



EMERGING LEADERS IN SCIENCE & SOCIETY

2015 Annual Report



ADVANCING SCIENCE, SERVING SOCIETY

ELISS is a program of the American Association for the Advancement of Science, a 501(c)3 organization located in Washington, D.C.

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LETTER FROM THE DIRECTOR

Graduate and professional students are a vast talent pool that is ready to be unleashed on some of society's most complex problems. However, many don't feel prepared to apply their knowledge more broadly because they don't have all of the skills and context to do so.

ELISS gives graduate students an opportunity to tackle a complex societal challenge during their studies and explore how their expertise can be applied in new contexts. Our vision is to create a network of graduates who draw upon expertise from multiple disciplines to address complex societal challenges.

The class of 2015, our second, built upon the foundation of the first class to create even more value for their communities, this year on the topic of Epidemic Preparedness. Thank you to everyone who made this year a success, including:

- **Fifteen fellows** volunteered about 200 hours each to understand the complexities of epidemic preparedness in their regions, and to organize a national forum series that convened a diverse group of stakeholders to explore opportunities for improved preparedness.
- **Four partner campuses** supported the fellows' participation and offered campus resources to support their project.
- **Dozens of ELISS advisors** supported both the fellows' work and evolution of ELISS as an organization.
- **Sponsors** including the Argosy Foundation, the Rita Allen Foundation, Target, and our partner campuses enabled us to bring fellows together as a class three times, present a forum series, and support a small staff.

Our focus in 2015 was further improving the ELISS program to create benefit for both fellows and stakeholders and to engage new partner campuses for 2016. We are proud to share the results of these efforts. Some of our major accomplishments include:

- **Provided more value to stakeholders.** Fellows surveyed community leaders to identify areas of need and all fellows worked on one topic: Epidemic Preparedness. Working on one topic (vs. multiple in 2014) fostered more collaboration and more comprehensive understanding.
- **Recruited 24 local advisors.** We are working to build local ELISS networks that can be largely self-sustaining over time. We recruited local "emerged leaders" with interest and experience in collaboration, leadership, and innovation to anchor these local networks.
- **Welcomed three new partner campuses.** Graduate students secured invitations to ELISS via an online signature drive, secured support of university administrators, and set up ELISS at three new campuses: University of California Irvine, University of North Carolina Chapel Hill, and Duke University. They join founding partners, Purdue University and University of Washington, as ELISS partners for 2016.

2016 is the last year of a three year pilot period, and the first year that we will be able to fully implement changes we identified as priorities after the first class. We rolled out a revised orientation, new fall curriculum, and a new project management system. Fellows and advisors are already hard at work on this year's Idea Lab, "The Future of Safe, Sustainable, and Affordable Drinking Water." We invite you to follow their progress via Facebook and quarterly newsletters.

With gratitude and anticipation,

Melanie Roberts

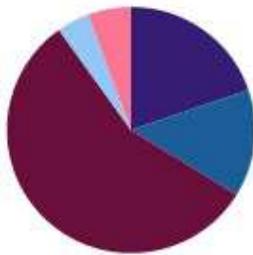
ELISS Director
mroberts@elissfellows.org

ELISS in 2015

at-a-glance

Online Presence

- ✉ 2000 on Mailing List
- f 1000 on Facebook
- 🐦 Growing Twitter
- 🌐 Built project website



Funding

- Partner Campuses (20%)
- NSF (14%)
- Private Foundations (56%)
- Individual Donors (4%)
- Industry (6%)

Stats

Year 2 of 3-Year Pilot
238 Applicants, 50 Accepted

Partner Campuses

2015
2016

- University of Pennsylvania
- Stanford
- University of Washington
- Purdue
- Duke
- University of North Carolina at Chapel Hill
- University of California, Irvine

Staff

1 Full-time, 2 Part-time

Pro Bono Help

Student Liaisons
National and Local Advisory Teams
Evaluators

Project Topic **Preparing for a disease epidemic**

Many thanks to our
2015 SPONSORS:

The Argosy Foundation
The Rita Allen Foundation
Target
Partner Campuses
Gilbert Omenn and Martha Darling
and generous individual donors

"When young people develop basic leadership and collaborative learning skills, they can be a formidable force for change." - Peter Senge

ELISS VISION

Seeding an interdisciplinary network of innovators



INNOVATION for complex challenges **REQUIRES:**



Integrating knowledge to understand complex systems and collaboration across multiple fields, sectors and regions.

THE ISSUE

Universities create vast amounts of knowledge and graduates with deep expertise in many fields.

Innovation requires the ability to identify novel combinations of ideas and the ability to move such ideas into action. Unfortunately, universities do not build the breadth of understanding and skills necessary for graduates to be innovative.

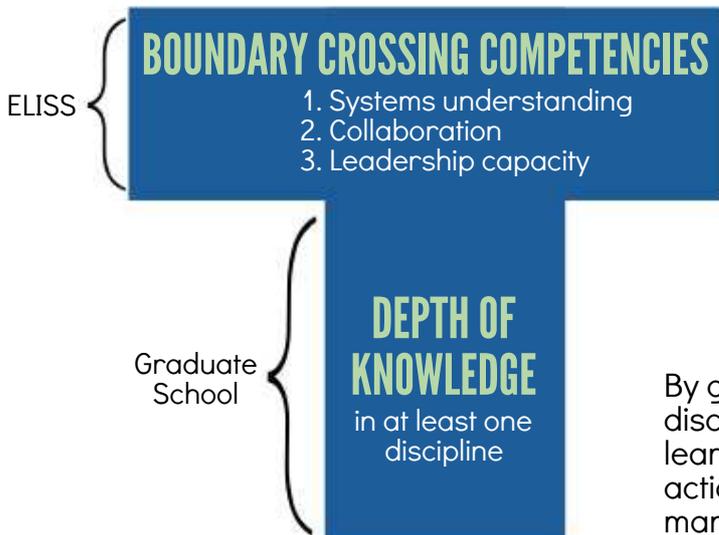
Therefore, much knowledge goes unused and the innovative capacity of graduates is not fully realized. People with both a depth of expertise in one area and breadth of skills and context to innovate and collaborate are called T-shaped professionals.



When you bring people together to work on the same problem - if they are I-shaped - it's very hard for them to collaborate. What tends to happen is that each individual discipline represents its own point of view. It basically becomes a negotiation at the table as to whose point of view wins.
-Tim Brown, CEO of IDEO

"Be T-shaped. Learn everything about a subject, or master a skill or discipline, but retain a broad horizon across a broad spectrum of fields including the arts, policy, and culture. The interconnections are important."
- Kathleen Sullivan, Astronaut and Undersecretary of Commerce for Oceans and Atmosphere

T-SHAPED PROFESSIONALS



We are seeding an interdisciplinary network of T-shaped professionals by building the “top of the T” in students who are developing the “stem of the T” in a variety of graduate programs.

Our strategy is to recruit graduate students to join a collaborative service learning program that builds the “Top of the T” in emerging leaders while helping “emerged leaders” explore opportunities for innovation on a complex issue.

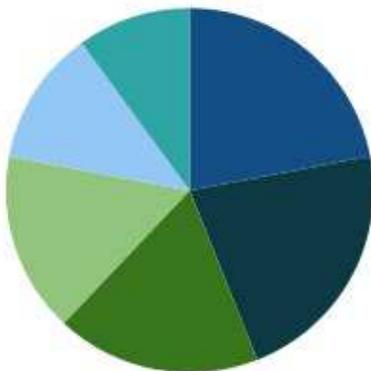
By giving our fellows the experience of working in multi-disciplinary contexts, building diverse networks, and learning common language and tools for collaborative action, we hope to ultimately promote innovation in many different settings.

BUILDING A DIVERSE NETWORK

The ELISS network crosses a range of **DISCIPLINES**, **SECTORS**, and **GEOGRAPHIES**.

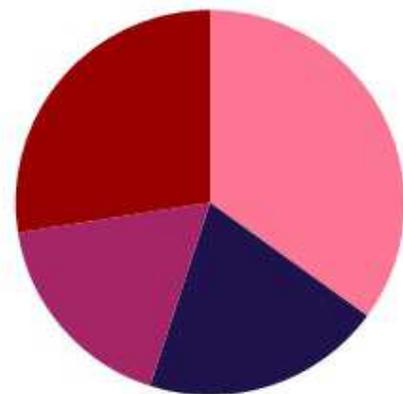
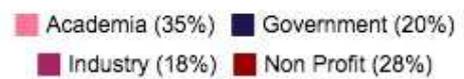
DISCIPLINES

We recruit applicants from all disciplines, in STEM fields and beyond.



SECTORS

We recruit advisors with unique expertise and experience.



GEOGRAPHIES

We partner with universities across the country. Geographic diversity expands the expertise and stakeholder perspectives in our network.



IDENTIFYING EMERGING LEADERS

Our goal is to create a network that will be able to move the needle on big challenges. To do this, our network needs:

- A common commitment to collaboration for the common good
- Diverse expertise, experience, and demographics

To build this network, we educate prospective fellows and advisors about our mission and put a lot of effort into recruiting widely.

WHY START WITH GRAD STUDENTS?

Research shows that early educational and professional experiences shape individual values and intellectual styles in a way that is preserved as a person moves between sectors or between organizations and disciplines within a sector.

[{See this article}](#)

ELIGIBILITY

- Graduate and professional students from ELISS partner campuses
- Students from all disciplines, including non-STEM fields
- Commit to ~5-10 hours per week and 3 multi-day workshops

SELECTION CRITERIA

- Leadership Potential
- Commitment to Collaborative & Interdisciplinary Approaches
- Commitment to Service
- Adaptability & Openness
- Scholarly & Professional Success
- Commitment to Fellowship Objectives & Opportunities
- Ability to contribute

APPLICATION PROCESS

ELIGIBILITY CHECK:



A 10-minute online survey ensures that potential applicants are eligible and understand program requirements before committing time to a full application. It also helps us with real-time tracking of our recruiting efforts.

WRITTEN APPLICATION:



Essays and two letters of recommendation help to create a holistic picture of the applicant. Volunteer reviewers from many disciplines and sectors score applications according to the selection criteria to identify semi-finalists.

ADVISOR PERMISSION:



Semi-finalists must secure permission to participate in ELISS. As an interesting side note, none of the advisors for the ~120 semi-finalists in three years have withheld permission.

INTERVIEWS:



A panel of local ELISS advisors (from both on- and off-campus) interview each semi-finalist and recommend finalists and runners-up.

FINAL SELECTION:



A national selection committee evaluates runners-up in the context of their unique contributions to the overall cohort.

Meet the Class of 2015

Fifteen fellows from four founding partner campuses participated in the second ELISS class of 2015. Fellows volunteered approximately 5 hours per week and traveled for three in-person meetings between October 2014 and December 2015.



2015 Fellows at Orientation at Islandwood outdoor learning center, Bainbridge Island, WA.

2015 Partner Campuses

University of
Washington

Purdue
University

Stanford
University

University of
Pennsylvania

Ronan Arthur | Stanford University, Emmett Interdisciplinary Program in Environment and Resources
Kendra Brown | Stanford University, Civil & Environmental Engineering
Priyanka Brunese | Purdue University, Technology Leadership & Innovation
Ava Carter | Stanford University, Stem Cell Biology and Regenerative Medicine
Emily Grubert | Stanford University, Emmett Interdisciplinary Program in Environment and Resources
Monica He | University of Pennsylvania, Demography
Gabriel Innes | University of Pennsylvania, Veterinary Medicine
Yun Li | University of Pennsylvania, Medical Scientist Training Program / Genomics & Computational Biology
Brynn Livesay | University of Washington, Bioengineering
Jing (Joy) Ma | Purdue University, Hospitality & Tourism Management
Simon Mosbah | University of Pennsylvania, City and Regional Planning
Michelle Munyikwa | University of Pennsylvania, Medical Scientist Training Program / Anthropology
Matthew Ostrowski | Stanford University, Chemical Engineering
Biswajit (Bish) Paul | University of Washington, Molecular & Cellular Biology
Christine Tran | University of Washington, Educational Leadership & Policy Studies

The staff and consultants who made 2015 a success:

THANK YOU!

Melanie Roberts, Founding Director
Juliana Houghton, Program Manager
Renske Erion, Communications Manager
Elizabeth McNie, Orientation Facilitator
William Potapchuk, Mid Year Meeting Facilitator

Mark Frankel, AAAS Lead
Magaela Bethune, ELISS Intern
Samantha Roberts, ELISS Intern

2015 IDEA LAB PROJECT

Epidemic Preparedness

In the wake of the Ebola crisis in West Africa, and the uncertainty over whether the disease could spread to the US, epidemic preparedness emerged as the most prevalent challenge mentioned by community leaders surveyed by ELISS fellows in the fall of 2014.

PURPOSE

The ELISS Idea Lab is a service learning project that prepares the next generation of leaders (fellows) to link knowledge and action while helping today's leaders think creatively about complex challenges.

We introduced the Idea Lab process in 2015 to better align activities with our learning goals for fellows and useful outcomes for stakeholders.

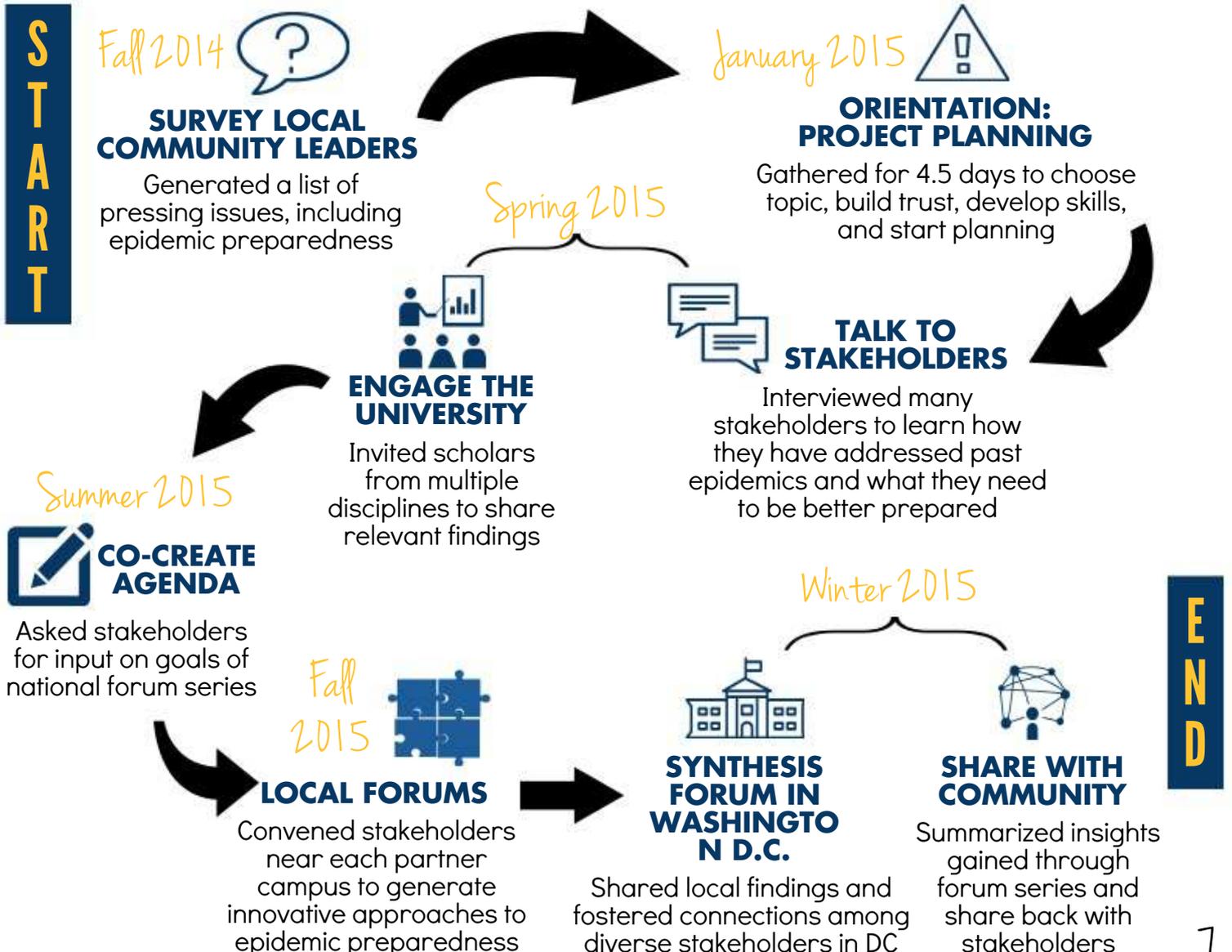
PROCESS

ASSESS: Research current practices, key challenges, and knowledge gaps.

CONNECT: Facilitate connections between people, ideas, and information that could help address challenges.

GENERATE: Crowdsource recommended actions and innovative ideas from multiple communities.

SHARE: Summarize insights gained through forum activities and discussions for local and national stakeholders.



LOCAL FORUM SERIES

Fellows conducted a needs assessment and found a common challenge for epidemic preparedness across regions: accurate communication in the digital age. They organized a series of forums on this topic that convened local stakeholders to share, discuss, and co-create effective strategies to manage trust, fear, and accurate communication during epidemics in the digital age.

Select a city to see a summary of forum findings:



- [Seattle, Washington](#)
- [Bay Area, California](#)
- [Lafayette, Indiana](#)
- [Philadelphia, Pennsylvania](#)

Stakeholders represented at each forum are listed below.

Seattle, Washington: #epidemic, Social Media Use in Epidemic Communications



- King County Public Health
- Union Gospel Mission
- Kent Fire Department
- Emergency Management
- PIER System Creator
- Certified Emergency Manager
- King 5 News Social Media
- Institute for Health Metrics and Evaluation
- UW Emergency Management

Bay Area, California: Communications during an Epidemic



- Yamana Science
- East Bay Municipal Utility District
- SF72.org
- Hope Services, San Jose
- San Mateo County Office of Emergency Services
- Santa Clara National Alliance on Mental Illness
- San Jose Water Co.
- Collaborating Agencies Disaster Relief Effort (CADRE)
- Stanford Environmental Health and Safety

Lafayette, Indiana: Health Communication for Epidemic Preparedness



- Clinton County Health Department
- American Red Cross
- River Bend Hospital
- Carroll County Health Department
- Tippecanoe County Health Department
- RIGGS Community Health Center
- Tippecanoe School Corporation
- City of Lafayette
- Purdue Graduate School

Philadelphia, Pennsylvania: Communications about an epidemic in the digital age



- Philadelphia Department of Public Health**
 - Digital Public Health
 - Division of Disease Control
 - Communications Outreach
 - Bioterrorism and Public Preparedness
- University of Pennsylvania**
 - Perelman School of Medicine
 - Wharton Business School
 - School of Nursing
 - Graduate Student Center
 - Student Health Services



SYNTHESIS FORUM

in Washington D.C.



GOAL: Connect information and ideas from the LOCAL and NATIONAL levels to create new channels and strategies for communicating health information during epidemics.

Organizations represented:

- Center for Strategic and International Studies
- American Public Health Association
- U.S. Department of Homeland Security
- Department of Defense
- Health and Human Services
- National Park Service, Office of Public Health
- Institute of Medicine
- National Association of County and City Health Officials

IN THE NEWS

-[ELISS Fellows Share Strategies on Epidemic Communications. AAAS News.](#)

-[Reimagining Epidemic Communications. Journal of Domestic Preparedness.](#)

"More spaces & opportunities like this need to exist so we can collectively discuss and tackle these problems."

- DC Forum participant



"We need more people like the ELISS fellows to bridge the gap between local and national. This is a rare approach."

- DC Forum participant

"The ELISS forum connected subject matter experts from across the board – science, health, communication. I really learned the importance of communication networks and will use the connections I made here in the future."

- DC Forum participant



OUTCOMES FOR STAKEHOLDERS

We are grateful to external reviewers, Honest Brokers Consulting, who analyzed stakeholder feedback from forums and found:

- Nearly all respondents mentioned they had made new connections at the forums, and a majority intended to follow up with new contacts
- Most said the forum changed their view on epidemic preparedness
- Participants found this to be an innovative approach for addressing problems.
- Participants valued the diversity of disciplines and perspectives represented at the events
- Some participants mentioned that they had difficulties reaching out to scientists in the past, and welcomed the involvement of the AAAS and ELISS in addressing real-world problems.



"The preparedness forum was outstanding. I found the issues the students identified to be issues we too are dealing with when it comes to emergency planning. I am very glad I attended."
-Forum participant

"I am going to bring back new information about modes and methods of communication and what other countries have done to my staff members."
-Forum participant

IMPACTS BEYOND THE FORUM



2015 Purdue fellow Priyanka Brunese

"After the fellowship ended, I was invited to present my learning to Purdue's Engagement Council and Purdue Extension Office. I was excited that my learning and experience was of use and some of my recommendations were taken into consideration for future improvement of Purdue's engagement efforts.

Recently, I was invited by Purdue's Vice Provost of Student Life, Purdue Dean of Students and Director of Purdue Student Health Center to share my learning about our community's epidemic preparedness with them.

My learning and recommendations were used as an input for the University's efforts to improve Public Health initiatives for its students, faculty and staff. This experience was an eye opener to me because, even though I am not an expert or scholar on epidemic preparedness in our community, I provided a perspective focusing on communication that was unique and not considered before."

-Priyanka Brunese

OUTCOMES FOR FELLOWS

We are grateful to continue our collaboration with Dr. Gary Olson, Donald Bren professor of Information and Computer Science at University of California, Irvine who has long studied collaboration in teams.

BOUNDARY CROSSING COMPETENCIES

1. Systems understanding
2. Collaboration
3. Leadership capacity

Top of the "T"

Dr. Olson surveyed the fellows three times during the year. Honest Brokers, a new consulting firm based in Boston and Seattle, conducted exit interviews.

Below are some positive program outcomes, described in the fellows' own words.

1 Systems understanding

"We were able to observe people communicating about a problem across sectors. I was able to see how good intentions go bad, and both local and national aspects of an issue."

"We did not go into this with pre-formed opinions about the problem, but came to conclusions after listening to many people's perspectives."

"I was amazed to see how individuals with different backgrounds and experiences can come together as a team when they are passionate about a common cause in their community."

2 Boundary crossing

"Working with other people with similar interests is very motivating and inspiring."

"Collaboration is hard and slow, but can catalyze really unique partnerships."

"I learned that collaboration is all about learning how to speak the same language. Social scientists and engineers think about things very differently!"

"Getting people to work together depends more on the soft skills gained in ELISS than my training in science."

"Through ELISS, I realized the power of networks."

"Pre-ELISS I was more hesitant to collaborate outside of my field. Now I have less hesitation because we had a safe space to try it."

"I got really good at using virtual collaboration tools. Still, you can't minimize the value of personal contact. Our three meetings together were the most valuable and richest experience."

2014 ELISS Graduates: Where are they now?

"As a first-year tenure-track faculty member, I have started my own interdisciplinary research projects and started applying for grants for these projects. The ELISS experience helps me keep in mind the challenges and opportunities in these collaborations and make sure to communicate in ways that transcend disciplinary boundaries."

-Kai Kuang, 2014 Purdue Fellow

3 Leadership capacity

"I got better at asking for feedback and talking about my shortcomings."

"I didn't identify as a leader until ELISS."

"I became more comfortable with my leadership style and turned some of my weaknesses into strengths."

"I realized the value of self-reflection."

"ELISS helped us apply our existing knowledge, while learning new skills."



Fellows at the Washington DC Forum, our 3rd and final meeting in December 2015.



FELLOW TESTIMONIAL

"The ELISS Fellowship has impacted me in so many unexpected ways. It helped me develop skill sets that complement and further my role as a graduate student, researcher, professional and leader.

I learned how to approach wicked problems (epidemic preparedness) outside my field of research, engage in meaningful conversations about my local community, convene knowledgeable individuals across different disciplines and sectors to co-create recommendations and then connect the dots at local – national – local levels.

I learned how to deal with ambiguity, conflict of interest, lack of motivation within our team and recruiting enthusiastic graduate student volunteers to help plan and execute the stakeholder forums. I was amazed to see how individuals with different backgrounds and experiences can come together as a team when they are passionate about a common cause in their community.

The ELISS Fellowship has shown me what a group of motivated and purpose-driven graduate students can do to make an impact in our communities."

WHAT WE'VE LEARNED

Important elements for success

1 Advisors, mentors, and coaches!

The fellows who gained the most from and contributed the most to ELISS consistently mention the importance of advisors, mentors, or coaches.

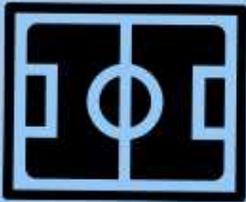


Melvin Greer

If you ask ELISS advisor, Melvin Greer, an industry leader and director of the Greer Institute for Leadership and Innovation, about mentoring, he will ask you to think of a successful basketball player.



Do they have just one advisor or coach? No, they have coaches to help them with workouts, free throws, strategy, and more. Likewise, we believe that everyone should think about who would be on their personal board of advisors and how they can contribute their talents to help someone else.



Adding tools to the 'ELISS toolbox'



Design Thinking



Meredith Lee, an expert in disaster preparedness and design thinking, helped Stanford fellows apply design thinking methods to promote idea generation at a forum that was so successful the participants requested another.



Group Facilitation



UW fellows rave about ELISS advisor, Amanda Murphy, whose sessions on group facilitation and meeting planning helped them carry out a successful local forum.

2 Mission alignment

Collaboration on a complex problem with a diverse team is hard work. It takes time, patience, openness, and a shared commitment to a vision of what they can achieve together.

Unfortunately, the focus on individual achievement in academia doesn't cultivate the mindset for collaborative work. So we put a lot of emphasis on identifying fellows with a shared commitment to collaborative approaches and creating value for their communities.

To make sure ELISS applicants are excited about the mission and not just looking for a resume builder, we ensured that reviewers and interviewers evaluated the whole person and not just publications and awards. In addition, former fellows and the director talked with ELISS finalists to ensure they understood the program and its purpose.

*"A boat doesn't go forward if each one is rowing their own way."
-Swahili proverb*

3 “Just enough” structure

Students are used to signing up for a class and being told exactly what they need to learn and the parameters within which they must work. But the real world isn't divided up into neat problems with a user's guide.

One of our favorite original quotes is that “leaders don't check boxes, they create boxes.”



ELISS is not a class, but experiential learning that requires resourcefulness and creativity. At the same time, achieving a shared goal requires some shared practices and policies.

In the first year, we imagined ELISS would be like a self-led student group, which turned out to be too much creative freedom. We now think of ELISS as a MATRIXED ORGANIZATION, with everyone contributing to both content and process of a shared goal.

Key elements of our organizational structure include:

- ELISS staff gives the team a charge and assigns high-level deliverables and deadlines
- Each person takes both a functional role and a content-specific role
- Each campus team creates a charter and action plan
- Cross-campus meetings and deliverables help to establish shared rituals and organizational learning across the entire cohort



4 Stakeholder-driven Idea Lab topics

The choice of topic is an important one. We must balance the following questions:

- How to get an interdisciplinary team excited about working on the same topic?
- How to provide value to stakeholders interested in the topic to justify everyone's time and money?

After experimenting with different levels of fellows' involvement on topic choice, we have moved to a model that delegates the topic choice entirely to stakeholders.

The class of 2015 was an intermediate stage, in which fellows interviewed community leaders to identify current areas of need and then the fellows debated and voted on the topics at orientation. Even that amount of choice created a sense of 'winners and losers' among the group and differing levels of commitment to the project from the beginning. It also took a substantial amount of our precious time together.

In 2016, we invited advisors and supporters of ELISS in Washington D.C. to a topic design session to pitch and vote on Idea Lab topics.

In the future, we will involve a wider group of sponsors and stakeholders in designing Idea Lab project charges. Please let us know if you are interested in exploring this opportunity.

Meet the Class of 2016

Introducing the third class of ELISS fellows!



2016 fellows and staff on Bainbridge Island, WA in January 2016

2016 Partner Campuses

Duke University

- Andrew George Biology
- Brian Langloss Chemistry
- Joyell Arscott Nursing
- Justin Lana Environmental Sciences and Policy

Purdue University

- Kim Saviers Mechanical Engineering
- MaryAm Ghadiri Forestry and Natural Resources
- Mysha Clarke Forestry and Natural Resources
- Sasha Vega Alvarez Interdisciplinary Life Science Program

University of California, Irvine

- Amber Habowski Molecular Biology
- Amy Dixit Epidemiology and Public Health
- Nikki DeVille Public Health

University of North Carolina at Chapel Hill

- John Wachen Policy, Leadership, and School Improvement
- Kasia Grzebyk Environmental Science and Engineering
- Nick Battista Mathematics
- Shaili Jha Neurobiology

University of Washington

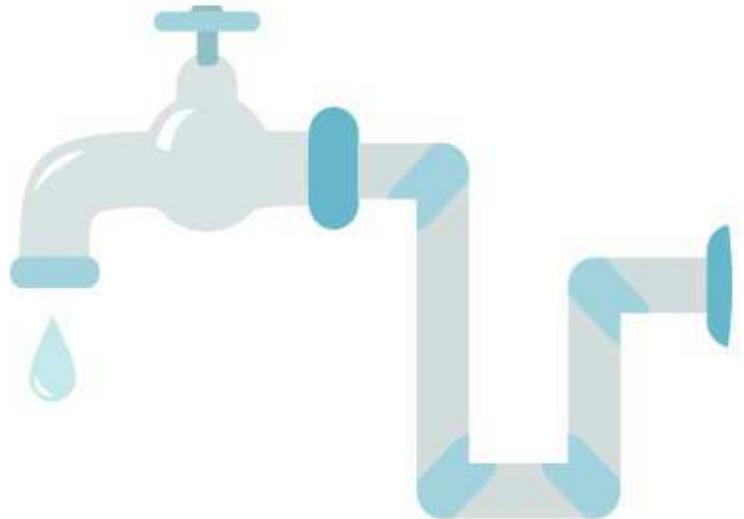
- Gaurav Mukherjee Mechanical Engineering
- Kaitlyn Casimo Neurobiology
- Robby Franceschini Law and Public Health

2016 IDEA LAB PROJECT

Drinking Water in the U.S.

How can we ensure a safe, sustainable, and affordable future?

We often take for granted that clean, affordable water is piped directly into our homes. Aging infrastructure, droughts, floods, and environmental contaminants are stressing our water systems. Moreover, the recent crisis in Flint, Michigan revealed how piecemeal approaches to water planning can lead to systems failure.



APPROACH

The 2016 ELISS fellows will tap expertise from multiple campuses and communities to identify opportunities for innovation in water systems. They will make connections across local, regional, and federal levels to help ensure this most basic resource for all people.



Many thanks to our
2016 SPONSORS:

**The Argosy Foundation
National Science Foundation
Partner Campuses
Gilbert Omenn and Martha Darling**

**Contact us for opportunities to support the upcoming
2016 National Forum Series!**

WHAT'S NEW?

1 NEW CAMPUSES

ELISS partners with campuses that demonstrate bottom-up and top-down support for our mission. Graduate students earn campus invitations via online signature drive. A Fall 2014 signature campaign yielded 2500 signatures at 77 campuses. Student liaisons then asked permission from their graduate dean and provost and identified campus sponsors.

We are pleased to announce partnerships with 3 new universities for 2016:

University of California, Irvine
Duke University
University of North Carolina at Chapel Hill

They join two founding partners: Purdue University and University of Washington.

2 NEW LOCAL ADVISORY COMMITTEES

ELISS liaisons, graduates, campus host offices, and staff recruited between four and six advisors from multiple fields and sectors who have experience in collaboration, innovation, systems thinking, and leadership development.

See who we recruited on the next page. Advisors served on the campus interview committees and continue to support the fellows' progress through the year.

3 NEW FALL PROGRAMMING

We lengthened the ELISS experience from 12 months to 15 months in 2015 to allow three months for cross-class mentoring and learning. During the first three months prior to the Idea Lab project, new fellows also learn concepts and language behind the ELISS theory of change and skills they will use in the Idea Lab and throughout their careers.

Student liaisons and ELISS graduates recruited advisors and guest discussion leaders for each week on topics like: systems leadership, teamwork, informational interviewing, value propositions, and communicating complex topics.



Three generations of Purdue ELISS fellows!



2015 & 2016 UW fellows at the 2015 Fall Forum.

ADVISOR SUPPORT STRUCTURE

ELISS advisors provide essential support to fellows. Advisors reinforce the work ELISS is doing and are a valuable resource to guide fellows through this experience both in terms of their personal growth as leaders as well as with their Idea Lab project.

NATIONAL ADVISORS

Valerie Bockstette – Managing Director, FSG
 Chris Ernst – Global Head, Learning, Leadership & Organization Development, Gates Foundation
 Aaron Goldner – Energy Policy Advisor, United States Senate
 David Goldston – Director of Government Affairs, Natural Resources Defense Council
 Melvin Greer – Managing Director, Greer Institute for Leadership and Innovation
 Margaret Krebs – Program Designer, Leopold Leadership Program
 Neal Lane – Senior Fellow, Rice Baker Institute for Public Policy
 Bree Mitchell – Associate Director, Strategic Partnerships, Oregon Health & Science University
 Gary Olson – Professor, University of California Irvine
 Raj Pandya – Director, Thriving Earth Exchange, American Geophysical Union
 Patrick Rose – Director, Pandemic & Catastrophic Preparedness, NACCHO
 Cynthia Robinson – Director, AAAS Science & Technology Policy Fellowships
 Tobin Smith – Vice President for Policy, Association for American Universities
 Linda Staheli – Founder and CEO, Global CoLab Network
 Kate Stoll – Senior Policy Advisor, MIT
 Victor Udoewa – Innovation Specialist at 18F, Education Design and Technology Consultant
 Samantha White – Science Communications Specialist, NINDS, National Institutes of Health

Thank you advisors!

LEAD ADVISORS

Kelly Edwards – Associate Dean of the Graduate School UW
 Colleen Gabauer – Director of Interdisciplinary Graduate Programs, Purdue
 Jacob Levin – Assistant Vice Chancellor, UCI
 Nita Farahany – Director of Duke Science & Society
 Heidi Harkins – Director of Professional Science Master's Programs, UNC Chapel Hill

UW

Jennifer Davison – Program Manager, Urban@UW
 Hien DeYoung – Serial Company Builder & Executive Coach
 Ruby Love – Chief Impact Officer, Venturescale SPC
 John Spady – Civic Entrepreneur for public engagement
 Michael Kern – Director, Ruckelshaus Policy Center
 Amanda Murphy – Project Specialist, Ruckelshaus Policy Center
 Darren Nichols – Associate Director, Ruckelshaus Policy Center

PURDUE

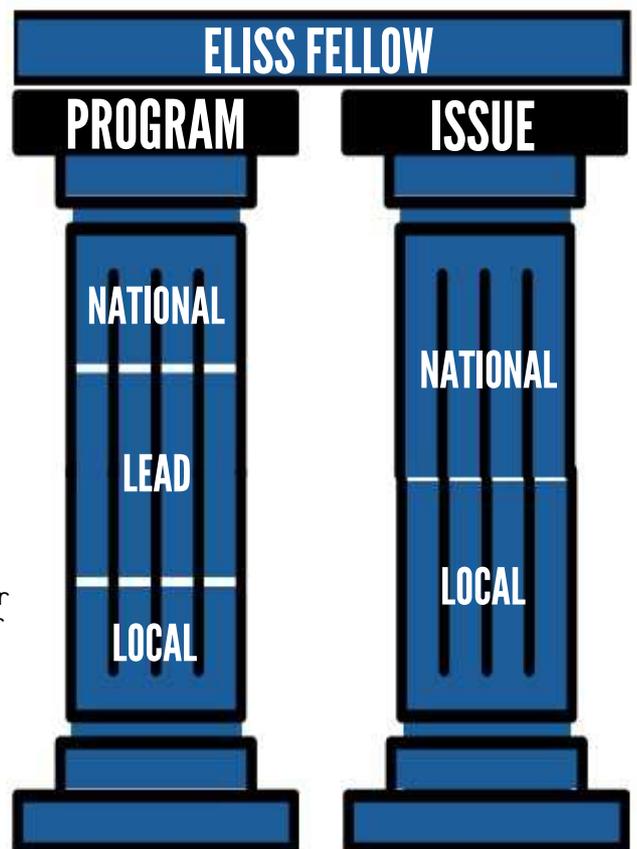
Candiss Vibbert – Assistant VP for Engagement
 Sara Peel – Director of Watershed Projects at Wabash
 Robert Sorensen – Community Leader

UC IRVINE

Beth Krom – Councilmember, City of Irvine
 Matt Bailey – Chief Collaboration Strategist, UCI Institute for Innovation
 Neil Sahota – Master Inventor and Ecosystem Engagement Manager, IBM

DUKE & UNC

John Hardin – Executive Director, North Carolina Board of Science, Technology & Innovation
 Rebekah Layton – Director, Training Initiatives in Biomedical & Biological Sciences
 Joanne Pierce – Deputy Public Health Director
 Bono Sen – Training and Capacity Building Expert, NIEHS-WHO Collaborating Center
 Ken Tindall – Senior Vice President, Science and Business Development, North Carolina Biotechnology Center
 Erika Weinthal – Associate Dean for International Programs, Professor of Environmental Policy, Duke University



FINANCIAL REPORT

We started ELISS on a shoestring, without any guaranteed multi-year funding, but lots of people have pulled together to make ELISS work, regardless.

We are grateful to the many people and organizations who have contributed time and money and to the fellows for using their student budgeting skills and tapping university resources to keep our programming costs low.

	Expenditures	In-kind
Staff & Consultants	\$116,060.00	\$227,633.00
Programming	\$48,375.00	\$14,000.00
Operations	\$20,747.00	\$20,747.00

Total	\$185,182.00	\$241,633.00
Total paid + in-kind	\$426,815.00	

Many thanks to
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**The Argosy Foundation
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Last but not least, **THANK YOU** to our host organization, AAAS!

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