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Business Analyst, McKinsey Digital

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Alumni Association
Princeton University

John Maclean House
73 Nassau Street
Princeton, NJ 08540
609.258.5813

**Committee to Nominate
Alumni Trustees**

April 2021

Alumni Trustees

Trustees elected by Princeton's alumni make up nearly one third of the members of the University's Board of Trustees. This governing body is a working board and our elected trustees play an important role in determining policy and setting the future course of the University. We urge all alumni to reflect on the ballot material and to vote.

Last year, Princeton alumni elected Melissa H. Wu '99 for Region I Alumni Trustee, and Janeria A. Easley *16 for Recent Graduate School Alumni Trustee.

We want your input. If you would like to nominate an alumni trustee candidate, undergraduate or graduate, please visit <https://alumni.princeton.edu/committee-nominate-alumni-trustees>, or send a brief letter of support to:

University Advancement
Volunteer Engagement
Princeton University
100 Overlook Center, Suite 300
Princeton, NJ 08540
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Committee to Nominate Alumni Trustees

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Kathleen F. Kiely '77
Columbia, MO

At-Large Alumni Trustee

Kathy Kiely '77 is the Lee Hills Chair in Free-Press Studies at the Missouri School of Journalism where she brings the experience from her lifetime in journalism to the classroom to “help the next generation make fact-based journalism viable again.”

Coming from a family of journalists, she had chosen Princeton because it did not have a journalism school, thinking to try other options. The *Daily Princetonian*, however, was soon her “eating club and college, and laid the groundwork for what became not only a career but a vocation.” The lone woman on her managing board, she gained experience that would serve her well in later years when she was one of the early women chiefs of a newspaper bureau in Washington, D.C.

For twenty years after her Princeton graduation, Kiely covered big stories as a correspondent and Washington Bureau chief for regional newspapers, spending 1990–91 on a Knight Fellowship at Stanford as part of a sabbatical program for mid-career journalists. There she audited MBA classes and took advantage of proximity to Silicon Valley to learn more about technology.

In 1997, Kiely shifted to the national arena to become Washington correspondent, first for the *New York Daily News*, then for *USA Today*, covering Congress, national politics, and other major stories, including unrest in the Middle East. Mindful of the tech developments she observed while at Stanford, she pioneered the use of multi-media in news at *USA Today*. She served on the Congressional Standing Committee of Correspondents for two years and chaired the National Press Club Scholarship Committee, which provides scholarships to minority high school students interested in journalism. She also went back to the classroom, earning an MA in Interactive Journalism at American University in 2008. The program allowed her to explore ways to fuse “the best of old-fashioned, shoe-leather reporting with digital tools.” When she taught at Princeton for a semester as a Ferris professor in 2009, her goal was not only to enable her students to use these tools, “but to get them to think critically about their implications for society.”

Kiely left *USA Today* in 2010 to move into the management side of journalism, and over seven years served as an editor for a number of national outlets. She also had a brief stint as Washington news director with *Bloomberg Politics*, but resigned in protest “over the company’s refusal to cover Mike Bloomberg’s incipient presidential campaign the same way we did everyone else’s.”

While in Washington, D.C., Kiely taught several semesters as an adjunct professor at both George Washington University and American University, and spent 2017–18 as a journalism lecturer at the University of New Hampshire. She was also a National Press Club Institute of Journalism Press Freedom Fellow, organizing events around free speech issues and advocating for journalists who have been jailed or threatened for their work. Two years later, Kiely helped organize letters from Princetonians in support of Maria Ressa '86, the journalist currently targeted by the government in the Philippines. This campaign made her “more acutely aware than ever of the power of Princeton’s world-renowned brand to do good.”

She continues to write occasional columns for national papers. In a September 4, 2020, column for *USA Today*, she broke the news about Pentagon plans to shutter the venerable military newspaper *Stars and Stripes*. Outraged responses caused then-President Trump to reverse the decision.

Kiely has also been a Reunions panelist several times over and was a speaker at the first “She Roars” conference. Her deepest involvement as an alumna has been as a member of the *Daily Princetonian* board of trustees, a role she served for over a decade. She cites as a happy example of the marriage of old-fashioned journalism and digital technology a project she worked on at that time: “A fellow board member and I launched a fundraising effort that allowed University Archivist Daniel Linke to digitize every print issue of the *Daily Princetonian*, going back to 1876.”



Travis LeBlanc '99
Arlington, VA

At-Large Alumni Trustee

Travis LeBlanc '99 describes the arc of his career as “framed between California and Washington, D.C., with a dash of Cajun seasoning.” Today, he co-leads the litigation department at Cooley LLP, where his practice focuses on cybersecurity, privacy, national security, and the regulation of emerging technologies. LeBlanc also serves on the US Privacy and Civil Liberties

Oversight Board, to which he was nominated in 2019 by the President and unanimously confirmed by the Senate. The Board is an independent executive branch agency tasked with ensuring that the US government’s national security activities appropriately safeguard privacy and civil liberties. LeBlanc jokes that he works for the “law firm from 9:00 to 5:00 and for the US government on nights and weekends.”

At Princeton, LeBlanc pursued an independent concentration in Philosophy, Politics, and Economics. He spent his junior year studying at Oxford, and earned a certificate in Princeton’s Program in European Cultural Studies. He then went on to jointly pursue a law degree at Yale and a Master of Public Administration at Harvard. Awarded a Kennedy Fellowship in the final year of the program, LeBlanc headed to Cambridge to study for an LLM in international law.

Although he started his career in private practice in Washington, D.C. and San Francisco, LeBlanc joined the Obama administration in 2009 in the US Department of Justice’s Office of Legal Counsel, which is known as the “president’s law firm” due to its role advising the president and attorney general on the legality of the programs and activities of the US government. There, he tackled thorny policy issues such as universal healthcare, same-sex marriage, executive privilege, and terrorism.

After two years, LeBlanc returned to San Francisco in 2011 to serve as a senior advisor to then California Attorney General Kamala Harris, overseeing the Golden State’s complex litigation and policy in areas such as technology regulation, intellectual property, antitrust, healthcare, and human trafficking. He established California’s first high-tech crime unit and its privacy enforcement unit.

He returned to the Obama administration in 2014 as Chief of the Federal Communications Commission’s Enforcement Bureau, where he led the FCC’s largest bureau and its 25 field offices. In an on-campus interview with the *Daily Princetonian* in 2016, LeBlanc discussed how his undergraduate education prepared him for public service, noting it instilled in him a desire “to leave my community a better place than I found it.”

LeBlanc currently holds a number of service appointments including co-chair of the American Bar Association’s National Cybersecurity Institute, and member of the board of directors of the Center for Democracy & Technology and the advisory boards of the Electronic Privacy Information Center, Public Rights Project, and Georgetown Cybersecurity Law Institute. Being a proud son of New Orleans, LeBlanc is also delighted to have served a five-year term on the board of governors of his high school, the Isidore Newman School.

LeBlanc was a campus leader during his years at Princeton, heading a number of campus organizations, including the Student Center Reform Committee. In that role, he was active in the planning of the Frist Campus Center. While he graduated before having the opportunity to enjoy Frist as a student, on his regular visits back to campus, most recently for Reunions in 2019 when he participated in an Alumni-Faculty Forum on National Security Interests in Cybersecurity, he is gratified “to see how Frist has evolved to be a central campus gathering place.” Away from campus, he has interviewed for the Alumni Schools Committee, and engaged with Princeton students as part of class visits to D.C.

Throughout his career, LeBlanc has sought to approach 21st century technology challenges inspired by the same civil rights values that he studied at Princeton: “serving as a voice for marginalized communities, advocating for digital equality, and fighting for algorithmic fairness.”



Gordon P. Ritter '86
San Francisco, CA

At-Large Alumni Trustee

Gordon Ritter '86, an Economics major and a letter winner in heavyweight crew at Princeton, went to Credit Suisse First Boston following graduation. After four years, however, Ritter took a sharp turn away from what had seemed like a traditional trajectory. He left New York with friends bound for San Francisco to enter the nascent world of technology startups.

Between 1990 and 2002, he co-founded and built three technology companies in Silicon Valley, from idea through acquisition by public companies. One, Whistle Communications, was bought by IBM, where Ritter stayed on for two years to head up IBM’s \$3 billion Global Small Business division. Another was Software As Service, acquired by Salesforce.com.

He then teamed up with two partners in 2003 to found Emergence Capital, an early-stage venture capital firm focused on “cloud software.” He shares that “becoming an investor and member of a partnership took inquiry and collaboration skills I learned on Princeton’s campus and on the water.” In 2008, Emergence invested in Veeva Systems when it had fewer than 25 employees. Now a public company with Ritter as chair, Veeva specializes in cloud software for the life science industry, including software behind many of the clinical trials that deliver groundbreaking drugs, such as COVID vaccines. Emergence was also an early investor in Zoom Video.

Ritter’s experience in the commercial world has interleaved with his engagement at Princeton. Starting in 2013, he helped to bring a new entrepreneurial mindset to campus that aligns with Princeton’s “commitment to serve the nation and the world.” He participated in lectures and panels, joined the inaugural year of the Princeton Entrepreneurship Advisory Committee (PEAC), and co-created the Alumni Entrepreneurship Fund (AEF). He is most proud of inspiring the Tiger Challenge, which brings together small teams of students to tackle complex societal issues with community partners. Since 2016, 38 teams and 186 students have participated. Students learn a unique collaborative approach that emphasizes empathy, creativity, and open-mindedness. Tiger Challenge “prepares students to face problems that can only be solved by diverse teams of people asking the right questions, and bringing their unique listening, with egos in check.”

In addition to his service on over a dozen corporate boards, Ritter has been a board member for several educational non-profit organizations, including Bay Area Children’s Discovery Museum and Common Sense Growth. He joined the board of the Golden Gate National Parks Conservancy in 2015 and is currently the treasurer. The Conservancy supports the 80,000-acre Golden Gate National Parks, including Alcatraz and Muir Woods. As with many organizations, the pandemic dramatically reduced revenue, and the board has had to make difficult decisions. Ritter is gratified that, “through it all, we have kept our eye on our mission of making parklands available for all. Clarity of purpose makes hard decisions easier for any organization.”

The future of learning has influenced Ritter’s investment themes since working with Princeton. Along with a 2012 anchor investment in Top Hat, a leading active learning platform for over 750 universities, Ritter sees a broader need: “In 2016, amid concerns about artificial intelligence destroying jobs, I created a concept called ‘Coaching Networks’ that has become a major investment area.” He describes a coaching network as a way to share effective human insights and habits more easily than via search engine technology, and he has seen training levels accelerate dramatically in areas as varied as knowledge acquisition, writing, sales, and manufacturing.

Ritter has been named four times to the Forbes’ Midas List of the top venture capital investors. “Princeton has given me the foundation to consistently change the game, even this far into my career,” he maintains. “The interplay of different backgrounds and disciplines, the spirit that we can always be better, and the shared commitment to asking the right questions, gives me confidence that Princeton is and will be a place of possibility for generations to come.”



B. Ben Baldanza *86 (SPIA)

Arlington, VA

Graduate Alumni Trustee

As an undergraduate at Syracuse University's Maxwell School of Citizenship and Public Affairs, Ben Baldanza *86 had already developed an interest in transportation. He had come to see the field as the intersection of public policy, government, corporations, complex networks, and everyday citizens. When he left Princeton with his MPA from the School of Public and International Affairs

(SPIA, formerly the Woodrow Wilson School), he chose to work in the airline industry. He felt strongly that "transportation is a critical part of our nation's economy and airlines need good policy people, too."

Over the next two decades, Baldanza built his management, leadership, and industry-specific skills in a variety of roles in six aviation companies, including Continental. There he contributed to the most successful airline turnaround of the 1990s, improving market capitalization by over \$2 billion with a profit swing of over \$800 million in the first year and delivering eight consecutive quarters of profitability.

In 2005, Baldanza was recruited to join Spirit Airlines as President and COO. Eighteen months later he was made CEO, President, and Director. He crafted a new business model for the first "Ultra Low Cost Carrier" in the Western Hemisphere. With this model, he orchestrated a successful turnaround, resulting in margins that led all US carriers in 2007 through 2015 and rivaled the best of any airline in the world. What he is most proud of from that experience "is creating the opportunity for families to see each other at prices they could afford."

During his tenure as the head of Spirit, company tactics often resulted in media profiles in major US newspapers and commentary on radio and TV news shows, often not complimentary. Nevertheless, Baldanza believed in his lowest price point product, had profit data to prove success, and didn't shy from meeting negative media coverage head on with thoughtfulness and a warm, engaging personality. Baldanza admits "that role required a lot of conviction and plenty of economic training that I learned at Princeton." He was twice named "one of the airline industry's 25 Most Influential Executives" by *Business Travel News*, and he is featured as a positive PR case study in Brad Phillips' *The Media Training Bible*, an example of "How to Win When You Are Ranked Dead Last."

In 2016, as part of a planned two-year transition to relocate to the Washington, D.C., area to take advantage of cultural opportunities for his son, Baldanza left Spirit and shifted his focus to his own portfolio of professional and personal interests. Through his consulting firm, Diemacher LLC, he advises businesses on restructuring, raising revenues, reducing costs, and strategically positioning themselves against larger competitors. He serves as an independent director on the boards of JetBlue and Six Flags, teaches courses on aviation at George Mason University, and is a Forbes.com contributor.

He notes that he can also now increase his involvement in the arts and education areas that have always been important to him. He serves on the board of directors of the American Youth Philharmonic Orchestra. An accomplished trombonist, he sits on the Audit and Finance Committee of the International Trombone Association. He is also a member of the Board of Advisors, Maxwell School of Citizenship (Syracuse University).

A longtime ASC interviewer for Princeton, he has been on the Graduate School's Dean's Leadership Council since 2019 and was the inaugural speaker in the Graduate School *Star Lessons in Leadership series. Prior to the COVID pandemic, he returned to campus frequently for *Star and SPIA events.

Baldanza and his wife have been generous to Princeton through their "Baldanza Doing Good Fund," which allows them "to give back financially to organizations we believe in. All of this is possible from the opportunities made available to me at Princeton, and I feel both the obligation and the excitement in giving back."



Udit Batra *96 (CHEME)

Wellesley Hills, MA

Graduate Alumni Trustee

In September of 2020, Udit Batra *96 became President and CEO of Waters Corporation, one of the largest publicly traded life science tools companies in the world. On his way to that position, Batra led several other large organizations, including businesses of Novartis, Merck KGaA Consumer Health, and most recently MilliporeSigma, which he had guided through the largest merger in the life science tools industry at the time. Within five years of the merger it was the fastest growing diversified tools company in the industry. Now, six months after his arrival at Waters, and after what had been a few years of steadily declining growth rates, the company returned to strong growth in the fourth quarter of 2020.

An *EY Americas* web post in March 2020 described Batra as "an inspiring leader known for jump-starting growth at the businesses he has led." In every position, Batra's goals were driven by a common belief: "Doing well by creating greater good is a simple yet powerful philosophy that allows me to be part of something much bigger than myself."

While Batra was in Australia with Novartis his team launched a specialty drug for age-related macular degeneration. Later, production success with a vaccine for the H1N1 pandemic resulted in the financial freedom to launch a meningitis B vaccine. At MilliporeSigma, he initiated Innovation Boards that led to start-ups focused on gene editing and cell therapy. Another start-up, initiated as a pilot in India to increase access to medicine in rural communities around the world, is now also operating in Kenya, Indonesia, and Vietnam. At Waters, his teams are working in several arenas in combating COVID-19, including collaboration with the UK government for an alternative to PCR testing. Batra is proud that "in each case the teams not only drove business results, but did so while making a positive impact on society."

Batra is also committed to encouraging the next generation of scientists. While at MilliporeSigma, he started the Curiosity Cube, a mobile lab that travels across the US to promote STEM education among middle school students. Since 2017, the Curiosity Cube has visited 293 communities reaching over 114,000 students in Title I schools. Waters now partners with Junior Achievement worldwide and the Ron Burton Training Village in the Boston area to ignite the spark for STEM education for inner city children.

Chair of the Massachusetts High Tech Council, Batra is also a board member of the Massachusetts Biotechnology Council. He has been recognized for his civic and professional contributions with a number of awards, including being honored by Governor Charlie Baker as New Englander of the Year on behalf of the New England Council in 2020, and listed among *PharmaVOICE's* 100 Most Inspirational Leaders and *Boston Business Journal's* Power 50, both in 2019.

"I am where I am today in part because of the generosity of others," Batra maintains. Nationally competitive fellowships while he was a graduate student at Princeton made it possible for him to do research without putting a financial strain on his family. He credits remembering his roots for keeping him grounded, and he believes in both paying back and paying it forward. When he joined Chemical Engineering's Advisory Council in 2018 he heard that incoming graduate students did not have the practical experience that they needed. Batra immediately recognized an opportunity for him to give back: "We offered internships to each of the incoming students for the summer between their undergraduate degree and their arrival at Princeton." A Career Services volunteer since 2000, he regularly hires Princeton PhDs. He has served as a board member of the Association of Princeton Graduate Alumni and has also been an ASC interviewer since 2016.

Batra recalls that his time at Princeton "began with a call from the director of graduate studies in January of 1990 and progressed to long hours at the E-Quad, but also countless hours learning to play basketball in Dillon gym and leading Princeton's Cricket Team. I am fortunate to still be part of this community."



Kathryn Roth-Douquet *91 (SPIA)

McLean, VA

Graduate Alumni Trustee

Kathryn Roth-Douquet *91, the founder and CEO of Blue Star Families, admits that her first time on a military installation was as a college student "climbing over a fence at a US Army Depot, protesting nuclear weapons." Little did she imagine she would found the nation's largest national non-profit for military families reaching over one million military and veteran families, with Princeton's School of Public and International Affairs (SPIA, formerly the Woodrow Wilson School) "playing a key role" in her evolution.

She credits Princeton with giving her not only intellectual and practical skills, but also a network giving her opportunities to connect with leaders across a broad spectrum that included politics, philanthropy, technology, and the military.

From Princeton, she went to the Nathan Cummings Foundation, focusing on the environment, the arts, health, and Jewish life. In early 1992, she joined the Clinton campaign, then the Clinton White House, as the first woman to serve as Lead Presidential Advance. After another stint in foundation work, Roth-Douquet returned to public service as Acting Principal Assistant Deputy Under Secretary of Defense.

By the early 2000s, Roth-Douquet had moved frequently with her husband, a Marine pilot, consulted, received a law degree, and most notably ran a \$35 million New Market Tax Credit Fund investing in low-income neighborhoods for a Silicon Valley technology fund. With her young children, she faced nine moves in sixteen years and multiple deployments. She began writing and speaking on the topic of what the country asks of the military and their families.

In a 2018 conversation with the *PAW*, Roth-Douquet described the birth of Blue Star Families in 2009: "We decided to create a platform where people who serve the nation and their families could have a seat at the table to talk about what the challenges were and also to design the potential solutions and find the right partners to make those solutions real."

With help from Michelle Obama and Dr. Jill Biden, Blue Star Families grew rapidly, doubling every two or three years, strengthening local communities. "True to my Princeton training," says Roth-Douquet, "my organization focuses on being data-driven as well as building strength through strategic collaborations, which allows us to reach families with programs and services while shaping the debate in D.C. about how to structure and support our forces and their families." In 2020, the organization launched the major initiative in the nation addressing the experiences of military families of color. Combining research, training, and collaborative action, Roth-Douquet is coordinating this work with the office of Secretary of Defense Lloyd Austin.

She has received numerous citations and awards, including the Secretary for Defense Medal for Outstanding Public Service and the Chief of Staff of the Army Medal for outstanding Civilian Support. She is the inaugural selection for the National Football League Hall of Heroes, to be inducted August 2021.

In addition to her work with Blue Star Families, Roth-Douquet is senior advisor to Summit Institute, which brings together tech innovators, entrepreneurs, and non-profit and cultural leaders. She has written two books — *How Free People Move Mountains* and *AWOL: The Unexcused Absence of America's Upper Classes from the Military and How it Hurts Our Country* — and published frequently in such publications as *The New York Times*, *Forbes*, *The Boston Globe*, and *USA Today*. She sits on several boards, is a trustee of the Commons Project, and co-chaired the 2017 Bipartisan Policy Council Task Force on Defense Personnel.

For the University, she has done ASC interviewing around the world, spoken at a "She Roars" conference, and lectured at SPIA in 2020. She collaborates with Army generals and think tank scholars who have been her friends since they first studied together twenty years ago. In her words, "Princeton has been a companion to me in my work and life."



Marisa J. Demeo '88

Washington, DC

Region II Alumni Trustee

Marisa Demeo '88 was serving as a Magistrate Judge when President Barack Obama nominated her and, in 2010, the US Senate confirmed her to serve as Associate Judge for the D.C. Superior Court. Demeo describes her work over the past decade as "ensuring that each voice is heard, no matter where a person was born or lives, no matter their socio-economic status, or whether they have

an attorney or not. I strive every day to provide justice for all."

When Demeo graduated with her degree in Politics and a Certificate from the Program in Latin American Studies, she was not yet sure what she wanted to do. She took a position as a paralegal in the Department of Justice in the Civil Rights Division. Much of her work concentrated in protecting Black voting rights in Mississippi and American Indian voting rights in New Mexico. Seeing the law "as a tool for change," she decided to go to law school. In 1993, she received her JD from NYU, where she was selected as a Root-Tilden Scholar for her academic achievements and commitment to public interest.

With her law degree in hand, Demeo returned to the DOJ, where she served with distinction as an Honors Program trial attorney in the Civil Rights Division, litigating to create more opportunities for women, people of color, people with disabilities, and people who were practicing their religious beliefs. She also co-founded and was elected the first president of DOJ Pride, a group that worked to remove discriminatory practices against LGBT applicants obtaining their security clearance.

In 1997, when she felt national legislation was moving away from protecting immigrants' rights, Demeo made a significant shift in her career path. She went to work for the Mexican American Legal Defense and Educational Fund (MALDEF), one of the premier Latino civil rights organizations in the country, on policy issues and was soon promoted to head the D.C. office. While in that position she was recognized by the US Department of Commerce US Census Bureau for outstanding leadership as Acting Chair of the Decennial Census Advisory Committee, an appointment made by Department of Commerce Secretary William Daley.

After seven years with MALDEF, Demeo wanted to get more involved on the local level and joined the US Attorney's Office of the District of Columbia, prosecuting street crimes. She enjoyed being in the courtroom dealing with community issues and is proud of the work she did "ensuring that the accused were treated with dignity and fairness while also ensuring that the rights of victims were fully protected." Her experience in court led her to the bench; she was appointed as a Magistrate Judge in 2007. As a Magistrate Judge, she feels she brought a different perspective, "having had opportunities to see issues from all sides."

Now as an Associate Judge, Demeo serves as a trial judge handling murders and sexual assaults. She is the co-chair of the D.C. Court's Strategic Planning Leadership Council, previously serving as Chair of the Judicial Education Committee. Demeo also has served as Chairperson of the Hispanic Bar Association of the District of Columbia Judicial Council, an organization she co-founded that focuses on broadening opportunities at the court for Latino/a/x law students.

Over the course of her distinguished career, Demeo has been recognized with numerous awards and public honors. Among the most meaningful are receiving the Congressional Black Caucus Chair's Award in 2003 in recognition of dedication, leadership, and commitment to advancing the cause of civil and human rights for all Americans and being selected by *OUT Magazine* for its Out 100 list in 2010.

Although judicial ethics rules limit the types of volunteer activities she can pursue, she has taught courses at both Howard University School of Law and Georgetown University School of Law, and she participated in both the "Every Voice" and "Adelante Tigres" alumni conferences at Princeton. In addition, Demeo, who played varsity soccer for Princeton, continues to pass on her soccer knowledge and love of the sport through coaching young players in the D.C. metropolitan area.



Yadin B. Kaufmann '80

Ra'anana, Israel

Region II Alumni Trustee

Yadin Kaufmann '80, an entrepreneur and venture capitalist, has dedicated his career to effecting change through tech entrepreneurship and social investments.

After graduating from Princeton with a major in Romance Languages and Literatures and receiving his law degree and an MA in Middle Eastern Studies from Harvard, in 1985 Kaufmann acted on

a long-held dream: to live in Israel. Raised in Queens, New York, he wanted to move to Israel "to make a difference." He and his family have made their home there ever since.

His first year in Israel was spent clerking for a justice at the Supreme Court. Then Kaufmann turned to business as a means to make an impact, joining Athena Venture Partners, Israel's first venture capital fund. In 1990, Kaufmann co-founded Veritas Venture Partners, which provided early-stage financing to tech start-ups as Israel was becoming the "Start-Up Nation."

"Early on," Kaufmann relates, "I saw that while significant wealth was being created in the Israeli tech sector, little of it was flowing to needier segments of society." So in 2002, he founded Tmura—The Israeli Public Service Venture Fund. Tmura solicits donations of options from tech companies and, when some of those companies succeed, donates the proceeds to education and youth non-profits in Israel. Tmura, which Kaufmann continues to chair, has received options from more than 700 companies, and "exits" thus far have generated more than \$20 million for dozens of non-profits while helping to create a "culture of giving" within the tech sector. Kaufmann won the Israel High-Tech Award from the Israel Venture Association for his contribution to community service through Tmura.

Combining his experience in start-ups with his interest in doing something positive for the region, in 2011 Kaufmann began focusing on trying to help build a Palestinian technology ecosystem. Kaufmann believed that Palestinian entrepreneurship could reduce gaps in opportunity and wealth between the two neighbors, to the benefit of both Palestinians and Israelis, and that this activity "might even serve as an example that the two peoples can cooperate."

With a Palestinian partner, he founded Sadara Ventures, the first venture capital firm investing in technology start-ups in Palestine. In 2014, Kaufmann launched the Palestinian Internship Program, a non-profit that gives talented recent Palestinian university graduates their first work opportunity at companies in Israel. And in mid 2020, he started the Palestinian Mentorship Program, which connects Palestinian tech business leaders with experienced mentors in Israel, the US, Europe, and the Gulf.

To increase the impact of these programs, he initiated an effort to provide financing from the US Government for Palestinian economic development, with a focus on Israeli-Palestinian cooperation. The Middle East Partnership for Peace Act, which was passed by Congress in December 2020 to provide significant funding for private-sector Palestinian companies, was based in part on Kaufmann's 2017 article, "Start-Up Palestine," in *Foreign Affairs*. The same year, *Foreign Policy* named Kaufmann to its list of "Leading Global Thinkers."

In addition to managing multiple investment and public service interests over the past two decades, Kaufmann co-founded and is co-publisher of *Hundreds of Heads Books*, an independent publishing house creating products that help guide people through life's biggest challenges. *How to Survive Your Freshman Year*, first published in 2004, is now in its sixth edition (edited by Kaufmann's Princeton Press Club colleague Alison Cowan '82). Kaufmann joined the board of the Anti-Defamation League, the leading organization fighting anti-Semitism and hate, in 2019.

Kaufmann has also been a committed Princeton volunteer, heading up the Alumni Schools Committee in Israel for nearly twenty years, serving on the Princeton Schools Committee, and mentoring other ASC chairs around the world, from Austria and Bangladesh to Tanzania and Vietnam. In 2006 he won the Spencer Reynolds Award, recognizing exceptional leadership in ASC work.



Wade A. Rakes II '02

Atlanta, GA

Region II Alumni Trustee

A Mississippi native who came to Princeton from Atlanta, Wade Rakes '02 always knew that he wanted a career in business. A class on urban politics confirmed his view that business could work in concert with government to positively contribute to communities. His career has been at the intersection of community engagement, government policy, and business.

An Economics major, upon graduating Rakes went to work at Showtime Networks. He started as special assistant to the Chairman, working on strategy, original programming, and finance, ultimately becoming head of Spanish language marketing. At the time, Showtime aired television's only LGBTQ and Black dramas, and Rakes was empowered to elevate stories from his communities.

After five years in New York, Rakes had accepted admission to business school, but deferred enrollment to join the gubernatorial campaign of Ohioan Ted Strickland. An unpaid volunteer position on the campaign transformed to a permanent position on the transition team, which in turn led to his appointment as director of a cabinet-ranking agency leading public and community affairs. In his three years, he advised the governor on two \$20+ billion budgets and spearheaded the development of the Ohio Department of Veterans Services to coordinate efforts improving benefits for veterans. After hours, he worked with fellow Princeton alumni to revitalize the Princeton Club of Central Ohio.

In 2009, Rakes left the governor's office to attend business school at the University of Michigan. While there he served as president of the Black Business Students Association and created an organization, Revitalization & Business, to encourage students to pursue careers that would stimulate the revitalization of Detroit, where he then made his home after graduation. In the summer between the two academic years of the MBA program, he undertook an internship with the healthcare company Centene. At that time, the company served a million members across five states and had revenues of \$7 billion.

After graduation, Rakes joined Centene full-time in 2011 as Director of Business Development. He rose through leadership ranks as a key contributor to the growth of the company. Centene is now a \$110+ billion healthcare solutions company that provides accessible, high-quality, culturally sensitive services to more than 25 million members in all 50 states. Elected a corporate vice president in 2015, Rakes was the corporation's first Chief Diversity and Inclusion Officer and is now CEO of Centene's Georgia subsidiary, which serves 1.3 million people. Most recently, Wade has been a leader in COVID-19 response, developing an innovative partnership to increase vaccine distribution to the underserved in Atlanta.

Throughout his career, Rakes has been steadfast in his commitment to community service. Currently, he is a member of the Health Policy Forum at Rice University's Baker Institute for Public Policy. He also serves as a board member for Beyond Differences, whose mission is to inspire middle school students nationwide to end social isolation and create a culture of belonging; and he is vice chair of the board of the LGBTQ Victory Fund, an organization committed to electing openly LGBTQ officials at all levels of government around the world. In Mississippi, Rakes has developed a program supporting education majors at Jackson State University, a historically Black university, of which his mother and grandmother are alumnae.

He has also given back to Princeton. He has been an Annual Giving National Committee member, a class agent, a regional association officer, and an alumni schools interviewer. He was a steering committee member for both the "Every Voice" LGBTQ alumni conference and the Connect Black Alumni Leadership Initiative, born out of the first Black alumni conference. He was appointed to the President's Advisory Council in 2018.

Rakes' Princeton experiences inform his work. "My job is to provide the highest quality care to people who are economically vulnerable and often overlooked," Rakes says. "At Princeton I learned that to create a common good requires bringing together a diversity of experiences, lessons I get to apply every day."