capstone project.



## ALUMNI PREPARE PAFS FOR PROFESSIONAL INTERVIEWS

For the third year in a row, the PAF Spring Training featured speed interviewing. PAF alumni **Darrin Kayser**, CCAS BA '98, GSPM MA '00, **Anna Phillips**, ESIA BA '09, MA '11, **Cameron Smither**, CCAS BA '12, MPP '14, **Mosheh Oinounou**, CCAS BA '04, ESIA MA '06, **Ashlynn Profit**, CCAS BA '14, MPP '16, and **Kelly Leon**, CCAS BA '08, MA '10, interviewed the PAFs on a multitude of topics to help prepare them for various interview scenarios.

# ALUMNI ENGAGEMENT HIGHLIGHTS



**PAFs are committed to engaging the program's 129 alumni. In the 2016-17 academic year, the program engaged nearly 65% of the program's alumni and the university, continuing the tradition of engaging more than half of the PAF alumni community that started during the PAF 25th anniversary year in 2014-15. Current fellows have had many meaningful interactions with the program's strong alumni base.**

- As a cohort, the PAFs engaged with many alumni through events such as a ZooLights outing, alumni happy hours, and events during Alumni Weekend and Commencement.
- **Angela** coordinated a visit from **Heather Malkin Nesle**, CCAS BA '97, GWSB MTA '99, to a PAF weekly meeting. Heather presented on how to engage others in philanthropy. PAFs expressed unanimous interest in wanting to learn more about developing this skill.
- **Carrie Warick**, CCAS BA '06, MPP '08, helped **Max** develop relevant recommendations for his Cost Benefit Analysis of the Tennessee Promise Program.
- The PAF program launched the **100 Days of Giving** campaign, encouraging each alumni cohort to reach 100% philanthropic support of the university by Commencement. The campaign kicked off with an appeal to all PAF alumni by **Joe Bondi**, CCAS BA '01, GSPM MA '03.
- **Katie** and **Marisa** met with **Chelsea Ullman**, CCAS BA '12, MPP '14, to discuss careers in women's empowerment and advocacy.
- On George Washington's Birthday, **Alec** spoke alongside PAF alumnus **Joe Bondi**, CCAS BA '01, GSPM MA '03, at a wreath-laying ceremony by George Washington's tomb led by GW President Steven Knapp.
- In November, **Alec** attended the Colonial Inauguration Headquarters Staff annual reunion dinner alongside PAF (and fellow CIHQ) alumni **Chris Kim**, CCAS BS '13, MPP '15, **Kelly Leon**, CCAS BA '08, MA '10, and **Steve Roche**, CCAS BA '06, MA '08, also a former CI director.
- While in California, **Katie** had dinner with **Lamar Thorpe**, CCAS BA '07, MA '09, in Hayward, California, where he serves as the Mayor Pro Tem.
- **Dor** and **Grace** organized PAF's Spring Training, during which alumni volunteered to conduct mock interviews.



# COMMUNITY & DIVERSITY HIGHLIGHTS



## PAF SPEARHEADS CAMPUS CONVERSATIONS ON RACE

Through her placement at the Multicultural Student Services Center (MSSC), **Zinhle** facilitated “Honest Hour,” a series of diversity dialogues hosted at the MSSC. Honest Hours is part of the MSSC’s Campus Conversations on Race series, where students discuss race and prejudice through facilitated discussions. This year’s conversations have included dialogues with religious student groups and George Washington University Police Department’s Chief of Police RaShall Brackney.



## CÉSAR CHAVEZ THRIVES WITH A PAF AT THE HELM

As part of her placement at the Honey W. Nashman Center for Civic Engagement and Public Service, **Marisa** had the opportunity to plan César Chavez Day 2017. The purpose of this day is to celebrate the life and legacy of César Chavez; address the history of the farmworkers’ movement of the 1960’s; discuss current policy issues; and move forward together to create positive, lasting change. Marisa oversaw students responsible for contacting speakers, creating marketing materials for the day, and contacting multiple student and D.C. organizations.

# COMMUNITY & DIVERSITY HIGHLIGHTS



This year PAFs have continued to focus on community and diversity. Valuing Differences was added as a professional development competency this year, and PAFs worked professionally and personally to make GW and the wider community welcoming to all.

- As the recipient of the Knapp Fellowship for Entrepreneurship and Service Learning, **Zinhle** began filming her original documentary, *The Minority Vote*. The documentary covers the most pressing issues facing millennials during the 2016 Presidential Election.
- **Alec**, **Angela**, and **Grace** served on the 2017 GW Inaugural Ball Planning Committee, working on recruiting and coordinating talent at the event. **Zunara** was a staff volunteer for the event. **Angela** also engaged community partners to gather donations and support for the George and Martha Pop-Up Shop, a project aiming to enhance student access to the Inaugural Ball.
- **Zinhle** and **Alec** had lunch with GW's Vice Provost for Diversity, Equity, and Community Engagement Caroline Laguerre-Brown to welcome her to the university and PAF community.
- **Katie** and **Alec** hosted three exchange students pursuing undergraduate studies at GW for a dinner heading into the holiday season.
- **Alec** volunteered as a facilitator for Colonial Inauguration group interviews to assist with the process of recruiting new student orientation leaders.
- **Alec**, **Katie**, and **Grace** attended one of the student-focused town halls held by the Chairman of the Board of Trustees, in which he solicited feedback for the presidential search committee.
- **Katie** and **Zunara** attended several Diversity Trainings coordinated by the Multicultural Student Services Center.
- **Katie**, **Angela**, and **Grace** volunteered at the Campus Climate Town Hall after the election.
- **Zinhle** spearheaded the production of "A New Era, A New Song" – a multimedia benefit concert that brought together local D.C. artists and activists.
- **Dor** helped oversee the School of Engineering and Applied Science (SEAS) Student Peer Advisory Network, a group of SEAS student leaders that mentor freshmen as they transition to college.
- **Marcus** worked on "Rethink Your Drink GW," an initiative to reduce the availability of sugar-sweetened beverages on campus.
- **Grace** participated in monthly Student Leadership Council meetings to give input on GW policies and programs.
- **Marisa** helped coordinate the Latinx Welcome Spring Dinner with undergraduates in multiple latinx orgs on campus.
- **Alex** attended President Knapp's Thanksgiving Dinner, joining President Knapp's family and guests for a lovely evening.



- In his placement, **Max** co-produced GW's *You Are Welcome Here* video, which highlights three international students' stories to show everyone is welcome at GW, and features the experiences of **Alex** as a GW international student.
- **Katie** served as a panelist on a GW Alumni Panel at her high school in Davis, CA.
- **Grace** organized round tables with President Knapp and different student interest groups so they could share their GW experience and discuss concerns.
- **Zunara** and **Marisa** participated in student leader lunches with candidates for the Associate Dean position in the GW Colonial Health Center. They submitted their feedback of candidates that was later used to select for the position.

# Advancing our CAREERS



## CAMPAIGNING FOR CHANGE ENCOURAGES STUDENTS TO ADVOCATE FOR THEIR COMMUNITIES

This semester, **Katie** and **Marisa** launched Campaigning for Change, a new cross-departmental initiative to teach undergraduates about community organizing and advocacy. As part of the university's programming for César Chavez Day, it was designed to commemorate the life and legacy of César Chavez by preparing students for actionable commitments to community advocacy. Katie and Marisa created the concept together and coordinated outreach, two workshops, and a grant competition. Student teams were invited to identify, research, and design a community action plan around an issue in the D.C.-Maryland-Virginia area. Participants learned about grassroots engagement, as well as campaign design and communications, through workshops—and the winning team received funding for their idea.



## PAF DINES WITH GENERAL PETRAEUS

As the fall semester came to a close, Gelman Library's new National Churchill Library and Center (NCLC) hosted a public event featuring former Director of the CIA and retired U.S. Army General David Petraeus. Following his talk, during which General Petraeus discussed his experiences as the top military commander in Iraq and Afghanistan and reflected on the legacy of Winston Churchill, the NCLC hosted a private dinner with the General that **Alec** was able to attend. In the company of President Knapp, Dean of Libraries and Academic Innovation Geneva Henry, and a handful of philanthropic supporters of the International Churchill Society, Alec had the honor of sitting next to the General for the length of the evening.

# PROFESSIONAL HIGHLIGHTS



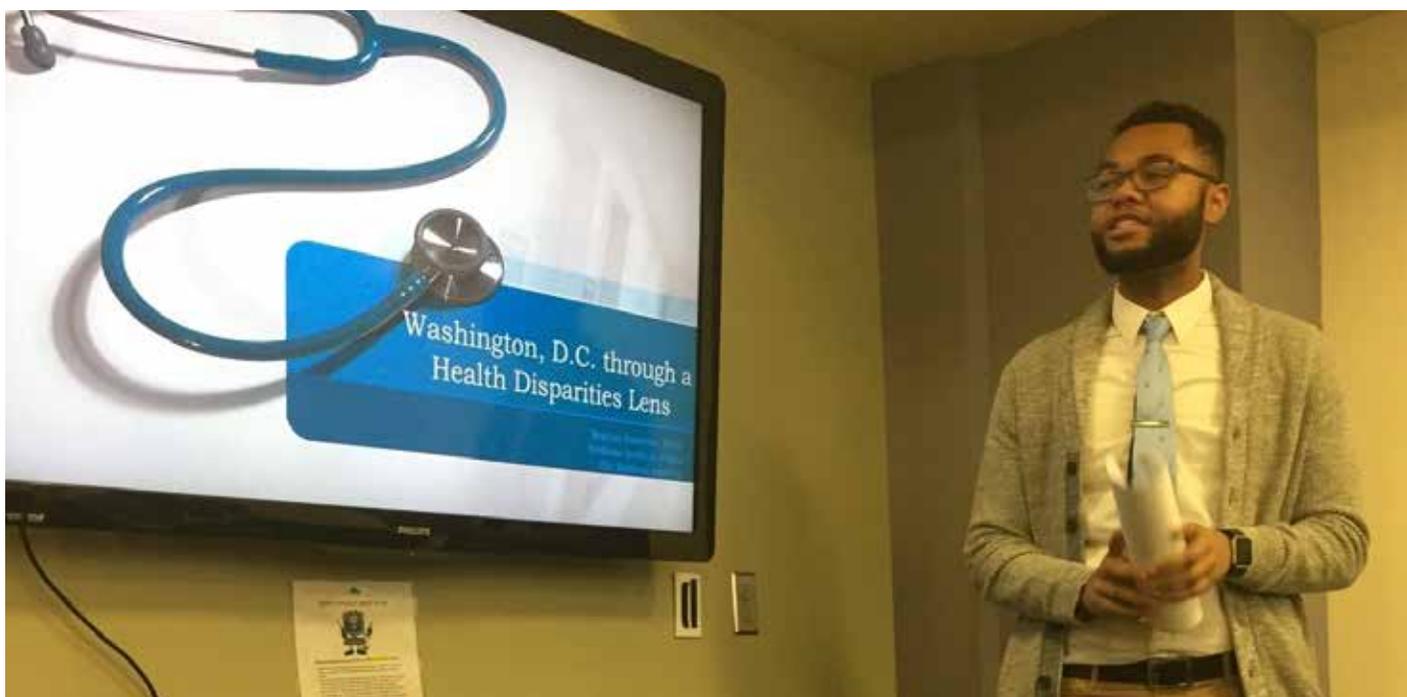
**PAFs regularly focus on professional development and seek professional advancement through a variety of avenues. This year PAFs attended national conferences, led major projects, and developed new skills.**

- **Angela** attended a project management training co-hosted by GW and the Project Management Institute of Washington, D.C.
- Thanks to support from the PAF Professional and Academic Development Fund, **Max** attended Victory Institute's 32nd Annual International LGBT Leader's Conference to learn about making U.S. policy inclusive of LGBTQ+ rights.
- **Dor** helped develop a 1-credit engineering ethics course and is co-leading a cross-disciplinary senior design pilot in SEAS.
- **Marcus** was invited to do a health workshop on "The Triad of Health" for his church's health ministry.
- **Angela** attended a Lean Six Sigma introductory training with her preceptor.
- **Marcus** attended the Metropolitan Washington Public Health Association Conference and the Rodham Institute Annual Summit.
- **Alec** briefed staffers from the U.S. Senate on the findings of the Center for Cyber and Homeland Security's research on private sector defense against cyber threats.
- **Marcus** developed the professional competency "self-knowledge" through his 180 Assessment.
- In December, **Alec** attended the inaugural public event of GW's new National Churchill Library and Center featuring General David Petraeus. Following his talk, he joined a small private dinner with the general, President Knapp, and a select group of friends of the university.
- **Zinhle** was a featured panelist on the "Coloring Outside the Lines" panel hosted by an artistic collective, where she discussed entrepreneurship and starting her own company, SimplyZinhle Productions, LLC.
- **Alec** helped plan a conference co-hosted by the Central Intelligence Agency and the Center for Cyber and Homeland Security on the Ethos and Profession of Intelligence. The conference featured leaders in the intelligence community, including John Brennan, former director of the CIA, and his counterparts from Great Britain, Australia, and Afghanistan.
- **Zinhle** presented *The Minority Vote* film to President Knapp and his senior staff.
- **Katie** is interning with the public policy team of Girls Inc., a non-profit that empowers girls to be strong, smart, and bold.
- **Grace** developed her writing and editing skills by writing articles for MediaFile and editing the Trachtenberg Policy Blog.
- **Katie** and **Marisa** launched Campaigning for Change, a cross-departmental grant competition designed to teach students about community organizing and advocacy.



- **Dor** was the lead logistics coordinator for the 3rd Annual Energy and Sustainability Extravaganza.
- In his placement, **Max** uses creativity to develop digital content on a regular basis.
- **Zunara** and **Marisa** attended lunches with associate dean candidates for the GW Colonial Health Center and gave their input on the selection process.
- **Marisa** worked with undergraduates to finalize the planning for César Chavez Day 2017. She oversaw the budget, location logistics, and schedule, and developed several PAF competencies.
- **Zinhle's** photography was featured in "Songs of My People." The exhibit explores many of the original issues and highlights the progress African Americans have made in the last quarter of a century—including Zinhle's original photo of Barack Obama.
- In October of 2016, **Alec** planned, alongside PAF Academic Advisor Dr. Kathy Newcomer and her staff, the event "Finding Common Ground: Cybersecurity Policy Priorities."
- At the MSSC, **Zinhle** led Honest Hour. Honest Hour is part of the MSSC's Campus Conversations on Race series. The series brings together a small group of students from all corners of campus to join these timely and important conversations. In March, Zinhle hosted a dialogue with the GWPD Chief of Police.
- **Grace** expanded her communication skills and developed political savvy through meeting with various student stakeholders and helping navigate their ideas through GW's administration.
- At his placement, **Alex** is working to create an interactive dashboard allowing different divisions and schools' administrators to view incidents and work orders their students and staff have submitted.

# Aspiring for EXCELLENCE



## FROM PAF TO PROFESSOR (ALMOST)

Over winter break, **Marcus** taught a course entitled "Washington, D.C. through a Health Disparities Lens" to over 100 GW internal medicine residents and interns. The primary objectives of the course were to understand the relationships between the social determinants of health and health outcomes, and to describe the underlying socio-economic patterns in Washington, D.C. Marcus began with a basic overview of the history of the city, from its founding to the retrocession, to the gradual racial shifts of today. Overall, it was an excellent opportunity to expose health professionals to a more holistic view of D.C., with the hope of encouraging them to keep this information in mind when they encounter patients from different backgrounds.



## PAF MENTORS YOUNG ENGINEERS

During this academic year, **Dor** had the opportunity to co-lead an interdisciplinary senior design pilot for the School of Engineering and Applied Science, and to mentor two teams. This initiative enables senior engineers to experience real-world interactions between other engineers in project and product development. There are already students interested in beginning interdisciplinary projects next year, and there is enthusiastic support for the initiative.

# ACADEMIC & RESEARCH HIGHLIGHTS



**PAFs have a variety of academic and research interests—from documentary filmmaking and economic policy to cybersecurity and health inequities. Whether through their coursework or other hands-on learning experiences, PAFs celebrated many academic accomplishments this year.**

- **Marcus** researched the relationship between neighborhood factors on systolic blood pressure and A1C levels, indicators of diabetes.
- Together with a team of Elliott School of International Affairs graduate students, **Angela** developed a game simulation exploring options for the Egyptian government when negotiating Ethiopia over the Grand Ethiopian Renaissance Dam.
- **As part of her capstone, Zinhle curated the art exhibition “A Luta Continua” in GW’s Gallery 102, which featured 48 pieces of art, photo, and film; over 20 professional artists; and included a live concert.**
- **Marisa** conducted research on Latino immigrant mothers who have left their children behind in their home countries. She and her team presented their findings to the Arlington Free Clinic at the end of the semester.
- **Alex** wrote a paper about the impact Walmart’s entry has on existing grocery stores’ sales. The paper was delivered at the GW Student Research Conference on Economics.
- After a year of work as coordinator for the Center for Cyber and Homeland Security’s research into private-sector cybersecurity, **Alec** contributed as a lead drafter to the Center’s final report: *Into the Gray Zone: The Private Sector and Active Defense Against Cyber Threats*.
- **Grace** coordinated with D.C. Councilmember Charles Allen’s office to study policy proposals to reduce car use in dense urban areas.
- For her capstone project, **Katie** researched how issue-based organizations structure their on-the-ground and digital grassroots advocacy.
- **Dor** researched green infrastructure solutions for combined sewer overflow challenges and looked into the science and policy of hydraulic fracturing for natural gas.
- **Max’s** policy brief, about subsidizing test preparation services for high school students in order to address racial and income disparities in college success, was published in the Trachtenberg School’s *Policy Perspectives*.



- **Zinhle** led a screening and discussion about *The Minority Vote* with the Graduate School of Education and Human Development students and staff.
- **Alec** served as a lead drafter on a joint issue brief authored by the directors of Europol and the Center for Cyber and Homeland Security.
- **Dor** surveyed the School of Engineering and Applied Science community to better understand and improve sustainability efforts. His recommendations will be shared with SEAS administration.
- **With support from the PAF Professional and Academic Development Fund, Katie traveled to Seoul, Beijing, and Tokyo to learn about how government relations, elections, and international business is conducted in each of those locations.**
- **Marisa** visited My Sister’s Place in Columbia Heights, a shelter for women who have experienced domestic violence, in order to evaluate best practices and formulate recommendations.
- **Zunara** implemented evaluation skills and coursework to conduct a pro-bono consulting project with her capstone team for the nonprofit, Jubilee Jumpstart.

# —Meet The— FELLOWS

## SECOND-YEAR FELLOWS



### Angela Sako

is pursuing a Master of Public Policy degree with a placement at the Office of the Vice President for Research.

### Alec Nadeau

is pursuing a Master of Public Administration degree with a placement at the Center for Cyber and Homeland Security.

### Zinhle Essamuah

is pursuing a Master of Media and Strategic Communication degree with a placement at the Multicultural Student Services Center.

### Katherine "Katie" Paz Wynne

is pursuing a Master of Professional Studies degree in political management with a placement at the Global Center for Political Management in the Graduate School of Political Management.

### Maxwell "Max" Tingle

is pursuing a Master of Public Administration degree with a placement in Marketing and Creative Services.

### Marcus Andrews

is pursuing a Master of Public Health degree in health promotion with a placement at the Rodham Institute.

# —Meet The— FELLOWS

## FIRST-YEAR FELLOWS



### **Dor Hirsh Bar Gai**

is pursuing a Master of Science degree in environmental and energy management with a placement at the School of Engineering and Applied Science.

### **Marisa Cordon**

is pursuing a Master of Public Health degree in maternal and child health with a placement at the Honey W. Nashman Center for Civic Engagement and Public Service.

### **Zunara Naeem**

is pursuing a Master of Public Administration degree with a placement at The George Washington University Museum and The Textile Museum.

### **Grace Mausser**

is pursuing a Master of Public Policy degree with a placement in the Office of the President.

### **Alex Wang**

is pursuing a Master of Arts degree in applied economics with a placement in the Division of Information Technology.

**TO STAY CONNECTED WITH  
THE PAF PROGRAM, VISIT:**

 | [paf.gwu.edu](http://paf.gwu.edu)

 | [@GWPAF](https://twitter.com/GWPAF)

 | [GWPAF](https://www.facebook.com/GWPAF)

 | [Inkd.in/dkRErTY](https://www.linkedin.com/company/inlk/dkRErTY)

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**THE GEORGE WASHINGTON UNIVERSITY**

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