

SPRING 2022

# HUMPHREY CONNECTIONS

Boston University Humphrey Fellowship Program Newsletter



**Humphrey  
Fellowship**  
A Fulbright Exchange Program

**BOSTON  
UNIVERSITY**

**Boston University** Questrom School of Business



## THE HUMPHREY FELLOWSHIP PROGRAM

Cohorts of Fellows specializing in designated fields are hosted by universities chosen for their academic excellence in those fields and for other support they offer. Fellows pursue an intensive, semi-structured program focused on:



Professional Advancement



Collaboration with U.S. Counterparts



Leadership Development



Intercultural Exchange

The Hubert H. Humphrey Fellowship Program was established in 1978 by President Jimmy Carter to honor the late Vice President Hubert H. Humphrey and his life-long commitment to international cooperation and public service. The program invites experienced professionals from designated countries to spend a year in the U.S. preparing to address several of the most compelling development issues in the world today. Humphrey Fellows are selected based on their leadership potential, commitment to public service, and professional expertise. Today's Humphrey Fellow alumni network comprises over 6,000 influential leaders worldwide. This is a Fulbright exchange activity, primarily funded by Congress and administered by the Bureau of Educational and Cultural Affairs (ECA) at the U.S. Department of State, with administrative assistance provided by the Institute of International Education (IIE).



# THE PROGRAM AT BOSTON UNIVERSITY



Boston University has operated as a host campus since the Program's inception in 1978. The Questrom School of Business serves as the program's administrative home at BU, where all eleven 2021-2022 fellows specialize in finance and banking and economic development. Under the guidance of program coordinators and faculty advisors, fellows pursue individualized programs of non-degree, graduate level coursework, independent research, special seminars and colloquia, and six-week, professional affiliations related to their respective fields. The Humphrey Fellowship Program has contributed to BU's development into one of the world's most globally connected private universities, where more than 7,000 international students live and study. As of 2021, the BU Humphrey alumni network exceeds 500 members in over 125 countries.

# MEET THE 2021-22 HUMPHREY FELLOWS



## AGHABAY ASADOV, AZERBAIJAN

Mr. Aghabay (Agha) Asadov is a Credit Group Lead at the Pasha Bank – Azerbaijan (Corporate and Institutionalized Banking). His responsibilities are to lead a group of Credit Analysts and manage a portfolio of the top corporate clients in his Bank. During his fellowship, Aghabay plans to study the involvement and approach of Governing and Regulatory system to the financial industry in US economy.

Mr. Asadov has completed his Postgraduate program in Finance and Investments from Aston University, UK. He also holds a MSc in Business Administration and BSc in World Economics from Qafqaz University in Azerbaijan.



## PEDRO BISCAY, ARGENTINA

Mr. Pedro Biscay works at the Attorney General Office working in the investigations of financial and organized crimes, and has over 15 years of professional experience in public policy at various government agencies and civil society. During Pedro's Fellowship year, he hopes to strengthen his academic and professional skills on topics related with financial regulation policies, systemic risk measures, access to credit and anti-money laundering actions.

Mr. Biscay holds a Bachelor's degree in Criminal Law (University of Buenos Aires) and a Master's degree in Law and Finance (University of CEMA).



## MUNGUNSHAGAI BORMAGNAI, MONGOLIA

Mr. Mungunshagai (Mungun) Bormagnai served as a Chief Retail Banking Officer of the Transport and Development Bank of Mongolia. Moreover, he has over nine years of experience in the Mongolian banking sector. As a Humphrey fellow, he will explore how financial institutions in the United States mobilize and contribute to sustainable financing for SMEs in emerging markets. Furthermore, he will expand his knowledge in investment analysis and portfolio management and deepen his understanding of the management of the international financial system.

Mr. Bormagnai earned a bachelor's in finance from the National University of Mongolia.



# MEET THE 2021-22 HUMPHREY FELLOWS



## FATIMA BOULADJOU, ALGERIA

Ms. Fatima Bouladjoul is currently working in Business Development at Azeemi Technologies, a Multinational Company specialized in Digitalization and IT advisory for Financial Institutions. She has ten years of experience in banking sectors within different departments and organizations (Branch management, Corporate Risk and International Trade). During her fellowship year, Fatima plans to gain academic knowledge as well as professional experience in the domain of Mobile Banking and Fintech.

Ms. Bouladjoul holds a Bachelor Degree from the Higher School of Banking, and a Corporate Risk Management Certificate from CFBP Group Paris.



## TASHI DORJI P, BHUTAN

Mr. Tashi Dorji P currently serves as a Chief Program Officer at the Royal Civil Service Commission (RCSC). He spearheads as the Head of the Civil service Reform Secretariat to directly help the Commission to translate His Majesty's vision of bringing Civil Service Reform in the entire civil service of Bhutan. During the Humphrey Fellowship Program, he hopes to develop his leadership prowess and expertise in the fields of money, markets and financial institutions.

Mr. P holds a Master of Public Policy specialization in Economics from the Australian National University.



## MARIUS GNALIS-RAFAI, CENTRAL AFRICAN REPUBLIC

Mr. Marius Gnalis-Rafai is a Financial and Business Development Advisor at Be-Africa Innovation Lab (Bailab) and a Senior auditor at Leas & Consultants International in Bangui, Central African Republic. During his fellowship year, he aims to enrich his academic and professional training with an emphasis on financial digitalization, small business development specifically in starting and financing business by exploring innovative and new trends in the field including design thinking, venture and angel capital, private equity or crowdfunding.

Mr. Gnalis-Rafai graduated in Sociology from the University of Bangui and in Banking and Finance from HEGC (Business School of Management and Accounting). He also holds a master's degree in Project management from the International Institute of Management of Bangui, Central African Republic.

# MEET THE 2021-22 HUMPHREY FELLOWS



## RIMA HASANAH, INDONESIA

Ms. Rima Hasanah has 10 years of experience working in Indonesian government ministries on a wide range of sectors; from socio-economic development to international migrations to maritime and investment. Currently, she is the Head of Subdivision at the Coordinating Ministry for Maritime and Investment Affairs, Republic of Indonesia. During her Fellowship year, Rima plans to enhance her understandings of economic development, sustainable development principles and strategies of implementation, as well as maritime and coastal management.

Ms. Hasanah graduated with B.Eng. in Industrial Engineering from Bandung Institute of Technology, Indonesia and M.A. in Development Studies from the University of Auckland, New Zealand.



## MOHAMED ZAKARIA ISMAIL, EGYPT

Mr. Mohamed (Zack) Zakaria works as a Senior Deputy Manager in Foreign Currency funding Desk at Banque Misr, one of the largest state-owned banks in Egypt. During his fellowship year, Mr. Zakaria plans to acquire the academic knowledge related to Economics, Financial Institutions and Financial Markets and their relation to achieving sustainable development and growth in Developing countries such as Egypt.

Mr. Ismail graduated in 2007 from Faculty of Commerce, English section, at Benha University, and he is currently working on becoming a Chartered Financial Analyst (CFA).



## TATSIANA MASIUK, BELARUS

Ms. Tatsiana (Tanya) Masiuk works as Head of Business Development, Financial Institutions, Belgazprombank. Her responsibilities include arrangement of loan facilities from foreign investors to finance SME, developing and maintaining customer relationship with financial institutions, and negotiating clean-basis limits to Belgazprombank. During her Fellowship year, Tatsiana plans to advance her knowledge of tailor-made financial instruments (for instance, special-purpose loans, greenfield investment, crowdfunding) used in the U.S. for SME support.

Ms. Masiuk graduated from the Academy of Public Administration under the aegis of the President of the Republic of Belarus and Belarusian National Technical University (Master of Economics).



# MEET THE 2021-22 HUMPHREY FELLOWS



## MARIAM MUBARAK, UNITED ARAB EMIRATES

Ms. Mariam Mubarak has over 10 years of experience leading projects both nationally and internationally in the UAE, France, Poland, and Australia. She has extensive knowledge in the oil and gas industry, startup projects, has worked in multinational companies, and help to gain a solid skillset in the area of stakeholder management, strategy, and in financial and organizational development.

Ms. Mubarak obtained her bachelor's degree in business information system in Melbourne, Australia and received an MBA in France.



## MOHAMED AMINE ZAKARIA, MOROCCO

Mr. Mohamed Amine Zakaria is a senior executive of the procurement department at RAMSA, a company that supplies fresh water and manages the sewage system in the region of Agadir (South of Morocco). During his fellowship year, Amine aims to be more knowledgeable about using statistical models and machine learning algorithms in order to optimize the decision making within the procurement department, in particular to reduce the gas consumption of the company fleet and plants.

Mr. Amine earned his master's degree in accounting and financial management at the national school of management and commerce in Agadir, Morocco.

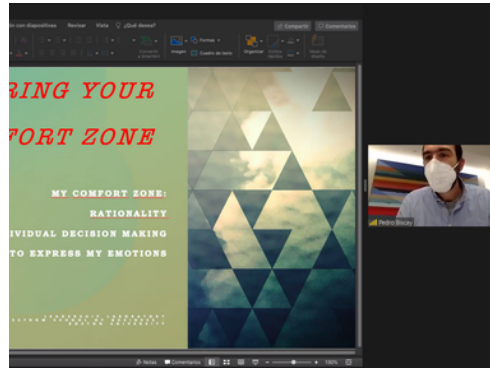
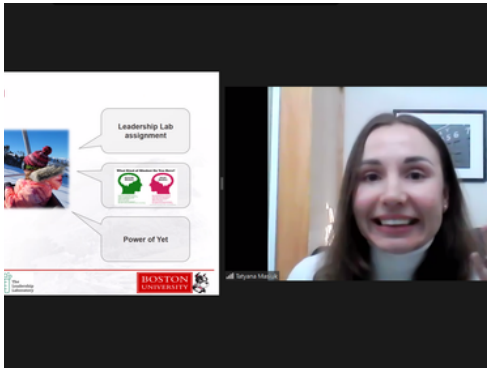
# GLOBAL LEADERSHIP LAB

Over the winter break, fellows were tasked to choose several activities that were unfamiliar to them and to engage themselves in the activities and/or interact with the members of the community they have chosen. Starting in January - March, fellows reflected on their experience and discussed how it affected their personal growth and leadership development. Key takeaways from the exercise allowed fellows to reflect on stepping outside of their comfort zone, how they challenged and pushed themselves to continue, and how they coped with the situation.



# FCAT SITE VISIT

On January 26, the fellows were invited to a virtual site visit to the Fidelity Investments Boston office to meet with various staff members. The virtual visit included a tour of Fidelity Labs, an overview of their in-house incubator for fin-tech startups, as well as the Fidelity Center for Applied Technology (FCAT).



# JANUARY SEMINARS



---

# FEBRUARY AND MARCH SEMINAR

---



## 5 Leadership Practices

On February 7, Ellen Harris, Director and Facilitator of Thompson Island Outward Bound Professionals, gave a lecture on Kouzes and Posner's model in defining and implementing leadership practices. Based on the discussion, the fellows individually took the LPI survey and received 360 degree feedback from their colleagues, direct reports, and supervisors.

## Innovation and Entrepreneurial Leadership

On February 14, Prof. Marton introduced the concept of Innovation and discussed the specific roles leaders play in implementing innovation. Several innovation concepts such as pivoting were presented, and the fellows were encouraged to think outside the box!



## Federal Reserve Bank of Boston Site Visit

On February 16, the fellows had the chance to virtually meet Dr. Falk Brauning, Senior Economist and Policy Advisor at the Federal Reserve Bank of Boston. Dr. Brauning gave an overview of the Fed's purpose in the United States, and shared ongoing research projects Fed Boston is working on.



## Managing Difficult Conversations

On February 28, Yoo Jin Chung led a discussion on providing effective feedback. The session put a specific emphasis on how to manage difficult conversations at work. The fellows were engaged in case studies to critically assess their own feedback skills and discussed how to create transparent feedback culture.



## CGAP Site Visit

On March 2, Ivo Jenik, Senior Financial Sector Specialist at the Consultive Group to Assist the Poor (CGAP), held a presentation about CGAP and how their institute is a financial inclusion think tank, hosted under the World Bank Group. Ivo took questions from fellows who asked about regulations in financial inclusion and fintech!





# APRIL SEMINARS

---



## BROOKLINE BANK SITE VISIT

On April 6, the fellows had the opportunity to visit Brookline Bank in person! There they had the chance to meet with the CEO and several executive members of the organization to discuss their company's structure, goals, and how they strategize their services to remain relevant in today's market.



## MO460 CLASS VISIT

On April 7, BU Humphrey Fellows once again surprised undergraduate students in the MO460: The Leadership Challenge class at Questrom to speak as global leaders representatives. Fellows organized and coordinated two panels to discuss cultural competencies in leadership and leadership in economic development. It was an extremely engaging conversation among global leaders and future leaders of the world!



## OBP 360 DEBRIEF AND RE-ENTRY

On April 11, the fellows reunited with the Thompson Island Outward Bound Education Center at the BU Castle! Facilitators took the fellows (and staff!) through a series of challenges and exercises, promoting honest discussion along the way, and highlighting how far they have come since the summer.

## RED SOX GAME

On April 16, fellows joined their families, host families, and BU staff for the Boston Red Sox's opening home series against the Minnesota Twins! Baseball, often referred to as "America's National Pastime", is the oldest professional sport in the U.S. Fellows enjoyed learning about baseball, doing the wave, and shopping at the team store. Boston is very passionate about its sports teams, so it was a fun afternoon for all!



## CHANGE MANAGEMENT

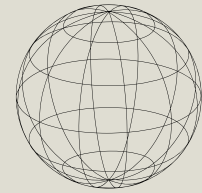
On April 20, Prof. James French conducted the last Humphrey Seminar for the Spring 2022 semester on Change Management. He introduced the concept of change management to the fellows, provided tips for overcoming resistors, and ran through an exercise from Harvard Business Review on the perils and pitfalls of leading change. Professor French is a Senior Lecturer of Management and Organizations at the BU Questrom School of Business, and has over 30 years of Human Resources experience in business, government, and politics.





# LEADERSHIP AROUND THE WORLD

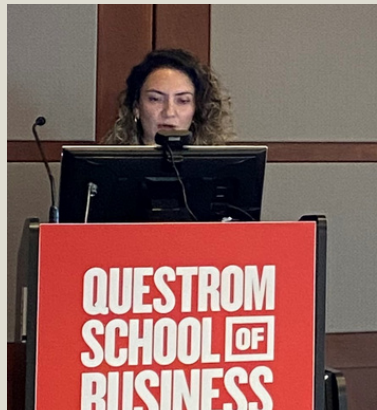
## Gender Equality & Diversity in Global Finance



# MONDAY, APRIL 25

THE HUBERT H. HUMPHREY FELLOWSHIP PROGRAM AT BOSTON UNIVERSITY, IN COLLABORATION WITH QUESTROM'S CENTER FOR DIVERSITY, EQUITY, AND INCLUSION, HOSTED THE PANEL, LEADERSHIP AROUND THE WORLD: GENDER EQUALITY & DIVERSITY IN GLOBAL FINANCE! THE EVENT BROUGHT TOGETHER RESEARCHERS, PRACTITIONERS, POLICYMAKERS, STUDENTS, AND THE GREATER BOSTON COMMUNITY, TO HEAR FROM PROFESSIONALS ACROSS THE GLOBE ON THE CHALLENGES AND OPPORTUNITIES LEADERS FACE IN PROMOTING AND IMPLEMENTING DEI INITIATIVES IN THEIR ORGANIZATIONS.





PANELISTS INCLUDED 21-22 BU HUMPHREY FELLOW, PEDRO BISCAY FROM ARGENTINA; '16-'17 BU HUMPHREY FELLOW, SEVGIM KESKIN FROM TURKEY; HEAD OF RETIREMENT AND PERSONAL WEALTH SOLUTIONS, LORNA SABBIA FROM BANK OF AMERICA. OUR MODERATOR FOR THE PANEL WAS UN COORDINATION ADVISER AND GLOBAL TEAM LEADER OF GENDER EQUALITY AND DISABILITY INCLUSION, DR. A.H. MONJURUL KABIR FROM UN WOMEN.

THE PANEL SHARED BEST PRACTICES AND ACTIONABLE SOLUTIONS THEIR RESPECTIVE INSTITUTIONS NEED TO BUILD MORE EQUITABLE AND INCLUSIVE CULTURES AT WORK.



# Capstone Presentation

Wednesday, May 4



As a culmination of the fellowship year, each fellow was asked to identify an organizational problem and make leadership recommendations. The fellows presented their proposal and received feedback from the coordinators and other fellows. This provided mutual learning experience of the fellows to further develop their own capstone project and share common interests.





# HUMPHREY FELLOWSHIP PROGRAM COMMENCEMENT CEREMONY



Thursday, May 5, 2022



*Fellows invited family and friends to attend their ceremony!*



*Dr. Barbara Bickart, Senior Associate Dean, Graduate Programs at Questrom School of Business*



*'21-'22 Fellows with Alumni and Coordinators*

The program held our 2021-2022 Hubert H. Humphrey Fellowship Program Commencement for our eleven Boston University Economic Development and Finance and Banking fellows!







Fellow's family, friends, classmates, professors, and long-time supporters of our program joined our special intimate ceremony outside on the Towers Lawn. Attendees heard from a number of speakers: Dr. Barbara Bickart, Senior Associate Dean of Graduate Programs, Questrom School of Business; 2017-2018 BU Humphrey Alumnus Collen Masunda from Zimbabwe; 2021-2022 BU Humphrey Fellow Class Speaker Tashi Dorji P from Bhutan; and 2021-2022 Host Family Speaker Barbara Wilhelm!



A huge congratulations once again to the Humphrey Fellowship Class of 2021-2022! We are extremely happy to honor all of the work that the Fellows have done this year and the connections you've made!



# FELLOW SPOTLIGHT

---

---



## VISIT TO BRETTON WOODS, NH

Over the winter many people in Massachusetts are skiing. Thanks to Tashi's idea and the host family's support, fellows got the chance to try this activity as well! It was an incredible experience since most of the fellows had never skied before or even hadn't seen snow. This trip has become even more memorable as in addition to the Bretton Woods Ski Resort we visited Mount Washington Hotel, a historical place for Bretton Woods Conference 1944 where the International Monetary Fund and the World Bank Group were born.

## WINTER WALK 2022

As a part of their community service during the program, Mariam Mubarak from the United Arab Emirates organized the fellows to participate and volunteer for the Winter Walk 2022 in order to contribute to raise awareness and ending homelessness. The fellows experienced incredible community spirit and known a lot about the powerful work being done in Boston within homeless service programs.





# FELLOW SPOTLIGHT

---

---



## ART IN BLOOM RETURNS TO MFA BOSTON

Host family Janet Ferone invited Tanya Masiuk from Belarus and '17-'18 Humphrey Alumna Alena Vachnova to attend "Art in Bloom" at the Museum of Fine Arts (MFA) in Boston. This event was more than just visiting one of the key cultural spots in Boston to Tanya. It provided her with incredible enrichment and inspiration. The visit to MFA and enjoying the interpretive floral arrangements of artworks gave additional energy to prepare for her final exams!

## LILAC SUNDAY

On Saturday, May 7, Zack Ismail from Egypt was invited by host family Carmen Aldinger and Doris Kellom to visit the Arnold Arboretum! This year's "Lilac Sunday" celebrates 150 years of Arboretum history and 112 lilacs!

Zack, Doris, and Carmen went a day earlier to avoid the large crowds, but were still able to enjoy the beautiful blooming flowers, trees, and other plants at the Arboretum!





# FELLOW SPOTLIGHT

---

---



## STATE HOUSE OF MASSACHUSETTS

Thanks to the host family's support and arrangement, fellows were able to learn in detail about the legislative procedures and gifted governors of Massachusetts, the brilliant achievements and the difficulties with the adoption of certain laws. It was extremely meaningful to have a conversation with the representative of the State House committee on Post Audit and Oversight.

## PLIMOTH PATUXET

Tanya from Belarus and Marius from Central African Republic, visited Plimoth Patuxet with host family, Janet Ferone. which is a living history museum of early Plymouth Colony from the perspective of both the English Pilgrims and the Indigenous People. This was an awesome experience as live characters portrayed historical figures in authentic dwellings and costumes. This visit provided the fellows with a great chance to know more about American history and to travel through time!



# FELLOW SPOTLIGHT

---

---



## HIKING TRIP TO WHITE MOUNTAINS, NH

Zack and host family Carmen and Darrell hiked approx. 9 miles in trail that used to be the largest logging railroad in the white mountains between 1880 and 1940! They could still see some of the old wooden cross-ties that used to hold the rails, and even many stuff that left by the railroad workers before it's shutdown.

Along the way, the group had a little detour where we went to an amazing place called Franconia Falls, which is a natural area that have chutes that make natural waterslides and a series of cascades and pools. It was a hot day so naturally lots of people went for a swim in the cool water. Zack, Carmen, and Darrell hiked for approx. 6 hours and had dinner in nice restaurant in New Hampshire before returning to Boston!

## GREAT BROOK FARM IN CARLISLE, MA

Host family Phyllis Doig, took Rima Hasanah from Indonesia, and Fatima Bouladjoul from Algeria, to Great Brook Farm to enjoy cross-country skiing!





# FELLOW SPOTLIGHT

---

---



## RAMADAN IFTAR

Amine Zakaria from Morocco and his family invited fellows and host families to enjoy Iftar and experience cross-cultural exchange. According to Barbara, the food was absolutely delicious and it was an honor to break the Ramadan fast that evening with the group!

## TD GARDEN MEMORIES

Fellow Mariam Mubarak from the United Arab Emirates, Host Family Diane D'Almeida and Host Family Barbara Wilhelm were able to share a special event with Mariam and introduce her to the home of the Boston Celtics and the Boston Bruins!





# FELLOW SPOTLIGHT

---



## MOROCCO VS USA

On June 1, Amine Zakaria from Morocco flew to Cincinnati, Ohio to watch the Men's National Soccer Game: Morocco vs USA. To him, it was an extreme coincidence that he would watch his country's team play in the US, especially versus the US men's team!!! Unfortunately, the United States Men's National Team had a dominating 3-0 victory over Morocco. Overall it was a great experience as Amine is an avid soccer fan!

## GETTING LOST IN NEW ENGLAND

Host family Carmen Aldinger and Darrell Hartwick love to take Zack Ismail from Egypt and other fellows to explore the "wilderness" of New England by hiking through trails and mountains!



# FELLOW SPOTLIGHT

---

---



## DINNER AT BROWN SUGAR CAFE

After the commencement ceremony, host families, fellows, their families and friends enjoyed dinner at Brown Sugar Cafe in Boston! It was a wonderful dinner to wrap up the program and celebrate the festivities!

## THE BOSTON CELTICS

Host Family Gary Levy took Amine Zakaria from Morocco to his first Celtics game in Boston! It was a great memory and a one of a kind Bostonian experience!





# FELLOW SPOTLIGHT

---

---



## CELEBRATING FIRSTS!

Pedro Biscay from Argentina and his family held his son's 1 year birthday party in Boston! Host families, friends, and BU coordinators were invited to celebrate this special occasion. Host family Doug Larson reflected that the year is almost up and have very much appreciated getting to know Pedro and his family!

## BOSTON TEA PARTY MUSEUM

Mariam Mubarak and host family Barbara Wilhelm visited the Boston Tea Party Museum.

There was lots of history to learn plus the opportunity to taste some of the historic teas that were thrown overboard made it a great experience!



# FELLOW SPOTLIGHT

---



## BOWLING IS UP MY ALLEY

On March 19, host families Don and Gloria Murray and Doris Kellom took Tashi Dorji P from Bhutan and Fatima Bouladjoul from Algeria to bowl! They got the chance to enjoy American Flatbread Pizza Company and Rocco's Bowl Haven, both conveniently located in the same building in Davis Square, Somerville. Rocco's is a retro bowling alley where you still use a pencil to fill in the scores. Luckily they requested bumpers for the alleys and so we all had respectable scores - Doris was the high scorer!

## BIRTHDAY BASH

Host families Dorris Kellom and Gloria and Don Murray celebrated Tashi's birthday in the Murray's home in Braintree. There was plenty of food and fun and of course cake and ice cream! A good time was had by all!





# FELLOW SPOTLIGHT

---

---



## HOUSE OF THE SEVEN GABLES IN SALEM, MA

Host family Barbara Wilhelm invited fellow Mariam Mubarak from UAE, Amine Zakaria from Morocco with his wife Karima and daughter Farah to Salem, MA!

It was a beautiful day to explore Salem and tour the House of the Seven Gables which was made famous by Nathaniel Hawthorne's 1851 novel "The House of the Seven Gables."





## SUSTAINABLE INNOVATION

Janis Volbert, 2018–2019 BU Humphrey Fellow from Latvia, published an article about the creation of sustainable innovation in less-developed areas of the world! Find the article [here!](#)

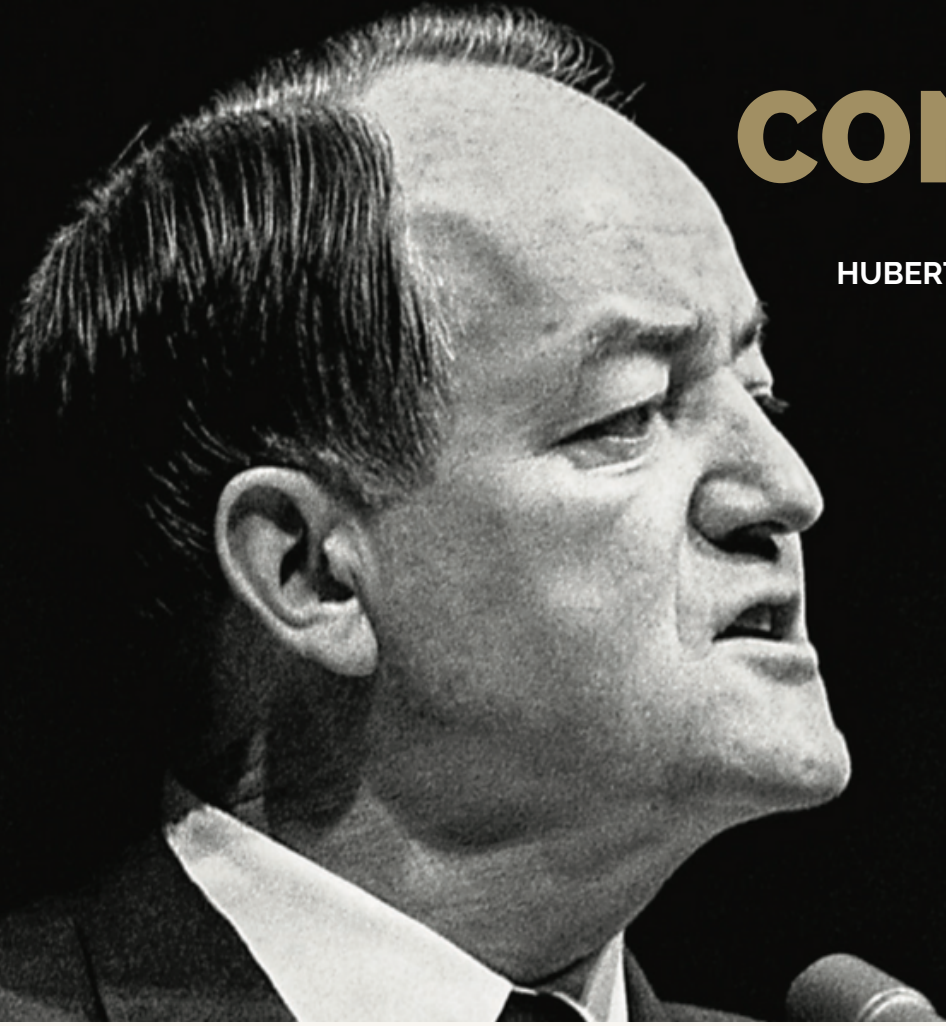
## ALUMNI UPDATE



### UKRAINE STORY - A TRUE FELLOWSHIP

Host Family Janet Ferone, shared her story about 2018–2019 BU Humphrey Fellow, Svitlana Taran's evacuation from Ukraine. With the help from her cohort and BU Humphrey alumni, she was able to safely arrive to Latvia!





# CONTACT US

HUBERT H. HUMPHREY FELLOWSHIP PROGRAM

BOSTON UNIVERSITY  
QUESTROM SCHOOL OF BUSINESS

143 BAY STATE ROAD, 4TH FLOOR  
BOSTON, MA 02215

P: 617-353-9677

E: [hhh@bu.edu](mailto:hhh@bu.edu)

W: [www.bu.edu/hhh](http://www.bu.edu/hhh)



**YOO JIN CHUNG, ED.D**

Faculty Director,  
Humphrey Fellowship Program

Senior Lecturer,  
Management & Organization

Questrom School of Business  
Boston University

Email: [yjc256@bu.edu](mailto:yjc256@bu.edu)



**KRISTYN DEMPSEY**

Assistant Director,  
Humphrey Fellowship Program

Questrom School of Business  
Boston University

Email: [dempsey1@bu.edu](mailto:dempsey1@bu.edu)



**WENDY CAO**

Senior Program Coordinator,  
Humphrey Fellowship Program

Questrom School of Business  
Boston University

Email: [wendycao@bu.edu](mailto:wendycao@bu.edu)