



## Mandela Washington Fellowship Summit

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Leadership for the Future: Resilience and Inclusion

### Next Steps Session Transcript for Next Steps

#### Speakers

- Marcia Small, Deputy Project Director, IREX
- Maegen Smith, Program Officer, U.S. Department of State
- Kristen Shannon, Program Officer, IREX
- Chibuzor Agomuoh, 2018 Mandela Washington Fellowship Alumnus, Nigeria
- Teslima Jallow, 2018 Mandela Washington Fellowship Alumnus, The Gambia
- Daliwa Joseph Bainamndi, 2017 Mandela Washington Fellowship Alumnus, Cameroon
- Scott Massey, Co-Founder & CEO, Heliponix LLC
- Jason Porter, Director of Professional Learning, TGR Foundation
- Mmabatho Mokiti, 2014 Mandela Washington Fellow, South Africa

#### Session Transcript

**Marcia Small:** Welcome, everyone. You've made it to the last day of the Summit. Congratulations! We hope that it has been inspiring and an enriching experience for all of you. My name is Marcia Small, and I am the Deputy Project Director for the Mandela Washington Fellowship at IREX. For this session, I invite you to pivot your thinking to the future by focusing on your next steps in your leadership journeys. As you near the end of your Fellowship, you will be joining a vibrant network of young leaders with the skills and motivations to make a lasting change in their countries. As the Seventh Cohort of Mandela Washington Fellows, when you transition to Alumni status, the Fellowship Community will be over 5,000 strong, and the wider U.S. Government Exchange Network of more than 1 million people strong.

That's quite a significant community you will join. Successful completion of your Fellowship also means you will be eligible to participate in a number of diverse opportunities and resources offered by the U.S. Department of State, IREX, and other Fellowship partners. These opportunities are accessible to all Mandela Washington Fellowship Alumni and are designed to respond to interest across all Fellowship tracks. During the session you will receive an informational overview about Alumni opportunities along with first-hand reflections from Fellowship Alumni to have personally benefited and successfully leveraged their participation in these opportunities. Please know that throughout the course of this presentation, live captioning will be offered and it will be recorded as well. It is also important for me to note for you that you will find additional information on the resources for 2021 Fellows on that section of the Summit dashboard.



Onto “Mapping Your Pathways”. Before we provide an overview of the various opportunities and resources available to you, we would like to begin by providing you an opportunity to reflect on your post-Fellowship goals. As you can see, we have four separate, primary Fellowship goals. We would like you to take the poll that you can see on the screen, to reflect on it for a minute to see which one is most closely designed for you. I will give you a minute to think about it as you read through the four various goals.

I think we can have the next slide, colleagues. Fellows, while you think about which of those goals speak most to you, I would like to now speak to you about the Alumni opportunities. To adequately respond to the diverse cross-section needs of the Alumni Network, the U.S. Department of State, IREX, and other Fellowship partners offer a suite of engagement opportunities from which Alumni can select to meet their unique professional and leadership development needs. These include opportunities to curate connections by providing opportunities and platforms to strengthen connections within the Alumni and broader Fellowship Networks to develop technical skills by providing access to practical resources, course content, and experienced experts from a broad range of fields to help expand technical know-how in a variety of sectors, and to amplify Alumni voices by providing platforms for Alumni to share their knowledge and experience to the benefit of the Fellowship Community and other diverse networks. We will now provide an overview of these opportunities and the opportunities, I must remind you, can be found in the resources for 2021 Fellows, which is that section of the Summit dashboard. And I believe the page in the chat for your reference.

Now, I'd like to begin, if we can please, go to the next slide, by discussing the “Leveraging Innovations in New Communities, LINC Grants”. The purpose of the LINC Grants is to facilitate deeper collaborative engagement between Mandela Washington Fellowship Alumni across countries and cohorts. Grants support Alumni to travel to each other's countries or to collaborate virtually, on joint or learning opportunities. At least 25% of the funding available for the next LINC Grant recruitment cycle will be reserved for you, members of the 2021 Fellowship Cohort. This round of LINC grants will be launched later this year in late in 2021. The teams have the option to conduct their collaborations in person, virtual, or hybrid. An in-person collaboration is where the Alumni travel to their partner's country or community and a virtual collaboration does not involve any travel or in-person components. All entities and events leverage technology to take this virtual. An example of “virtual collaboration” can include a virtual workshop or trainings, webinars, or virtual expos, such as the one you attended yesterday.

Hybrid collaborations include those which have both virtual and in-person components. Unlike additional in-person collaborations, hybrid collaborations involve the Alumni working together virtually. They do not travel to each other's countries or communities, but may involve limited in-person activities and events in their own community. I will share with you, briefly, examples of virtual collaborations. These can include stakeholder meetings where representatives from an Alumni's organization gather in person and utilize a video conferencing platform to network and share practices with representatives from the other Alumni's organizations. And those Alumni teams are similarly

garnered in another location. When there are cases of practical demonstrations, and these would be where professionals and sector experts demonstrate a method in front of the participants in the Venue. In addition to those participants in other locations can connect through a through a video conferencing platform to watch the demonstrations remotely from another location, and this allows you to multipl the overall reach of your activities.

I will now share with you an example of Chibuzor Agomuoh and Jeslima Jallow who worked collaboratively on a LINC Grant. Chibuzor traveled to The Gambia to co-facilitate peace advocacy and conflict resolution for nearly 200 youth from conflict-prone regions. Having first met at their leadership institute at Appalachian State University, Jeslima and Chibuzor planned to continue training youth in The Gambia and Nigeria. We will now hear reflections from Chibuzor Agomuoh and Jeslima Jallow on the impact of their LINC grant and we can, please, play that video. Thank you.

**Chibuzor Agomuoh:** It was quite interesting working with Teslima. The project was on conflict prevention/resolution using effective communication. So we traveled across The Gambia, having trainings with various youth leaders in the length and breadth of the country. We also moved to various radio stations and TV stations to create awareness on the power of effective communication in the escalating situations of violence. So we leveraged on three soft skills of communication, which are presentation, active listening, and understanding your audience. It was a very successful project, so much that the U.S. Ambassador to The Gambia asked us to come over to the embassy, and we had a lengthy conversation with him, and from that conversation we're looking towards implementing another project in The Gambia in 2021.

**Teslima Jallow:** But there is hope that through my organization and other, you know, civil society organizations, we've been trying to put, you know, in place measures, but of course also raise awareness around the importance of peace and then the dangers around conflict. Actually, already, I'm experienced by work with Chibuzor, you know in the past, through the LINC Grant to also try to raise awareness about how important it is to, you know, keep The Gambia stable because they are known to be peaceful people.

**Chibuzor Agomuoh:** Where there is zero inclusiveness, people will feel marginalized and relegated to the background, so there will be room for conflict. Where young persons have little to zero ability to collaborate and work together on a project or to live together despite ethnic or social differences, there is bound to be issue, and the inability to learn to adapt to situations is the problem. So, adaptability, collaboration, communication, inclusiveness, and these are some of the—empathy-- these are some of the skills that leaders need to equip themselves with.

**Teslima Jallow:** Oftentimes, we are told that we are the future, you know, we are the future leaders. I always say that we are not the future leaders – we are actually--

**Chibuzor Agomuoh:** The leaders of today.

**Teslima Jallow:** We are present leaders.

**Marcia Small:** Thank you for sharing. I love how he ends that, “We are the leaders today.” and that is a challenge to all of you Fellows. I will now speak about the Reciprocal Exchange Component. The Reciprocal Exchange Component provides funds to U.S. professionals to implement in-person, hybrid, and virtual projects in sub-Saharan African countries to continue collaboration with Fellowship Alumni.

For reciprocal exchanges, priority will be given to projects that demonstrate impact on Fellowship Alumni collaborators and organizations, their community, and/or their country. Demonstrate the impact of the U.S. professional organization and community and projects that demonstrate joint engagement between the Fellowship Alumni, collaborator, and the U.S. professional, and project design, and implementation. And finally, Reciprocal Exchanges must provide measurable goals and can have concrete plans to continue the project impact after implementation. The next round of applications will launch in September, next month of 2021. For more information, please contact [REMWF@irex.org](mailto:REMWF@irex.org) and you can see the email, as well, on the screen.

We will now hear from Reciprocal Exchange Alumni, Scott Massey and Daliwa Joseph Bainamndi and the 2017 Fellowship Alumnus, who collaborated on an Reciprocal Exchange in Cameroon in 2019 to lead workshops on sustainable hydroponic farming with university students. Since their reciprocal exchange, they continue to collaborate virtually and continue to discuss how their projects continue to address the challenges of COVID-19 in a virtual environment. Daliwa also has shared that they have leveraged the Fellowship Community and the reciprocal exchange to win several international awards and expand scope of this project. I think we can allow them to speak for themselves. Please hear this feedback.

**Daliwa Joseph Bainamndi:** Hello, I’m, Daliwa Joseph Bainamndi from Cameroon, Mandela Washington Fellow 2017, Reciprocal Exchange Awardee of 2019 with the collaboration of Scott Massey.

**Scott Massey:** During my time in Cameroon with Daliwa Joseph Bainamndi, I had the great experience of witnessing some of the challenges that are being encountered on the African continent in regards to agriculture, but more importantly, implemented solutions to combat these challenges in the 21<sup>st</sup> century. In our case, we implemented hydroponic farming methods.

**Daliwa Joseph Bainamndi:** The hydroponic system is a soilless system – it's a system for producing organic food without soil, only nutrients. So, it has a lot of advantage, actually, because we don't need land to use that technique, you don't need a lot of space or a lot of money.

**Scott Massey:** Despite the extreme hardships endured by the pandemic, hydroponics has risen as a viable source of food production in light of the severe situation. Even individuals in these remote locations may enjoy a clean and healthy diet of safe food grown in the convenience of their own home or property area.

**Daliwa Joseph Bainamndi:** The Reciprocal Exchange program reinforced the relationship between my collaborator, Scott Massey, who is more than a mentor to me. Our collaboration was the tool of expansion for my various projects. I won many international awards just after the Reciprocal Exchange program, so it's helped me to gain those skills.

**Marcia Small:** Thank you, Scott and Joseph, for sharing your feedback from your experience. We will now move on to “Professional Development and Networking Opportunities”. And the first is “ACE”, Amplify Community Expertise Events”. These events are held in person and virtually and the events offer an intimate platform for Fellowship Alumni and external experts to engage on strategic topics helping Alumni connect with professionals in their broader global network. One example of this is the Mandela Washington Fellowship Alumni Panel and Reception held during “Africa Investor Week” in Johannesburg, in October 2019.

Fellowship Alumni will be able to have ongoing opportunities to participate in ACE Events. The second professional opportunity I want to share with you are “Virtual Professional Development Experiences”, and these are Virtual PDEs. A new round of up to 30 Virtual Professional Development Experiences will take place from January 31st through March 11th, 2022. These will only be open to you as 2021 Fellows. This will provide you with valuable opportunities to hone your skills and connect with U.S. Professionals working in the same industries laying the groundwork for mutually beneficial exchange of ideas, and potential for building lasting relationships. The application will open very soon

on August 16th, 2021 and it will close on September 12th, 2021. All 2021 Fellows who successfully complete their Leadership Institute and are not participating in the August/September 2021 PDE will be eligible to apply, and I just want to repeat that to emphasize it for all of you: All 2021 Fellows who successfully completed their Leadership Institutes and they're not participating in the August-September 2021 PDEs will be eligible to apply. Selected 2021 Fellows who participate in the Virtual PDEs will receive a modest participation stipend offset cost for technology and other needs, but support their ability to fully participate in the PDE and these things can include mobile data, internet service, and access to co-working spaces. Another opportunity that will be available to you is joining the International Leadership Association, which is known as the ILA. ILA is offering membership to the Fellows of 2021. 2021 Fellows who successfully complete their Leadership Institutes will receive full-year memberships in the ILA. It is the largest global community exclusively dedicated to advancing leadership, knowledge, and practice for a better world. This opportunity includes access to virtual resources and a wide network of leadership experts in the U.S. and around the world. Some Fellows may also be sponsored to participate in the ILA's Annual Conference in 2022, but again, I want to emphasize that for the Fellows, that you must successfully complete your Leadership Institute.

To enable Alumni participation in global events to strengthen their connection aligned with their career interests, the Fellowship offers support to Alumni networks for ongoing short-term and discretionary opportunities. These ongoing opportunities vary and may include in-person, virtual, or hybrid events. These would be open to Fellows across sub-Saharan Africa or specific countries and have varying levels of funding to support Alumni participation. One example of this is TGR Foundation. We will now hear a special message from Jason Porter of the STEM studio of Tiger Woods Foundation, which is known as TGR Foundation. For several years, Alumni educators have received sponsorship to attend the TGR's STEM Studio. Through this opportunity, Alumni joined educators from around the world for a three-day training session, and through this training, they learned how to expand access to quality STEM education in their local communities. I will now share Jason's message:

**Jason Porter:** Hello! My name is Jason Porter, Director of Professional Learning at TGR Foundation. It is my absolute pleasure to congratulate all of you on receiving a Mandela Washington Fellowship. This honor reflects your hard work on a global stage, and I look forward to meeting many of you during the 2021 Summit. For over 25 years TGR Foundation has been empowering students to unlock their potential through education. TGR Foundation has welcomed Mandela Washington Fellow Alumni to our professional learning programs since 2018. This has given us an opportunity to collaborate with some of the brightest minds in education and social entrepreneurship, as we develop innovative approaches to modern education practice. Once again, congratulations on all of your accomplishments, and we look forward to working with many of you as we shape the education systems of tomorrow.

**Marcia Small:** Thank you, Jason. I now want to turn it over to Maegan Smith, the Program Officer at the U.S. Department of State, Bureau of Educational and Cultural Affairs, to talk about several Alumni opportunities and resources offered by the U.S. Department of State. And now, over to you, Maegan.

Thank you.

**Maegan Smith:** Thank you so much, Marcia. As Mandela Washington Fellowship Alumni, you will also be part of the larger U.S. Department of State's International Exchange Alumni Community, which includes over 1.5 million Alumni from around the world. There are many ways to build your Alumni network and own your exchange experience. One of the best ways is to connect with the Alumni Coordinator at your local U.S. Embassy or Consulate. Once you are in touch at the Embassy, there are opportunities to network with other Alumni and with the Embassy staff on grant projects. The Embassy can also connect you to your Alumni association to join events and explore resources. We will start with the Alumni Engagement Fund. This is the flagship program from the U.S. Department of State Bureau of Educational Cultural Affairs. Through participating embassies, Alumni can apply for this opportunity to promote shared values and innovative solutions to global challenges. Each proposal must involve at least three or more Alumni or an Alumnus and an Alumni association. For the special round that will launch later this year the team must be led by an Alumnus or Alumna of this 2021 Cohort.

Please stop by the ECA Alumni Affairs booth during the next networking session to learn more. Secondly, when you reach out to your embassy, you will be invited to events like "Alumni Ties". Alumni Ties are thematic international exchange seminars where participants can tackle key issues, receive training, and collaborate with other Alumni to implement community projects for their home countries. Alumni can also compete for project grants that are connected to their seminar work. Some of the issues that Alumni have addressed include ways to battle opiate addiction, using arts to transform conflict, strengthening democratic Institutions, and disaster Preparedness. International Alumni are invited by their local U.S. Embassy to participate based upon their area of expertise. Visit the Alumni Ties page at [alumni.state.gov](http://alumni.state.gov) to learn more.

Next, the Citizen Diplomacy Action Fund, or CDA, is a grand opportunity of up to \$10,000 U.S. dollars for teams of U.S. Government Sponsored Exchange Program Alumni. Grants are awarded for public service projects that utilize skills, knowledge, and networks that Alumni gained through their experience. Teams must be led by a U.S. citizen and may include members from other countries, so this is a great opportunity to facilitate partnerships with people that you may have met during your Fellowship. During the international exchange website you can apply for funding opportunities found in the foundation directory. Additionally, you can connect with a network of more than 400,000 exchange Alumni from around the world. Alumni also have access to a variety of subscription-only newspapers, magazines, and scholarly journals for free. You can even share news about your successes, and accomplishments, and read about the achievements of other Alumni. Once you have completed your Fellowship, we will send you a Link to join us at [alumni.state.gov](http://alumni.state.gov) so you can access all of the resources that we have to offer.

We are pleased to announce that, in addition to the Exchange Alumni opportunities offered at The U.S. Department of State, 2021 Mandela Washington Fellows are also eligible for grant funding through a special partnership between the U.S. African Development Foundation and the United States Agency for International Development. You could win a grant up to 25,000 U.S. Dollars in capital investment. This is open to Fellows in good standing from all tracks who have achieved Alumni status. Applicants should be running a social impact venture with a revenue generating impact model. Government employees or public officials are not eligible.

We will now hear reflections from 2014 Fellowship Alumna, Mmabatho Mokiti, on how her USADF grant helped her expand access to quality STEM education for girls in rural South Africa. We can now hear her reflection

**Mmabatho Mokiti:** Hi! I'm Mmabatho Mokiti, and I'm a 2014 Mandela Washington Fellow.

I was fortunate enough to receive the USADF Grant in 2014, which I then used to pilot a project in South Africa. This was a fairly new industry that I wanted to go into, but I had an existing business. So what that really helped, is that it helped me to scale my business and be able to refine a model, and then be able to solve this model over and over again to various corporates around the African continent.

I was also asked to share with you what I wish I'd known before I got into the [Mandela Washington] Fellowship. I think for me, it's just the amount of hard work that goes into the Fellowship. I knew that I was going to go off to the U.S. and study, and I knew that we were going to learn various things, but I really didn't know how much hard work it entailed. And I'd say to everyone: really take time out to disengage from everything happening at home, and be in the moment. Take in everything that you've learned so that you're able to come back home, and share it with your community and your business.

**Maegen Smith:** Thank you so much for that reflection. I feel inspired and I hope that you all do as well. I will now turn it back over to Marcia who will share additional information on Alumni opportunities.

**Marcia Small:** Thank you, Maegan. I also agree that Mmabatho's work is very very inspiring and now, Fellows, there is more. I want to share with you additional opportunities that are available to you. The Leadership Impact Award, which is an annual award that celebrates the individual achievements of an outstanding member of the Mandela Washington Fellowship Alumni Network, selected based on their



record of servant leadership and advocacy on behalf of the Fellowship. Award recipients are invited to share a message or advice and inspiration with current Fellows and are featured in various Fellowship activities. And we have got a surprise for you later today where we will announce the 2021 Winner. We are excited about that. Additionally, a select number of 2021 Fellows will be invited to attend a future in-person Fellowship sponsored event in The United States or in Africa. Through the the network of Fellowship Partners, there will be other opportunities for Alumni to participate in other in-person or virtual experiences and we will share that information with you through the Fellowship Platform.

As you know, speaking about the Fellowship Platform, the Fellowship Portal is available to all Fellows and Alumni for their continued leadership development and to strengthen their access to network and resources. And by completing these online courses, Fellows and Alumni can earn badges, certificates, and these things are all shareable on platforms like LinkedIn in and I do hope all of you, all Fellows, have a LinkedIn profile that is updated. Most course content is asynchronous and can be completed at the participants own pace and desired timeline. Through the Fellowship Portal, Alumni can also access “GIVITAS”. GIVITAS functions as a virtual asks and needs board where the professional experience hosts Reciprocal Exchange participants and other Fellowship stakeholders can seek expertise and advice from other members of the Fellowship Community. And I strongly encourage all of The 2021 Fellows to really take advantage of GIVITAS. It is an exciting platform where you can get advice and share.

Finally, I want to briefly share with you information about the Catalyst Grant, which you will hear a lot more of in the next session. This is a new partnership that we have with D-Prize. D-Prize is a nonprofit organization that works to distribute and scale proven technologies to benefit people in extreme poverty. Up to five 2021 Fellows will be selected to receive grants of up to \$20,000 U.S. dollars to fund new social ventures. Fellows will apply through an open competition that will launch on August 30th, 2021. And finalists will be selected in March 2022. 2021 Fellows from all tracks, including the public management track, will be eligible for this opportunity. Stay tuned because, as I said, there will be more information in the upcoming session about this opportunity.

I know we have shared quite a bit of information with you right now, lots of dates, and lots of opportunities. And I really thank you for your attention and participation during the session because we do have a bit of time left for questions that come through the chat. And I will Now hand it over to my colleague, Kristen Shannon who is the Program Officer at IREX, supporting Alumni engagement for the Mandela Washington Fellowship, to moderate the Q&A.

**Kristen Shannon:** Wonderful! Thank you so much, Marcia. And hello, 2021 Fellows. I am so excited to be with you virtually today. We have a lot of really good questions to the chat and so what I hope to do in the Q&A is start off by summarizing to cover as much ground as possible.

Marcia, I want to pose the first question to you. A similar theme that has been coming up is this idea of which of these opportunities are for us, the 2021 Cohort? So I'm wondering if you could you speak a bit to which of the opportunities we covered today are specifically unique to the 2021 Cohort?

**Marcia Small:** Thank you so much, Kristen, and thank you to the Fellows who are asking in the chat. There are a couple that are unique to you, but right now, I think the one I want to highlight is the ILA Membership. The ILA Membership, as I mentioned earlier in the presentation, is a year's membership that will be activated very soon once you have completed all of the institute work, and you will be able to access all of their programming throughout your membership year. ILA is really excited to have you on board and have you join their community. And they are also working at creating specialized sessions for you, and as mentioned, a select group of you also will be able to attend the Annual Conference. But in addition to that, as I've said, there will be other webinars and workshops that you will have access to as an ILA member. I hope that answers your question. Kristen, back to you.

**Kristen Shannon:** Thank you, Marcia. And I'll just do a recognition for anyone who is looking for more information about any of the opportunities that we are sharing. We have folks in the chat who are dropping links where you can find descriptions on eligibility et cetera. So feel free to make use of that platform as you listen in on the session. But the next question that we have here is around eligibility. So for a lot of these opportunities, there is a partner component. So Maegan, I want to turn it to and see if you could speak to the profiles of some of the folks the 2021 Fellows can partner with for some of these opportunities, and perhaps if there is a specific example of a successful collaboration that you could share?

**Maegan Smith:** I will start with an example from AEIF. If you recall, AEIF, the Alumni Engagement and Innovation Fund, you need to have at least three or more Alumni or an Alumni or Alumnus with an Alumni association. The lead also has to be someone from the 2021 cohort, so that is you. You could partner with any exchange program alumnus from the U.S. Government, so this could be someone from a regional leadership center, or one of the four RLCs around the continent, or someone from another Fellowship cohort. So it could be someone from the 2017 Cohort who has a really interesting model that you'd like to explore, that could be an option. It could be someone from a completely separate Fellowship that is sponsored by the U.S. Government. So keep that in mind as you think about different ideas.

I wanted to give one example, if we still have some time, we have a project from Madagascar that involved 2017 and 2019 Alumni. And this was focused on increasing support for victims of sexual violence. The program was called "Women Break the Silence" and it was focused on reducing the stigma around sexual assault and also raising awareness around some of the legislation surrounding gender-based violence. Through this AEIF award the team was able to collect testimonials and data from different universities and high schools in the area to really start to rewrite

that narrative. This is one example of this, but there are many others. And I will turn it back over to you, Kristen.

**Kristen Shannon:** Great, thanks so much for that Maegan. It's really good to see detailed examples of how folks have leveraged on these opportunities. The next question we have comes from Stanley from Kenya, and I want to pose this to Marci and the question is: Can we apply we, the 2021 Fellows, apply for multiple Alumni opportunities? Can you speak to the eligibility component with that?

**Marcia Small:** Thank you, Stanley for that question. Yes, you can. You can apply for a LINC grant and you can also apply for one of the virtual PDE. I think the only thing, as I mention during the presentation, is that those Fellows who are actually about to start their virtual PDE later this month, they are the ones who would not be eligible for one of the 30 that will be offered in the new year. Of course this all hinges upon you completing the institute work that you are expected to do. Fellows can apply to participate in the access to LINC grant, you will also have eligibility to your ILA membership and the grand opportunity that will be coming up shortly, as well, I believe we will also make it possible that you can also apply for the Catalyst grant providing that your applications of course are successful. I hope this answers Stanley's question, Kristen.

**Kristen Shannon:** I know we are nearing the very end of our session but I do want to squeeze into, the best of my ability, the final question. A question dealing with the USADF grant, Maegan, that you spoke about earlier, so I will pose this one to you. And the question comes from Mohammed from Kenya: If you do not have a business currently, but you want to start a business, will you be eligible for this opportunity?

**Maegan Smith:** Thank you for that question, Kristen. What I encourage you to do is refer to a pdf that the Fellowship team shared last week. It includes information about the eligibility requirements and then also note what some of the deadlines are that you should keep in mind. This opportunity will open on September 1st and will close on September 21st. That is less than a month away, so start taking a look at that. As a reminder, applicants should be running a social impact venture with a revenue-generating model. I hope that that helps, but we do encourage you to take a look at the pdf from last week.

**Kristen Shannon:** Excellent. Thanks so much for that, Maegan. I know a lot of you all have so many questions with more details to come. And then what we will do now is display a really quick slide for you to show you: email addresses and resources you can take advantage of.

**Marcia Small:** Thank you, Kristen. Thank you, 2021 Fellows. We do know that you have many more questions, and as my colleagues shared, and as Maegan shared, and Kristen shared, you'll see any

questions that you have, and the email is being shown right now. And also you can visit the website, but even more so, more immediately as well, on the Summit platform you can find a lot of resources on the resources for 2021 Fellows. That section has quite a bit of information, and a lot of this content is even linked in there. We encourage you to email us, and to visit the website, or to check out the resources for 2021 Fellows.

On that note, I want to thank my colleagues, Maegan and Kristen, for being part of the session. I think I would like to, As I wrap up this session, please stay tuned to view some interesting data points about the Mandela Washington Fellowship. There is a lot that has been achieved over the last several years, and we do know that you will be adding a whole lot more as you continue your journey as Fellows, and I thank you.