



LEONARD D. SCHAEFFER  
FELLOWS IN GOVERNMENT SERVICE

---

*Celebrating Ten Years of Public Service Impact*

# Table of Contents

This report reflects the first decade of the Schaeffer Fellows program and provides an overview of the tenth Schaeffer Fellows cohort experience.

CELEBRATING TEN YEARS

1

Letter from the Founder	2
Letter from the Executive Director	3
Meet Our Team	3
About the Program	4
By the Numbers	5
A Decade of Impact	6
Strong Partnerships	8
Inspiring Stories of Alumni Impact	14
Ten Year Celebrations	16
The Next Ten Years	17

THE TENTH COHORT

18

2024 Fellows & Internships	20
Fellows in Action	22
Schaeffer Fellows Summit	28
Fall Recognition Events	32



*Pictured left to right: 2023 Fellow Kylan Benson, Leonard D. Schaeffer, and 2024 Fellow Dylan Jin-Ngo during the Schaeffer Fellows Summit Keynote Dinner at the Cosmos Club in Washington, D.C.*





Leonard D. Schaeffer speaks about his personal experience as an undergraduate summer intern in government at the 2024 Schaeffer Fellows Summit

## LETTER FROM THE FOUNDER

This year marks the 10th anniversary of the Schaeffer Fellows in Government Service program. Over the past decade, we have supported 418 undergraduate interns at over 200 government offices and agencies.

Our Fellows have engaged in meaningful work with real impact. They have addressed constituent inquiries, conducted policy research, attended briefings, crafted talking points, organized community events, and designed educational curricula. Through these experiences, they have witnessed the profound difference one individual can make in the lives of many and learned lessons that will guide them as the next generation of civic leaders.

I have had the pleasure of working with program leadership whose efforts set the Fellows program apart. Through university and institutional partnerships, they have created opportunities for Fellows to broaden their professional networks, explore policy interests, and gain insight into the inner workings of government. Each Fellow benefits from the guidance of an internship supervisor and an alumni mentor who provide support during the summer and inspire a commitment to public service through their example. Fostering a culture of engagement is central to the Schaeffer Fellows experience and essential for ensuring the strength of our democracy.

As we celebrate this milestone, I want to thank all who have contributed to the program’s success. Our dedicated Advisory Board members, collaborative university and institutional partners, hard-working program staff, committed alumni mentors, and, most importantly, passionate and committed Fellows, have all played important roles in this remarkable journey.

As you read through this report, I hope you feel inspired by our Fellows and the meaningful impact they have made in their communities. We are looking forward to expanding our alumni program offerings and invite you to partner with us in supporting their continued professional growth and dedication to public service.

Thank you for your support and belief in the next generation of civic leaders.

Sincerely,

Leonard D. Schaeffer  
Founder & Advisory Board Chair

## LETTER FROM THE EXECUTIVE DIRECTOR

As we celebrate the 10th anniversary of the Schaeffer Fellows in Government Service program, I am deeply grateful for the opportunity to help empower the next generation of leaders dedicated to public service. Since its inception in 2015, the program has evolved far beyond a summer internship—it has become a thriving community where Fellows and alumni connect, collaborate, and motivate one another.

This journey begins each spring with our Virtual Orientation, where Fellows meet their peers and learn about the program before embarking on their internships. Midway through the summer, the annual Schaeffer Fellows Summit in Washington, D.C. provides a rich opportunity for Fellows to explore public service careers, network, and reflect on their experiences. In the fall, campus-based Recognition Events offer Fellows a chance to share their reflections and officially join the alumni network.

As they transition from their Schaeffer Fellows experience and complete their undergraduate studies, our alumni pursue advanced degrees, earn prestigious fellowships, and excel in a variety of fields such as education, technology, law, and government—driven by a shared commitment to making meaningful change in their communities. Importantly, they remain engaged with the program serving as mentors, speakers, and facilitators, ensuring their experiences and insights continue to enrich the community. They support the program’s growth by sharing feedback and fostering connections that sustain its impact.

This year, Mr. Schaeffer’s historic gift to establish the USC Leonard D. Schaeffer Institute for Public Policy and Government Service also endowed the Schaeffer Fellows program. His generosity will allow us to continue our mission of empowering the next generation of civic leaders.

As we look to the future, I invite you to join us—whether through mentorship, partnerships, or financial support—in empowering these future leaders and fostering a more informed and engaged society. Together, we can build on this incredible legacy and ensure an even brighter decade ahead.

Thank you for your continued support of the Schaeffer Fellows in Government Service program and your belief in the transformative power of public service.

Sincerely,

Erica Lovano McCann  
Executive Director

## Meet Our Team



Erica Lovano McCann  
Executive Director



Willa Erickson  
Assistant Director



# About the Program

## MISSION

The Leonard D. Schaeffer Fellows in Government Service program funds government internships, provides professional development, and fosters mentorship for undergraduate students with exceptional potential. Schaeffer Fellows gain experience-based knowledge of government operations, a deeper understanding of the impact of public service, and the skills and motivation to join the next generation of civic leaders.

## FOUR KEY THEMES

Government internships are the cornerstone of the Schaeffer Fellows program experience, bolstered by robust professional development rooted in four key themes:

-  **Reflecting on Core Values**
-  **Exploring Leadership Lessons**
-  **Collaborating and Networking**
-  **Developing Transferable Skills**

These themes serve as a foundation for all other program resources such as the Schaeffer Fellows Resource Guide and the Schaeffer Fellows Summit.

## FELLOWSHIP BENEFITS



### Internship Resources

- Living Stipend
- Resource Guide
- Supportive Supervisors



### Professional Development

- Virtual Orientation
- Schaeffer Fellows Summit
- Fall Recognition Events



### Mentorship

- Alumni Mentors
- Institutional Partners
- Online Community Membership

## By the Numbers

418

Schaeffer Fellows supported from our five University Partners

200+

Government offices and agencies at local, state, and federal levels

4,000+

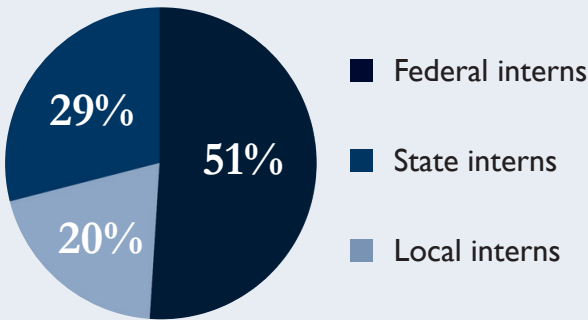
Weeks of full-time work in government service over ten years of Schaeffer Fellows

74%

Alumni reported internships, fellowships, or jobs in public service after the program

91%

Alumni reported an interest in serving as an alumni mentor to a future Fellow



2024 Schaeffer Fellows Emily Carder and Wyatt Carter exchange business cards during networking practice at the Schaeffer Fellows Summit

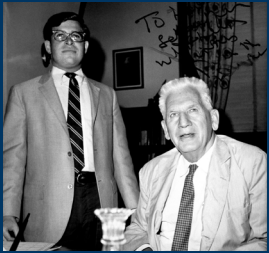


# A Decade of Impact

Over the past decade, the program has expanded to support 50 Fellows each year, offering living stipends, mentorship, and career development opportunities. As it celebrates its tenth anniversary, the program takes pride in its thriving alumni community and is well-positioned for continued impact in the years ahead.



Mr. Schaeffer meets with the Harvard University cohort during first official Fall Recognition Events in 2017



Leonard D. Schaeffer as a college intern for Senator Paul Douglas



Smitha Gundavajhala (U.C. Berkeley) at internship event



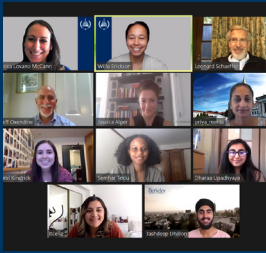
Samantha Sharkoff (USC) at Senate Hearing



Professional Development Day in Sacramento, CA



Sessions held in Washington, D.C. during inaugural national Summit



Virtual Fall Recognition hosted for U.C. Berkeley Fellows



Amen Gashaw (Harvard) working from home



Fellows return to in-person Summit in Washington, D.C.



Mia Beams and Nicco Platt (Princeton) at Summit



2024 Schaeffer Fellows visit U.S. Capitol during Summit

2015

**Program established at two schools**

- Leonard D. Schaeffer commits funding to support undergraduates in full-time government internships.
- University partnerships are established with the University of Southern California and Princeton University.
- Fellows receive a living stipend, assistance with internship placements, and mentorship from university alumni.

2016

**Expansion to new university partner**

- Program expands to the University of California, Berkeley School of Public Health through a partnership with Health Career Connection, focusing on public health internships at local and state levels.
- Program leaders visit campuses to meet Fellows and learn about their experiences.

2017

**New partners & programming for Fellows**

- Harvard Institute of Politics joins as a university partner.
- Collaboration with the Partnership for Public Service introduces a hybrid Development Series featuring public policy experts and a dinner with keynote speakers hosted in Washington, D.C.
- Fall Recognition events become a core program component, celebrating Fellows' contributions to public service with certificates of recognition.

2018

**Professional Development Days introduced**

- Alumni feedback inspires the launch of Professional Development Days in Sacramento and Washington, D.C., where Fellows connect with public service leaders, alumni, and peers.
- The first Schaeffer Fellows Resource Guide is distributed, offering tailored advice for internships and professional development.

2019

**New university partner & first Summit in D.C.**

- University of Virginia, through a collaboration between the Miller Center and UVA Career Center, joins as a university partner, enhancing regional diversity and increasing the cohort size to 45 Fellows.
- Inaugural Schaeffer Fellows Summit, held in Washington, D.C., focuses on leadership, values, and transferable skills. Fellows visit the Brookings Institution for sessions on how research informs public policy.

2020

**Fellows persevere during COVID-19 pandemic**

- Program supports 50 Schaeffer Fellows for the first time.
- Internships and events, including a virtual Summit Series and Fall Recognition, transition online due to the pandemic.
- Virtual visit with RAND summer associates on graduate school, policy research, and careers.

2021

**Virtual programming model refined**

- Virtual and hybrid internships continue.
- Program introduces small-group, interest-based pods for Fellows to network with like-minded peers and discuss career exploration.
- Virtual Summit Series is enhanced with interactive sessions and alumni-led workshops on professional development topics.

2022

**Program Advisory Board established**

- Advisory Board is formed, bringing together university partners, former government officials, and program leaders to evaluate the program's strengths and strategize for its future.
- Standard Memorandum of Understanding is established with each University Partner to streamline operations and ensure consistency.
- In-person Schaeffer Fellows Summit resumes in Washington, D.C.

2023

**Alumni engagement grows**

- Fellows participate in expanded professional development programming, including small-group sessions led by alumni ambassadors.
- Program sees a rise in the number of alumni volunteering to serve as 1:1 mentors for current Schaeffer Fellows.
- In-person Fall Recognition Events return at partner campuses.

2024

**Celebrating 10 years of Schaeffer Fellows**

- Program supports its tenth cohort and hosts special anniversary events in the growing alumni hubs of San Francisco and New York City.
- Program unveils a new logo and mission statement.
- USC Leonard D. Schaeffer Institute for Public Policy and Government Service is announced, establishing a permanent home for the program, securing its endowment, and supporting expanded opportunities.



# Strong Partnerships



*Pictured: Dr. Pamela McCann (right), Associate Professor at the USC Sol Price School of Public Policy, speaks with 2024 Schaeffer Fellow Aayush Manapat*

Over the past decade, the Schaeffer Fellows program has built strategic partnerships that enrich the internship experience, expand professional development offerings, and foster alumni engagement. Guided by a dedicated Advisory Board, the program has focused on strengthening relationships and setting strategic goals for future growth.

In 2015, the program launched with two university partners and eight Fellows. Over time, it expanded to include five universities, supporting fifty Fellows annually. University partners work closely with internship supervisors and alumni mentors to offer Fellows diverse government work experiences and a strong support network.

Relationships with public interest organizations have broadened professional development resources, helping Fellows and alumni explore different career pathways and develop transferable skills. Many alumni go on to pursue additional experience in public service through internships, research positions, and full-time jobs.

As the alumni community continues to grow by at least fifty Fellows each year, opportunities for sustained engagement and meaningful contributions—both within government and in other sectors—continues to expand.

“The continued improvement that the program embarks on is really important for future Fellows. I’m excited about alumni of the program slowly taking over. The advisory board 10-15 years from now... should include Fellows who went through the program, are passionate about it, and are really interested in carrying on the good work.”

— **Jack Ebeler**  
Vice Chair,  
Schaeffer Fellows Program  
Advisory Board

## ADVISORY BOARD

In 2022, program leaders established the first Advisory Board comprised of government officials, university partners, Brewster Foundation representatives, and alumni. The Advisory Board reviews program feedback and considers ways to expand opportunities for future Fellows.

**Leonard D. Schaeffer**, *Chair*  
Schaeffer Fellows Program Founder

**Jack Ebeler**, *Vice Chair*  
Former Acting Assistant Secretary of Planning and Evaluation, U.S. Department of Health and Human Services

**William Antholis**  
Director and CEO, Miller Center of Public Affairs, University of Virginia

**Sheila Burke**  
Former Chief of Staff for U.S. Senator Dole  
Executive Dean, Harvard Kennedy School of Government

**Kimberly de los Santos**  
Executive Director, Pace Center for Civic Engagement, Princeton University

**Jamie Kwong**  
2016 Schaeffer Fellow  
University of Southern California

**Brian Osberg**  
Former Minnesota State Medicaid Director

**David Schaeffer**  
Brewster Foundation Representative

**Itcelia Segoviano-Ramirez**  
2018 Schaeffer Fellow  
University of California, Berkeley

**Jacob Vaughan**  
Brewster Foundation Representative

**Setti Warren**  
Director, The Institute of Politics,  
Harvard University

### *Ex-Officio Members*

**Willa Erickson**  
Assistant Director, Leonard D. Schaeffer  
Fellows in Government Service

**Dana Goldman**  
Executive Director, USC Schaeffer  
Institute for Public Policy & Government  
Service

**Erica Lovano McCann**  
Executive Director, Leonard D. Schaeffer  
Fellows in Government Service

## Advisory Board Members Attend the Summit

In 2024, five members of the Advisory Board attended the Schaeffer Fellows Summit in Washington, D.C. to interact with Fellows and alumni.

**Pictured:** Schaeffer Fellows Advisory Board Member Brian Osberg chats with 2024 Fellows Scarlett Lovallo and James Wang, interns at the Los Angeles Department of Public Health, in the Health Care Consumer Protection unit.

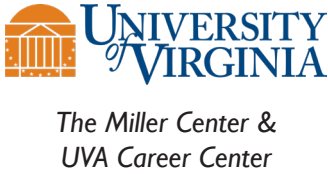




# UNIVERSITY PARTNERS

Each summer, five universities select ten exceptional undergraduate students to participate in the Schaeffer Fellows program. These University Partners play a key role in identifying high-level government internship opportunities and connecting each Fellow with a university alumni mentor who provides guidance and support throughout the experience.

In 2024, the Schaeffer Fellows program introduced a new initiative, sponsoring one staff representative from each University Partner to attend the Summit in Washington D.C. This provided an opportunity for these representatives to meet with their Fellows, facilitate key sessions, and collaborate with peers from other institutions. Their time together also allowed for sharing best practices and insights, strengthening the program and fostering a network of support among the universities involved.



# INTERNSHIP SUPERVISORS

Internship supervisors are essential to Schaeffer Fellows' professional growth. They set the tone for the internship by offering guidance, mentorship, and constructive feedback that help Fellows navigate their roles and responsibilities. Supervisors create opportunities for skill development, expose interns to real-world projects aligned with their career interests, and foster a collaborative environment that builds confidence and enhances workplace competencies.

In addition, supervisors help Fellows expand their professional networks by connecting them with key industry contacts. By guiding interns through workplace dynamics and providing ongoing feedback, they ensure a meaningful and rewarding experience. Ultimately, strong supervisors play a critical role in shaping the Fellows' career trajectory, supporting both their professional and personal growth, and maintaining connections after the internship.



Janet Mendoza-Partida (Berkeley) with Congressmember Doris Matsui



Jack Siegel (UVA) with Senator Mark Warner

# ALUMNI MENTORS

Mentorship is a cornerstone of the Schaeffer Fellows program. Mentors offer the Fellows guidance on navigating internships, encouragement to network, and insights into future careers. In addition to formal one-on-one mentorship, Fellows connect with program alumni who host small group events and participate at Virtual Orientation, the annual Schaeffer Fellows Summit, and Fall Recognition events, enriching the experience for current Fellows and fostering a strong, interconnected community.

## One-on-One Mentoring

Each Schaeffer Fellow benefits from a university alumni mentor who provides valuable professional insight and personal support throughout their internship journey.

These mentors, who are often also Schaeffer Fellow program alumni, offer a unique perspective that complements the guidance Fellows receive from their internship supervisors. By helping Fellows reflect on their experiences, explore career options, and develop networking skills, these mentors play a pivotal role in shaping their growth.

Fellows are encouraged to engage with their mentor 3-4 times during the summer, using these conversations to address challenges, set goals, and gain clarity on their career.

A strong mentoring relationship is built on mutual respect, open communication, and a shared commitment to success. This partnership not only enhances the internship experience, but also equips Fellows with the tools and confidence to navigate their future goals effectively.



2024 USC Schaeffer Fellow Yvette Castaneda (left) meets with her alumni mentor, Amy Chong (2018, USC)

## Alumni Ambassadors

Each summer, the Schaeffer Fellows program invites a select group of dedicated alumni to serve as Alumni Ambassadors. In this role, Ambassadors volunteer their time to host small regional or virtual events, support programming at the Schaeffer Fellows Summit in Washington, D.C., and participate in panel discussions.

Distinct from one-on-one alumni mentorship, Alumni Ambassadors serve as a resource for all Fellows and alumni, offering insights on internships and careers. They also play a vital role in strengthening connections across cohort years and universities, fostering a dynamic and engaged Fellows community. These alumni exemplify the enduring commitment of Schaeffer Fellows to mentorship, networking, and collective impact.



Alumni Ambassador Kate Krolicki (second from left) hosts dinner for Fellows and alumni in Washington, D.C.



# INSTITUTIONAL PARTNERS

Institutional partnerships play a crucial role in enhancing the program through valuable learning and networking opportunities. These collaborations foster meaningful dialogue between Fellows, alumni, researchers, and government leaders, helping to bridge the gap between academia, governance, and policy-making.

Through these partnerships, Fellows gain deeper insights into the complexities of research and policy development, while strengthening their ability to navigate the intersection of these fields. They leave the program with a deeper understanding of how research informs legislative decisions and public administration.

## Partnership for Public Service Helps Establish the Professional Development Model

In 2017, the Partnership for Public Service was instrumental in developing a training model for undergraduate interns. That year, the organization hosted a Development Series for Schaeffer Fellows focusing on values, cross-sector collaborations, and leadership. From there, the Partnership helped scale up the model for the Summit implemented in 2018 and 2019.

## USC Schaeffer Institute for Public Policy and Government Service houses Schaeffer Fellows program

The USC Schaeffer Institute, established in 2024, brings together the USC Schaeffer Center for Health Policy & Economics and the Leonard D. Schaeffer Fellows in Government Service program under one organization to produce research that informs evidence-based policymaking and support students in becoming involved citizens of a healthy democracy.

## Brookings Institution and RAND Corporation Support Summit and Alumni Programming

Partnerships with the Brookings Institution and the RAND Corporation provide access to respected experts in public policy research who serve as speakers for the Summit and collaborate on alumni events. Exposure to these organizations helps Fellows learn how an evidence-based and data-driven approach to policymaking can be used to address complex societal challenges.



# Featured Alumni in Policy & Research Positions

Schaeffer Fellow alumni go forward from their summer internship encouraged to continue exploring public service. As alumni progress in their careers, many have pursued opportunities at public interest organizations, including our institutional partners. Through research and policy positions, these alumni leverage the skills and insights gained during their internships to contribute to data-driven decision-making. Their work in identifying innovative solutions to complex issues highlights the program’s success in cultivating the next generation of civic leaders.



**Vani Agarwal**  
2021 Schaeffer Fellow, Centers for Medicare and Medicaid Services  
*University of Virginia*  
**Senior Research Assistant, Center on Health Policy at Brookings**



**D. Jun Lee, Ph.D.**  
2016 Schaeffer Fellow, Central Intelligence Agency  
*University of Southern California*  
**Political Scientist, RAND Corporation**



**Alex Hubbard**  
2022 Schaeffer Fellow, Smithsonian Institution  
*University of Virginia*  
**Research Intern, Brown Center on Education Policy at Brookings**



**Camille Reeves**  
2021 Schaeffer Fellow, Office of U.S. Senator Sherrod Brown  
*Princeton University*  
**Research Assistant, RAND Corporation**



**Nina Nguyen**  
2023 Schaeffer Fellow, Los Angeles County Department of Public Health, Healthcare Consumer Protection  
*University of Southern California*  
**Research Assistant, Schaeffer Center for Health Policy & Economics**



**Jeremy Odrich**  
2022 Schaeffer Fellow, Virginia State Police - Fusion Center  
*University of Virginia*  
**Social Policy Fellow, Third Way**





# Inspiring Stories of Alumni Impact

Schaeffer Fellow alumni pursue advanced degrees, competitive fellowships, and professional roles in diverse fields. This report features just a few of the many distinguished alumni who exemplify continued civic engagement.

## At the forefront of nuclear policy and non-proliferation

Jamie Kwong was a 2016 Schaeffer Fellow at the University of Southern California interning for the House Foreign Affairs Committee, Asia Pacific Sub-Committee. While at USC, she also interned with the State Department International Security and Nonproliferation Bureau and the Central Intelligence Agency. Jamie graduated in 2018 with a Bachelors in International Relations and Master of Public Diplomacy. She holds a PhD in War Studies from King’s College London, where she studied as a Marshall Scholar, a prestigious scholarship funding graduate study in the UK.

Jamie’s dissertation examined U.S. public opinion of North Korea’s nuclear weapons program and was awarded the King’s College London Doctoral Studies Outstanding Thesis Prize. During her PhD, she was a research assistant at the Centre for Science and Security Studies, working on projects related to the P5 Process, the Treaty on the Prohibition of Nuclear Weapons, and transatlantic deterrence. She also worked in the Nuclear Policy Program at the Royal United Services Institute on projects related to strategic stability, disarmament verification, and the UK Project on Nuclear Issues.

Currently, Jamie is a fellow in the Nuclear Policy Program at the Carnegie Endowment for International Peace. Her research focuses on nonproliferation issues, the Korean Peninsula, and multilateral regimes, including the P5 Process and the Nuclear Non-Proliferation Treaty. She has also conducted novel research on the climate change-nuclear weapons nexus and authored the Carnegie paper, *How Climate Change Challenges the U.S. Nuclear Deterrent*. Her analysis has been published in outlets including *Foreign Affairs*, *Foreign Policy*, and *The Nonproliferation Review*.



“It has been a privilege to experience firsthand the lasting impact the Schaeffer Fellows program has had over the last ten years. From Fellow to mentor to advisory board member, I’ve had a unique vantage point in seeing the program grow and support more than 400 students – not just to secure a summer internship, but to thoughtfully explore and develop the skills and experiences needed to pursue careers dedicated to public service.”



**Rhodes Scholar becomes one of the youngest presidential speech writers in U.S. history**

Elijah DeVaughn was a 2020 Schaeffer Fellow from Harvard interning for the California Governor’s office. As a Rhodes Scholar, he pursued an MPhil in U.S. History at Oxford University. After his graduate degree, Elijah served as a speechwriter to President Joe Biden, becoming one of the youngest presidential speechwriters in American history.

Elijah is now a doctoral student in American Studies. His research interests include African American intellectual history, constitutional law, literary criticism, and rhetoric. He has previously volunteered as a Schaeffer Fellow alumni mentor.

## Pursuing sustainability and environmental justice

In 2018, Cameron McKenzie interned as a Schaeffer Fellow for the Federal Energy Regulatory Commission (FERC) in the Office of Electric Reliability. He graduated from Princeton University in 2019 with degrees in chemical and biological engineering.

Cameron earned a certificate in Tropical Forest Landscapes: Conservation, Restoration and Sustainable Use from the Yale School of the Environment’s Environmental Leadership & Training Initiative. He went on to serve as an AmeriCorps Watershed Ambassador for the New Jersey Department of Environmental Protection. Following his AmeriCorps year, Cameron enrolled in the Yale University School of Environment to complete a master’s degree in forest science.

After completing his graduate degree, Cameron was a 2023 recipient of the Presidential Management Fellowship (PMF), the Federal Government’s premier leadership development program. As a PMF, Cameron serves as a Community Engagement Specialist for the U.S. Forest Service, fostering public relationships and promoting awareness of the agency’s needs, services, and funding opportunities.

Cameron has remained very involved with the Schaeffer Fellows program, serving as an Alumni Ambassador for two summers, meeting with the Fellows 1:1 and hosting a virtual discussion about pursuing graduate school.



“The Schaeffer Fellowship provided me the invaluable opportunity to affirm my professional commitment to serving the public and jumpstart my career in government service. Through its service, networking, and mentorship opportunities, the Schaeffer Fellowship equipped me with the skills and experiences I needed to be successful as a leader in government service.”

24

COMPETITIVE FELLOWSHIP RECIPIENTS

These alumni have earned prestigious nationally and internationally recognized fellowships.

### Boren Scholarship

Lisa de Råfols  
Vivian Le

### Coro Fellows Program in Public Affairs

Amy Chong  
Itcelia Segoviano-Ramirez

### Fulbright U.S. Student Program

Ida Abhari	Jenna Mazza
Lisa de Råfols	Tommy Nguyen
Sofia Greenwald	Rianna Rios
Joseph Jocas	Javier Solis
Nivea Krishnan	

### Gates Cambridge Scholarship

Jun Lee

### Marshall Scholarship

Jamie Kwong

### Presidential Management Fellowship

Sherese Bonner  
Cameron McKenzie

### Rhodes Scholarship

Elijah DeVaughn  
Elizabeth Guo

### Rotary Global Grant

Remaya Campbell

### Schwarzman Scholarship

Diya Kraybill  
Karthik Ramesh

### Truman Scholarship

Araoluwa Omotowa  
Jalen Travis



# Ten Year Celebrations

The Schaeffer Fellows program hosted regional in-person events in San Francisco and New York City to acknowledge ten years of supporting undergraduate interns and continue efforts to engage program alumni.

## Connecting Alumni Across Cohorts & Universities

In San Francisco, alumni from U.C. Berkeley, the University of Southern California, and the University of Virginia met to share updates on their lives and careers since participating in the fellowship. The dinner presented the opportunity for Fellows from different cohort years to meet, especially those who participated in the program virtually in 2020 and 2021.



## Special Event: *Hamilton* on Broadway

On the east coast, Schaeffer Fellows program staff invited alumni in New York City and the surrounding area to attend a dinner reception in Manhattan followed by a performance of *Hamilton* on Broadway at the Richard Rodgers theater. Alumni from Princeton University and the University of Southern California attended and formed new connections with peers.



# The Next Ten Years

Endowed within the USC Schaeffer Institute for Public Policy and Government Service, the Schaeffer Fellows program is poised to amplify its impact and enhance its ability to shape the next generation of civic leaders. In the next decade, the program seeks to bolster the resources and networks key to supporting hard-working Schaeffer Fellows each summer, and further expand opportunities for Fellows and alumni to remain engaged in public service.

## Strengthen Alumni Engagement

As our alumni community grows, we will offer additional opportunities for them to remain involved as mentors, supervisors, and speakers. Their contributions will be vital to the program’s success, providing future Fellows with essential support, guidance, and inspiration.

## Enhance Professional Development

Advanced training in leadership, career skills, and mentorship will prepare alumni to excel in any sector, fostering a mindset rooted in public service.

## Expand Partnerships & Networks

New collaborations with universities, government agencies, and organizations will connect Fellows and alumni to a vibrant network of mentors and public service leaders, offering diverse career pathways and professional growth.

## Focus on Evidence-Based Policy Solutions

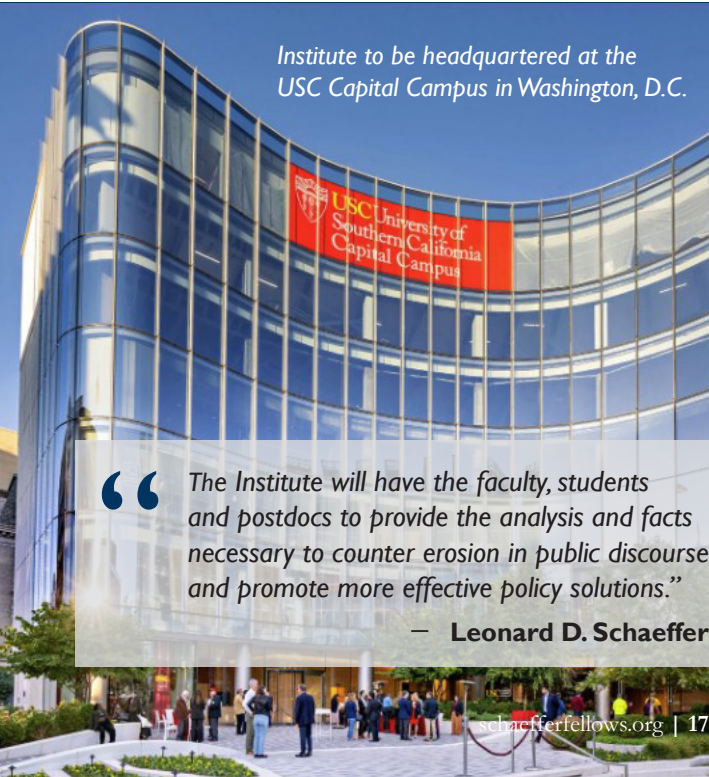
Partnerships with organizations like the USC Schaeffer Institute, RAND Corporation, and Brookings Institution will immerse Fellows and alumni in data-driven decision-making, equipping them to champion effective, evidence-based solutions.



2023 Fellow Caleb Kuo (left) with 2024 Fellow Karam Zein at UVA Fall Recognition where they discussed their experience interning for the same office, the Arlington County Department of Human Services

## Leonard D. Schaeffer Institute for Public Policy & Government Service Launches

In 2024, Mr. Schaeffer donated \$59 million to establish the USC Schaeffer Institute. The Institute joins two flagship programs — the USC Schaeffer Center for Health Policy & Economics and the Leonard D. Schaeffer Fellows in Government Service — with the mission to produce research that informs evidence-based policymaking to address our nation’s most pressing issues and to educate students to be responsible and involved citizens of a true, functioning democracy.



Institute to be headquartered at the USC Capital Campus in Washington, D.C.

“The Institute will have the faculty, students and postdocs to provide the analysis and facts necessary to counter erosion in public discourse and promote more effective policy solutions.”  
— Leonard D. Schaeffer



# THE TENTH COHORT

In 2024, fifty Schaeffer Fellows interned at all levels of government, working on important issues, such as health care access, outreach to community members experiencing homelessness, researching bills, drafting press releases, attending briefings.

Schaeffer Fellows also attended Virtual Orientation and the Schaeffer Fellows Summit in Washington, D.C., where they were highly engaged in networking, reflecting on their experiences with their peers, and interacting with alumni and program partners.

*Pictured: 2024 Schaeffer Fellows meet in Washington, D.C. for the Schaeffer Fellows Summit and participate in professional development sessions as a cohort*

## FEEDBACK FROM FELLOWS

**98%**

Better able to connect goals to career

**96%**

Improved confidence in networking

**96%**

Considering additional experience in public service

**94%**

Will remain in touch with their internship supervisor



# 2024 Fellows & Internships

The fifty 2024 Schaeffer Fellows—the program’s tenth cohort—and their impressive summer internships are listed below. Schaeffer Fellows represent a broad diversity of interests, however, common among them is their commitment to learning more about how government works and engaging in public service.

## Harvard University

Kevin Bokoum	U.S. Senate H.E.L.P. Committee
Nicolette Carpenter	City of Paterson, New Jersey
Florentina Daiana Dragos	Michigan Department of State, Bureau of Elections
Elizabeth Esteban-Hernandez	Office of the Governor of California, Gavin Newsom
Tenzin Gund-Morrow	Office of Democratic House Leader, Hakeem Jeffries (NY-08)
Shania Hurtado	Office of Harris County Judge, Lina Hidalgo
Dylan Jin-Ngo	U.S.Attorneys Office of the District of Columbia
Dylan Phan	U.S. Department of Labor, Boston Regional Solicitor’s Office
Jonah Simon	U.S. Department of Transportation, Office of the Secretary
Christy Zheng	Massachusetts Trial Court, Court Service Center

## Princeton University

Braiden Aaronson	Office of Congressman Terri Sewell (AL-07)
James Bement	Office of U.S. Senator Sherrod Brown (OH)
Clara Bloom	Federal Energy Regulatory Commission, Office of Energy Market Regulation
Grace Collier	New Jersey Department of Environmental Protection, Office of Legal Affairs
Mira Eashwaran	Office of U.S. Senator Jon Ossoff (GA)
Charlie McWeeny	U.S. District Court for the Eastern District of New York
Janah Richardson	Office of Congressman Raja Krishnamoorthi (IL-08)
Lucia Scalamandre	U.S. Department of Housing and Urban Development
Nicholas Urbati	Office of Congressman Bonnie Watson Coleman (NJ-12)
Kate Voltz	U.S. Department of Justice, Environment and Natural Resources Division, EES

## University of California, Berkeley

Matthew Aini	Metropolitan Transportation Commission
Antonio Caceres	District Office of Congressman Jimmy Gomez (CA-34)
Hanan Coronado	Los Angeles Deputy Mayor of International Affairs
Sanya Khan	U.S. State Department, Bureau of Legislative Affairs
Anastasia Koruga	U.S. Equal Employment Opportunity Commission, Enforcement Office
Mariana Martinez-Bautista	Office of Congressman Jim Costa (CA-21)
Janet Mendoza-Partida	Office of Congressman Doris Matsui (CA-07)
Jasel Steinmetz	Office of the Mayor of Oakland, Sheng Thao
Jennifer Tran	Office of California State Senator, Nancy Skinner
Maissa Trujillo	San Bernardino County District Attorney’s Office

# By the Numbers: 2024

50

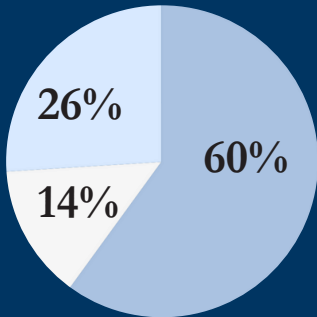
Schaeffer Fellows supported from five universities

22

Government offices hosted a Schaeffer Fellow for the first time

54%

University alumni mentors were also Schaeffer Fellow program alumni



- Federal interns
- State interns
- Local interns

## University of Southern California

Valerie Aronhalt	U.S. Department of State, Bureau of Non-Proliferation and International Security
Yvette Castaneda	Office of U.S. Senator Alex Padilla (D-CA)
Colin Duong	U.S. Department of the Treasury, Office of State and Local Finance
Samara Holloway	California Natural Resources Agency, Office of Expo Park Management
Zigi Kaiser	Los Angeles County Public Defender
Scarlett Lovallo	Los Angeles County Department of Public Health, Healthcare Consumer Protection
Eleanor Love	U.S. Office of Personnel Management, Office of the Director
Aayush Manapat	Office of Orange County Supervisor Katrina Foley, 5th District
Sophia Stewart	Office of Congressman Julia Letlow (LA-05)
James Wang	Los Angeles County Department of Public Health, Healthcare Consumer Protection

## University of Virginia

Charles Campbell	U.S. Department of Justice
Emily Carder	U.S. Embassy Mexico City
Wyatt Carter	City of Richmond
Lily Egbert	Culpeper County Economic Development
Sarah Fisayo Odukoya	Federal Executive Institute
Jayce Ogilvie-Russell	Smithsonian Institution
Yaritza Rodriguez-Alvarenga	Smithsonian Institution
Jack Siegel	Office of U.S. Senator Mark Warner (D-VA)
Seonbin Song	Health Benefit Exchange Authority
Karam Zein	Arlington County Department of Human Services



# Fellows in Action



Nicholas Urbati (Princeton) participates in presentation alongside other interns for his internship with Office of Congresswoman Bonnie Watson Coleman in Washington, D.C.

Each summer, Schaeffer Fellows demonstrate a strong commitment to public service and explore ways to make meaningful contributions to their internship offices.

Members of the 2024 Schaeffer Fellows cohort represent an array of academic disciplines including economics, public health, government, legal studies, international affairs, and politics. They also represent a number of different special interests informing their career exploration, such as global development, public health, and infrastructure.

Schaeffer Fellows completed ten weeks of full-time work that spanned many different government functions. Supported by supervisors and mentors, Fellows corresponded with constituents, prepared memos and briefings, and conducted complex analysis of bills and research.

The in-person Schaeffer Fellows Summit and Fall Recognition Events allowed Fellows an opportunity to meet with their peers, share about the similarities and differences of their internship experiences, and learn from one another about engaged citizenship.

## CHAMPIONING THEIR HOME COMMUNITIES

Schaeffer Fellows had the opportunity to work in their hometowns over the summer, witnessing firsthand the impact of local policymaking on their local communities.



Pictured: Samara Holloway (left) with supervisor, general manager of Expo Park Management, Andrea Ambriz

Samara Holloway  
University of Southern California  
**Internship:** Office of Exposition Park Management

The Office of Expo Park Management provides access to a beautiful and enriching park community by delivering a safe, clean environment through public safety, parking operations and land use management. Samara supported the Exposition Park Master Plan of 2020 and preparations for the 2028 Summer Olympics.

“ [I felt like] a valuable a member of the team and was welcome to participate in nearly all office operations. I am walking away with a deluge of experiences including legal contract revision, policy amendments, strategic planning, strategic communications, workplace/office etiquette, position/duty statement creation from start to finish, management training, focus group hosting, and stakeholder/constituency relationship management. I find it hard to believe that this experience could have been any better.”

Nicolette Carpenter  
Harvard University  
**Internship:** City of Paterson, New Jersey

Nicolette transferred to Harvard from her local community college. Eager to contribute back to her community she applied for an internship in her hometown.

“ My most valuable work experience was gaining a conceptual understanding of how local government works. I developed data reports on the recently implemented Bulk Trash Pick Up Program to present to City Council, met with the Deputy Director of Economic Development and Inspectors of the Construction Office to discuss implementation of the permit/inspections process onto a digital platform, and presented a proposal to the Deputy Director to show the steps needed to implement the process.”







## PUTTING HEALTH POLICY INTO PRACTICE

Schaeffer Fellows gained insights into how issues of healthcare access are managed and how health policy is approached collaboratively at different levels of government.



Braiden Aaronson  
Princeton University  
**Internship:** Office of Congressman Terri Sewell

Braiden was tasked with running the front office for the D.C. office, including interacting with guests, sorting mail, answering phone calls, and general office work.

“I worked on advocacy for public health bills such as H.R.2407 - Nancy Gardner Sewell Medicare Multi-Cancer Early Detection Screening Coverage Act, a bill that would provide Medicare coverage for early detection tests for about 50 forms of cancer. I helped gather co-sponsors and drafted a letter from the Congressional Black Caucus to the Energy and Commerce Committee to accelerate the markup of H.R.2407.”



Eleanor Love  
University of Southern California  
**Internship:** U.S. Office of Personnel Management

Eleanor worked in the Office of the Director on several notable projects. She shared about the effort to implement policy for a federal health benefits program affecting 1.9 million Postal Service employees and annuitants.

“This was a huge agency-wide project involving almost 1,000 OPM staff (almost all in the Retirement Services or Health Insurance departments). I learned a lot about project management, leadership, organizational structure, navigating a huge project/policy roll out, different players in a huge project, how to engage people, good communication, and the reality of bureaucracy.”



“Helping to write a policy document for the HBX (Health Benefit Exchange of Washington, D.C.) healthcare for childcare workers program was very valuable, because it felt to me like I was making a significant, individual impact into the implementation of government policy on the local level.”

— **Seonbin Song**  
University of Virginia  
Health Benefit Exchange of Washington, D.C.



## GETTING A GLIMPSE INTO FOREIGN POLICY

Schaeffer Fellows with a strong interest in U.S. foreign policy learned first-hand how U.S. agencies engage and coordinate with foreign nations.

Emily Carder  
University of Virginia  
**Internship:** U.S. Embassy Mexico City

“I was responsible for aiding the commercial service diplomats at the U.S. embassy in Mexico as they connected American businesses to potential Mexican trade partners. This involved everything from gathering data to making calls to attending client meetings and providing my feedback.

I also conducted an independent research project on Chinese investment in Mexico, which required me to meet with officials across the Department of Commerce and the Department of State. Learning about government innovation was key this summer. I learned how we sponsor innovation from the public sector perspective. Public service abroad is a way of turning inter-cultural connections into tangible economic progress.”



Sanya Khan  
University of California, Berkeley  
**Internship:** U.S. Department of State, Bureau of Legislative Affairs

“I coordinated briefings from nine departments in advance of the nomination of the Ambassador to Bahrain and authored 15+ post engagement summaries for senior staff after attending Congressional briefings pertaining to Near Eastern affairs. I also produced biographies on members of Congress tailored to their positioning and voting history on different global issues.

Through this internship, I was able to pursue issue areas I am passionate about and the senior staff was so inclusive and willing to assist me in my future endeavors.”







## MANAGING CRITICAL COMMUNICATIONS

Schaeffer Fellows were tasked with representing their elected official or office to the public through important communications such as constituent correspondence, social media, press releases, and memos.



Jonah Simon  
Harvard University  
**Internship:** U.S. Department of Transportation,  
Office of the Secretary

Jonah Simon (third from left) with former U.S. Secretary of Transportation Pete Buttigieg and summer 2024 interns, including 2023 Schaeffer Fellow Liz Benecchi (second from right)

Tenzin Gund-Morrow  
Harvard University  
**Internship:** Press Office for House Minority Leader  
Hakeem Jeffries

Tenzin utilized unique skills and interests in art and photography to make meaningful contributions to the Leader's social media. These efforts helped commemorate important milestones, such as the anniversaries of the Civil Rights Act and Voting Rights Act.

“The office is very lively. I was the only Press intern in my direct office, but there were more than ten interns for the Leader. I completed press clips every morning on print and broadcast news, then I worked on variable tasks including drafting remarks, compiling briefing memos, putting together social media proposals, tracking comments about impeachment, and internally distributing New York news updates.”



## CRUNCHING THE NUMBERS

Schaeffer Fellows managed and analyzed data instrumental in assessing how government services are utilized and potential areas for improving operations.



Matthew Aini  
University of California, Berkeley  
**Internship:** Metropolitan Transportation  
Commission in San Francisco, CA

“MTC gave me valuable projects during my summer there, including developing the Transit Priority Policy and analyzing ridership impacts of fare discounts. My policy research helped create a roadmap for regional transit speed improvements, while my quantitative analysis is now informing the expansion of Bay Area transit discount programs.”



Matt Aini (left) with Metropolitan Transportation Commission colleagues

Colin Duong  
University of Southern California  
**Internship:** U.S. Department of the Treasury,  
Office of State and Local Finance

“I analyzed relevant bills, read the financial statements of different subnational governments to collect research relevant data, and used various software to analyze the market for different financial securities. I also wrote a policy report for my main capstone project and on tax provisions and how they impact municipal bond dynamics.



I supported different policy advisors in their conversations with stakeholders, raising concern about anything I believed was inaccurate and provided analysis on the spot. Everyone I came across was incredibly generous and accommodating. I [met] about a dozen Deputy Assistant Secretaries and Assistant Secretaries, the Deputy Secretary, and the Secretary herself. The people in my office had years of experience in the financial industry and understand economics on such a deep level.”

Lucia Scalamandre  
Princeton University  
**Internship:** U.S. Department of Housing and  
Urban Development

“My fellow intern and I designed a more efficient excel method to track over 300 security statements. With my supervisor, I ensured borrowers were in legal compliance through scanning multiple contracts. I also worked on improving their system for project reporting by reviewing the current guides for borrowers on navigating their project reporting system.”





# Schaeffer Fellows Summit

The Schaeffer Fellows Summit is a signature event of the Schaeffer Fellows program, bringing together current Fellows, alumni, and public service leaders for three days of enriching learning and professional development.

Held each June, the Summit offers a unique platform for Fellows to engage in thought-provoking discussions, gain insights from accomplished professionals, and deepen their understanding of public service careers. Through interactive workshops, networking opportunities, and panel discussions, the Summit fosters a sense of community and prepares Fellows with the tools and motivation to excel in their internships and future endeavors.

This flagship event underscores the program's commitment to cultivating a vibrant and supportive network of emerging leaders dedicated to public service.



*Pictured: UVA Fellow Jayce Ogilvie-Russell at first day of Summit sessions in Washington, D.C.*



## Examining Engaged Citizenship

The 2024 Summit focused on participating in democracy through engaged citizenship. Fellows reflected on and shared with their peers about the work being done in their internship offices and the impact on constituents. They discussed how a broader understanding of government operations can inform their own engaged citizenship after the summer. Fellows also had the opportunity to practice networking, discuss professional development, and explore ways to apply skills gained during the internship to future academic and career goals.



*Maissa Trujillo (left) discusses values and goals with Tenzin Gund-Morrow (right)*

## A Cohort Experience

Schaeffer Fellows benefit from the unique program experience of attending a three-day Summit in Washington, D.C. during their internship summer to meet and build camaraderie with other government interns in the program. Fellows come from all over the U.S. to participate together in interactive sessions on values and motivation, networking, professional development, and transferable skills. In addition to their stipend, each Fellow's attendance at the Summit is fully covered by the Schaeffer Fellows program.



*Left to right: Grace Coller, Scarlett Lovallo, Sophia Stewart, Mira Eashwaran at the Cosmos Club*





## Panel of Public Service Leaders

At each Summit, the program convenes a panel of public service professionals who can impart career advice to the Schaeffer Fellows. This year, the panel emphasized nonlinear career pathways and encouraged Fellows to remain open to new ideas or unexpected opportunities.

The panel was **facilitated by Dr. Pamela McCann, Associate Professor at the USC Sol Price School of Public Policy** and included:

- **Ryan S. Uyehara** – Deputy Chief of Staff for the Office of Personnel Management (OPM) under the Biden-Harris Administration
- **Kristen Gunness** – senior policy researcher at the RAND Corporation with a background in military, security, and foreign policy issues in the Indo Pacific region with a focus on China, and deterrence and escalation management
- **Sherese Bonner** – UVA Schaeffer Fellow alumna and current Presidential Management Fellow then on rotation in the Office of Management and Budget, now at the National Institutes of Health



## Schaeffer Fellow Alumni Advice

The Summit offers a valuable opportunity to invite alumni back as speakers. Many alumni are in D.C. for internships, graduate school, or full-time work across various sectors, including government. They lead engaging discussions, where Fellows can ask questions about managing day-to-day tasks, networking, and exploring future career paths.

The 2024 alumni panelists were (pictured left to right):

- **Leah Erwin** – 2020 Fellow, University of Virginia
- **Shafaq Khan** – 2020 Fellow, Princeton University
- **Christian Meloni** – 2023 Fellow, University of Virginia
- **Amy Chong** – 2018 Fellow, University of Southern California
- **Kylan Benson** – 2023 Fellow, Harvard University

Alumni Ambassador, **Erin Barr (2018 Schaeffer Fellow)**, spent the weekend on-site supporting event implementation and serving as an additional resource for Schaeffer Fellows.



Shania Hurtado (Harvard)  
at U.S. Capitol

## Visiting the U.S. Capitol

Schaeffer Fellows spent a morning touring the U.S. Capitol as a group. With Fellows interning at various levels of government across the U.S., the Summit provides a unique opportunity for each Fellow to explore the nation's capital and gain a broader understanding of how different levels of government operate. For many, this is their first visit to D.C., which serves as a powerful backdrop for the Summit. During their time together, Fellows engage in discussions about current events and compare the similarities and differences in their experiences across various levels of government.



## Transferable Career Skills

Program Partners Elizabeth Wall (pictured), from the University of Virginia Career Center, and Sadie Polen, from Democracy House, led dynamic breakout sessions for the Fellows. These sessions provided valuable insights into essential skills for advancing career goals. They also offered space for reflection on how personal values align with professional responsibilities, fostering an ongoing commitment to democratic engagement.



“One takeaway from the Summit is that civic responsibility and public service can be practiced among all walks of life or professional careers. Hearing about Mr. Schaeffer’s life story from his own words has been one of the most inspiring moments of my own life.”

— **Dylan Jin-Ngo**  
Harvard University  
U.S. Attorneys Office of the District of Columbia



Keynote speaker, Anthony Vassallo at Cosmos Club

## The Cosmos Club & Keynote Speaker

Keynote speaker Anthony Vassallo addressed Fellows, program partners, and alumni at the historic Cosmos Club, an institution that recognizes individuals distinguished in science, literature, the arts, learned professions, and public service.

Mr. Vassallo is Director of the RAND Forecasting Initiative (RFI) and a Senior International/Defense Policy Researcher. His research areas include forecasting and foresight, international security, U.S. national security strategy, risk, deterrence, counter terrorism, and the intelligence community. In his remarks, he spoke about “expecting the unexpected” throughout one’s career and putting earnest effort into doing good work.





Mira Eashwaran shares about her internship at 2024 Princeton Fall Recognition Event

# Fall Recognition Events

In September and October, Schaeffer Fellows program staff and Mr. Schaeffer visited each University Partner campus to gather final reflections from the Fellows on their most valuable and challenging experiences over the summer. During these visits, Fellows are formally recognized for their contributions to public service with a certificate and encouraged to stay engaged with the program. Most importantly, they are urged to remain active citizens with a deeper understanding of how the U.S. government operates.



Partners join in celebrating Fellows' accomplishments

UVA Schaeffer Fellows pictured with program staff, alumni, advisory board members, and UVA partners at The Miller Center



Celebrating accomplishments from the summer internships

Alumni and Schaeffer Fellows gather with program staff at the USC University Club



In-depth reflections on the summer experience

2024 Fellow Hanan Coronado (right) talks about her summer during U.C. Berkeley Recognition, pictured next to 2021 Fellow Arianna Rubalcava, now at U.C. Berkeley Law



Formal recognition of Fellows' contributions to public service

Mariana Martinez-Bautista receives a certificate of recognition at the U.C. Berkeley recognition event



An opportunity to meet Fellows in-person again on each campus

Harvard Schaeffer Fellows chat with Mr. Schaeffer following the recognition dinner at the Harvard Institute of Politics





LEONARD D. SCHAEFFER  
FELLOWS IN GOVERNMENT SERVICE



[www.schaefferfellows.org](http://www.schaefferfellows.org)



[admin@schaefferfellows.org](mailto:admin@schaefferfellows.org)



Schaeffer Fellows in Government Service



@schaefferfellow

*Printed January 2025*