I Said, You Said: She’s the Entrepreneur

How two partners in a relationship view the entrepreneurial search fund journey

“Imagine life is a game in which you are juggling five balls. The balls are called work, family, health, friends, and integrity. And you’re keeping all of them in the air. But one day you finally come to understand that work is a rubber ball. If you drop it, it will bounce back. The other four balls...are made of glass. If you drop one of these, it will be irrevocably scuffed, nicked, perhaps even shattered.”

James Patterson, Suzanne’s Diary for Nicholas

A.J. Wasserstein

Laura Franklin (Stanford GSB, MBA 2018 and Harvard Kennedy School, MPA 2018) was in the second year of her MBA program, and was trying to make a structured and systematic decision about what to do after graduation. Franklin received a plethora of advice from mentors, professors, and peers. One theme that resonated with Franklin was to focus on previous career experiences and distill what she loved and what she disliked. Before entering Stanford, Franklin taught 34 fourth graders in the Mississippi Delta as part of the Teach For America program (see Exhibit 1 for Laura Franklin’s CV). What resonated most about that experience for Franklin was building and creating an environment that reflected her vision, values, and goals. Franklin was passionate about education and strongly considered returning to that industry after her joint degree program at Stanford and Harvard.

What changed her course was taking a pause to fully unpack precisely what she was seeking in her next career chapter. Tapping into her analytical skills and training, Franklin built a matrix of various career arcs and scored the potential pathways based on selected criteria and the type of experiences she sought. Franklin wanted her next career move to be someplace where she could grow and learn while working with mentors who could help nurture and coach her development. Additionally, Franklin wanted to put herself in a position to achieve financial independence, make a positive impact that aligned with her values, and enjoy a high degree of control and autonomy.

After taking Professor David Dodson’s Stanford class on Managing Growing Enterprises, Franklin realized that her experiences as a classroom teacher were actually managerial, and she enjoyed that aspect of teaching and was good at it. Franklin was still a bit perplexed about what to do next. She considered returning to Teach For America or becoming involved in education in some other capacity. Launching a search fund — a vehicle where she could buy a business with approximately $2 million in EBITDA and immediately become the CEO of the acquired company — was on her list. Still, she tabled the thought, feeling unconfident and not yet ready.

In the spring of her second year at Stanford, Franklin’s grandmother, whom she was quite close to, passed away, and this sad event prompted Franklin to think more deeply about how she
wanted to chart her life. She went back to the drawing board, and the beginning of her Stanford journey.

To help refresh her memory of what mattered most in her life and why, Franklin reread her Stanford admission essay on that exact topic (What Matters Most to You and Why?). Franklin had written about death in her essay and how it was imperative to make the most of this one life we have. Franklin recalled:

I think it was about trying to cherish life — all of the moments. My essay was really about how I try to live my life appreciating the moments that matter and try to take the time to slow down and to connect to people and to really value my relationships. To remember that the ultimate thing that happens to everyone is that we all die and that we are obviously only here once, and we should make the most of every minute and every second.

Additionally, Franklin attended a talk by Stanford Professor Irv Grousbeck, known for his wise perspective and advice. According to Franklin, Grousbeck told his audience that their lives were not for sale, and they should pursue opportunities about which they were passionate and resist the temptation to settle or compromise. Grousbeck emphasized that a wonderful concept to think about in career selection was eschewing wealth optimization and instead, focusing on who can teach you the most and optimizing around learning and growth. This resonated with Franklin and caused her to jettison the mundane job offer she was considering, which, while in the education industry, was not truly exciting her. She decided that pursuing a search fund was the best option for her because she would have the opportunity to grow exponentially, work with mentors, build financial independence, create a positive impact and have a high degree of autonomy. This entrepreneurial path checked all of the boxes in her matrix of what to do next.

Filled with enthusiasm, she shared the exciting news with her boyfriend of five years, Jonathan Coravos. While Franklin was elated with her newfound passion and career path, she also wanted to calibrate with Coravos. They were committed to a long-term relationship and envisioned marriage, children, and a life together. Coravos had his own dynamic career and professional ambitions. He had earned his Ph.D. from the Massachusetts Institute of Technology and was a consultant at McKinsey, a global consulting firm (see Exhibit 2 for Jonathan Coravos’ CV).

As Franklin became immersed in the search fund world, she knew that they needed to discuss how the complexities of her career choice would impact Coravos, their relationship, and their future lives together. Franklin described Coravos as entirely on board and supportive of her decision. But the duo knew there would be areas of ambiguity, and many challenges. How could they balance their individual needs and goals? Whose career would be primary? How would geography work — especially in the context of a search fund and not knowing where the acquired business might be? How would children fit into the lives of a dual-career couple — a life partnership that included heavy travel for Coravos and ambitious growth aspirations for Franklin? These were complicated issues for two high achievers whose careers were a large part of their personal identities.

Franklin’s next move was to partner with her cousin, William Colt (Rice University, MBA 2019), to launch a partnered and funded search. They named their venture Buck Jack Capital and were on the hunt to acquire a company with between $5 million and $50 million in revenue, high profit margins, and recurring revenue. More importantly, Buck Jack was looking for an owner who was ready to transition out of day-to-day operations, and wanted to find a trustworthy successor to continue to grow the company’s legacy.

Serial search fund investor Kent Weaver noted, “Laura is fantastic. She is super smart, and I am delighted to be part of her entrepreneurial journey. I think she is going to do a great job finding a compelling business to purchase with William. What I am even more excited about, though, is watching Laura become
a CEO and work on the purchased company. She is going to be a wonderful first-time CEO in the search fund model. She has all of the earmarks of being ready to transition to achievement and success."

High achieving, dual-career couples like Franklin and Coravos often have complex relationships with each other and their respective professions. They are individuals who have always pursued excellence and accomplishment, but juggling two careers also requires partners to compromise. The relationship could flourish when partners support each other’s professional dreams, but could also be strained if there are signs of resentment if the support is not equal or reciprocated. There can be jealousy, confusion, financial strain in the entrepreneurial endeavor, pride for yourself and your partner — and blame if one partner’s career appears to supersede, even temporarily, the career dreams of the other. And all of these stresses could be exacerbated when one person in the relationship is an entrepreneur.

Of course, Franklin and Coravos were not the only talented, educationally pedigreed, and ambitious dual-career couple to wrestle with complicated personal and professional issues in a relationship. Jennifer Petriglieri is an associate professor of organizational behavior at INSEAD, the Fontainebleau-based business school in France. Her book *Couples That Work: How Dual-Career Couples Can Thrive in Love and Work* examines this exact topic and dilemma.

One concept Petriglieri shares from her own experience is to use a contract, and she calls it a psychological contract to explore and define roles, goals, and ambitions. This was not legally bidding, of course, but was aimed at illuminating the challenges and encouraging relationship partners to communicate openly and stake out their positions. Petriglieri’s contract included a series of probing questions:

- What makes you happy and proud?
- What gives you satisfaction?
- What makes for a good life?
- Are there places you would love to live and work at some point in your life?
- Are there places you would prefer to avoid?
- How much work is too much?
- How would you feel about taking jobs in different cities and living apart for a period? For how long?
- How much work travel is too much, and how will we juggle travel between us?
- What are your concerns for the future?
- What’s your biggest fear about how our relationship and careers interact?
- What do you dread might happen in our lives?

Over a five-year period Petriglieri studied more than 100 couples of various ages, relationships, sexual orientation, geographies, and points in their careers. Petriglieri discovered that there are three distinct phases in a dual-career professional life: 1) the merging of two parallel lives into one; 2) the reexamination of the professional life you are leading and what you should be doing; and 3) as the couple ages, realizing that the commitments (homes, mortgages, children, career acceleration) that typically join a couple are in the past. Petriglieri believed that couples who proactively approach these transitions openly and discuss what they want and need fare better than couples who are reactive and focus more on getting through the day. For Petriglieri, this means reviewing or renegotiating the contract at each transition point. Laura and Jonathan were at the first transition point, bringing their life together with career complexities — in particular, Laura’s nascent entrepreneurial project.
Petriglieri also explained that dual-career couples can structure the two careers in one of three fashions: one career is primary, and one is clearly secondary; one career is primary and then the couple swaps and the other career is primary; or both careers are primary all the time. Of course, there was no one right structure or answer, but this was exactly the type of question Laura and Jonathan will need to address.

Jackie Coleman and John Coleman, authors of the 2012 *Harvard Business Review* article “How Two-Career Couples Stay Happy,” advocated for a five-pronged approach to increasing professional and personal harmony in a dual-career relationship. Their recommendations:

1. **Actively manage expectations** — clearly communicating your personal and professional needs and goals without any misunderstood and unspoken expectations.
2. **Schedule your spouse** — transporting the professional technique of blocking time on your calendar for meetings and calls to your personal life — booking spouse time that has the same importance as the Q2 sales team meeting.
3. **Find time to cheat** — on your job — recognizing that professional obligations often usurp personal time (e.g., a few hours for email in the evening) flip it and grab some time from your professional life for your spouse’s important events.
4. **Bring your work home and your home to work** — mitigate spouse alienation and integrate your professional and personal lives more fully. Open your professional life to your spouse and family and vice versa.
5. **Balance your compromises** — sacrifices cannot be unilateral in a dual-career relationship. Both parties need to feel supported, recognized, and appreciated for compromise.

The Colemans commented:

Setting up expectations and clearly defining a plan to balance your job and your relationship is an important part of making your marriage work. But it’s also important to check back in from time to time to assess what could be improved. Keep the lines of communication open, and adapt your plan as needed. The very act of asking a spouse for feedback can show you care about the relationship.

For many of us, our marriages and careers are two of the most important parts of our lives, and making both work (in parallel) is a huge priority.

At the incipient stages of their professional and personal journey, Franklin and Coravos might not yet have fully internalized the Colemans and Petriglieri’s frameworks. But thinking about the concepts of balance, communication, and compromise might provide useful context for their discussions.

What follows are written responses from Laura Franklin and her boyfriend Jonathan Coravos, who agreed to answer a set of identical questions on their views and perspectives about Laura’s career during the search process. These are the types of questions likely to come up for other entrepreneurs making a choice about their next steps, and how their decisions will play out with their own families. Some entrepreneurial couples have the foresight to explore these interesting — and potentially raw — conversations, and some do not. Aligning expectations and aspirations between partners in an entrepreneurial marriage can attenuate ambiguity and stress in an inherently nebulous and anxiety-filled path.

For Laura and Jonathan, it is interesting to see where their thoughts align, and where they veer apart, what concerns they have about Laura’s career decision and how they each perceive risk and uncertainty.
How do you feel about the decision for you or your spouse to pursue an entrepreneurial career as compared to a more traditional job?

I honestly hadn’t ever considered this question, and as I reflect now, for two reasons: First, I have never thought of Laura as someone who would pursue a traditional career. Nothing about her past or her plans for the future is traditional, and it’s hard for me to see how a “traditional” job would fit into the arc of her story. Second, I never really applied my own feelings to Laura’s career decisions because it’s her career, and my job as a supporting partner is to help her make good decisions and emotionally support her. I certainly helped her by discussing what it would mean to be a searcher, but the conversations were about her aspirations, her fears, and not about how I feel about her career. As I consider this question now, in retrospect, it felt completely natural and right for Laura to choose the path that she did.

What concerns do you have about this decision?

I think about my concerns in two categories, the day-to-day and long term. On the day-to-day front, my concerns are mostly about Laura’s emotional well-being, the impact of the search on her, and its impact on us. The search causes a lot of emotional swings, as she and her partner William get excited about a deal and then find some fatal flaw. Obviously, the upswings are great, but the search is also long and lonely for Laura, and at times I have been quite concerned about Laura’s happiness.

On the long-term front, I have concerns about uncertainty. Where will we live? What does Laura being an operator of a company mean for the next chapter of our lives? These concerns are things that we will address when Laura finds a company to buy. For now, they’re all hypothetical and that lets me compartmentalize them and ignore them for the time being. These would all also be great problems to have and solving them will mean choosing between several exciting options. I think of this whole package of uncertainty as a bridge we can cross when we get to it. Framed in that way, the unknowns don’t bother me much.

How do you feel about not knowing what type of business you or your spouse will purchase?

As with the first question, I feel that this is ultimately Laura’s decision, and don’t have strong feelings about it one way or another. My job is to support her in the process of deciding, and then get behind her in whatever decides. That said, I think she was wise to focus on education. She went through a period of looking very broadly at different industries before focusing on the education space. I’m happy she decided to focus on education because it makes sense; she was a teacher, she is great with people, she spent a lot of time in business school learning about early childhood education in particular, and it’s logical to gravitate to a business where those skills give her an advantage. I also see the industry as one where she’ll derive satisfaction from not only from growing a business, but also from the day-to-day experience of working with parents, children, and educators.

How do you feel about not knowing where you will be living when you buy a business?

This is a clearly a major source of uncertainty, but until Laura actually has an offer on the table, it’s theoretical, so again I try not to think too much about it. When I do think about it, I have concerns about the implications both on a family/social level, and on a career level. On the social and family level, there are parts of the country where neither of us really knows anyone and living in those places would mean a lot of travel on weekends to the places where our friends and family live. That would be
an expensive and exhausting chapter in our lives, but still worthwhile for the right business opportunity.

We're also getting older and thinking about getting married and maybe even having kids, and I think that wherever Laura bought a business is where our hypothetical family would start. On the career side, my current job as a consultant is flexible, and as long as I live reasonably close to an airport I can live pretty much anywhere, especially now that I have some sponsors within my professional network who would support that arrangement. However, if I think about switching jobs, location begins to matter a lot. Most of the best biotech jobs, the ones I would be interested in, are in the Northeast and on the West Coast, and living anywhere other than those places would make it difficult to transition from consulting into an exciting industry track. The most limiting factor in all of this, though, is an opportunity to buy a compelling business, so as the “rate limiting step,” Laura’s opportunity to buy a company should take precedence over these other decisions and choices that have greater flexibility.

_How do you think this will impact the non-entrepreneur’s career?_

So far Laura's decision to search hasn’t been a limitation at all, because I’ve been happy to work as a consultant for the past 2+ years. If I had wanted to leave consulting earlier, however, it would have been financially difficult. We have a great joint risk profile because my current salary can cover our costs today, while Laura’s search exposes us to a lot of upside down the line. But if I had wanted to leave consulting, we probably would have had to downsize our apartment, trim our social budget in general, and possibly even ask our parents for help. It would have been quite painful.

_How do you think this will impact your children?_

I think of this chapter in Laura's life being something around 5 to 8 more years, which would put us at around age 35 to 38 when she could potentially exit. At that point I think it’s quite likely we move to Houston. I think it’s also reasonably likely that we try to have a kid(s) during that 5 years. So, the impact on children would be that they would live the very first years of life wherever the business is, but ultimately the kids would end up growing up in Houston. I think Houston has always been the destination, regardless of career paths, so in the end I don’t see of a ton of impact on the kids in terms of the moving around aspect.

But in general, I think that one of the healthiest things parents (or prospective parents) can do for their kids is to live full lives. For Laura, running and succeeding in her search is part of that full life, so any compromise on that would indirectly harm our kids by taking some of the fullness out of Laura’s life. In that sense, Laura’s search has had a profoundly positive impact on any children we might have. The search (and potential acquisition) has also focused a lot on childcare, so Laura’s understanding of the industry will only make us more informed when and if we need to start investigating childcare for our own children.

_How have you supported your partner on this journey so far?_

The search involves a lot of tough questions and uncertainty, and I’ve tried to be there to walk through questions when they arise. I’ve also helped on several occasions with my technical skills, to help create investor decks, test out ideas for different industries, etc. Probably most importantly, I’ve tried to be an emotional supporter. When things are tough, I try to help get work done to reduce the stress or lift spirits by finding distracting activities.
How do you think this decision will impact you financially?

The search is a great financial stance because it gives us as a couple a great risk profile. In the short term my steady salary can cover our costs, but there’s a capped upside from continuing in consulting. The search, on the other hand, has a lot of relatively near-term upside. So, over the next 5 to 10 years or so, this will likely be a net positive to our combined financial status.

How do you think this decision will impact your relationship with your spouse?

We’ve been dating for more than five years, and already had a strong foundation before this chapter of our lives. Nevertheless, the search has been a defining part of our relationship, and it has helped forge our identity as a hardworking and ambitious couple. That’s now part of our story, that as a team we created an environment for Laura to take this big career risk. On the other hand, being a dual-career couple, especially where I have a travel-heavy job, means that Laura and I have had less time and energy to invest in our relationship: fewer date nights, fewer vacations for just the two of us, essentially no nights out together during the week, and fewer shared hobbies or extracurriculars. This is something we need to focus on going forward.

Where do you hope to be in 5 years?

I’ve been thinking about this a lot lately and I don’t have a clear answer. In broad strokes, I want to be with Laura, in a less hectic arrangement than we currently have. I want to be investing more time in us and in our relationships with our friends and families, living more in the present and enjoying our time. It would be nice to have a garden. Everything else, in terms of career, and finances, can fall in line behind those aspirations.

Fall 2019. Laura’s Perspective:

How do you feel about the decision for you or your spouse to pursue an entrepreneurial career as compared to a more traditional job?

As I was considering different career paths and options before graduating, I knew that my goal was to continue to grow, and interact with mentors or bosses who would be willing to teach me. I made a matrix to score potential opportunities and offers with the characteristics that I wanted to try to optimize for in my next job, and realized that raising a search fund not only scored the highest, but also aligned almost perfectly with my goals. Stanford helped add the tools that I needed to my “entrepreneurial toolbox” and also helped give me the confidence to, as cliché as this sounds, “think big.” I feel so privileged to have had the opportunity to raise a search fund. At times, it’s been exhausting, and I’ve wanted to give up, but so far, pursuing an entrepreneurial career has been a fantastic decision for me.

What concerns do you have about this decision?

I think a lot of my concerns are rooted in the unknown: What kind of business will we have the opportunity to operate? Where will we live? What if we invest in the wrong opportunity? Will we fail? My main concern, though, is about finding the right company. One of the strange (and perhaps obvious) realities of the search is that it’s binary: it’s either a 1 or a 0 — you either find a company or you don’t. And, until you make an acquisition, you’re at a 0. There’s something so finite and, for me, so scary about that. There’s one goal, and most of my concerns revolve around doing everything I can to accomplish that goal.
I do have some concerns about the opportunity cost of the search and about the impact that it’s had on some of my relationships. If you spend 2 or 3 years searching, that’s time you didn’t spend pursuing another opportunity. And, if we don’t end up making an acquisition, I think I will feel “behind” my peers. I’ve also had some concerns about my ability to balance the search and my relationships. It’s really hard to take time off or go on vacation when you know you have a limited amount of time to search, but it’s also important to be able to carve out that time for yourself, for your significant other, and your family.

How do you feel about not knowing what type of business you or your spouse will purchase?

I feel less anxious now about not knowing the outcome than I did at the beginning of our search because at the beginning we weren’t industry focused. Instead, we were casting a much wider net. Looking back, that was a mistake. We’ve since narrowed our scope, which has reduced our anxiety significantly. This is unsolicited advice, but I would urge anyone thinking about searching to run an industry-focused search. It helps to figure out what you’re most interested in, what you think your “edge” is, and the value you feel like you could potentially add, and then go from there.

We realized that we were most interested in operating businesses that have a “double bottom line.” Businesses that are profitable, but also help to make the world a better place if they deliver on their vision and mission. We narrowed our search to focus primarily on the healthcare and education sectors, figured out which sub-industries were most promising from an emotional and investment standpoint, and, as a result, the search started feeling a lot better and more exciting.

How do you feel about not knowing where you will be living when you buy a business?

I feel a little nervous, but overall fine. I partnered with my cousin, William, for the search and knowing that he’ll be there with me makes me really happy. I also think I’m pretty adaptive so could get used to living almost anywhere. My main concern about the big unknowns relates to Jonathan’s career. His expertise and background are in the biotech industry, which limits some of the cities that make sense for him career-wise. This has caused some anxiety throughout the search, particularly when we’ve looked at opportunities in smaller cities.

How do you think this will impact the non-entrepreneur’s career?

It’s hard to tell. I think so far, the search has had a reasonably limited impact on Jonathan’s career because he’s a consultant. Our “joke” has been that if we find a company with a McKinsey office nearby, we can make it work. Now, though, he’s starting to explore other options, and that’s added some stress. Overall, I think it’s difficult to balance two careers, particularly if there are geographic limitations. I don’t want to limit Jonathan’s career in any capacity, but there may be some tradeoffs that we’ll ultimately need to make — including potentially living in different cities for a period. That’s the tradeoff I’m most worried about. Luckily, living in different cities for a period of time is a lot easier to do if you don’t have children yet, which we don’t.

How do you think this will impact your children?

Hopefully, it’s all positive. We don’t have children so it’s hard to know, but I guess I would say that I want our deeply hypothetical children to see us both working hard and setting big goals for ourselves. I’ve also
thought a lot about my mom’s openness to moving to wherever we end up to help take care of our children, and that unconditional support from her has helped to reduce my anxiety.

*How have you supported your partner on this journey so far?*

I want Jonathan to always feel supported, accepted, and loved by me, and I’ve tried my best to be a good partner during the search. I’ve made some mistakes: I know it’s been hard to deal with my emotions during the highs and lows that come with the search. It’s also been painful to get to the point in the process of a “deal” where you’re envisioning your life in city X, only to then have the deal fall apart, but that’s what we signed up for. I wish I’d been better at carving out time for the two of us to go on vacations, and having a more balanced life. But our deep belief in each other has helped sustain us both throughout the search. Fundamentally, I believe in and I support Jonathan. He also fundamentally believes in me.

*How do you think this decision will impact you financially?*

My goal is to be totally financially independent. My mom has always encouraged both me and my sister to pick careers that would allow us to support ourselves. I can’t say exactly how the search will impact me financially but, knock on wood, there’s upside potential that I find very compelling. We have one investor who always reminds us that as we’re assessing opportunities and building our models to not worry about our investors, and to instead, “make sure you’re in a position to make enough money to really change your lives.” So, I guess that’s the goal.

*How do you think this decision will impact your relationship with your spouse?*

Jonathan supports me and my decisions and I think in many ways the search hasn’t had a huge impact on our relationship. Maintaining our work/life balance can be hard, and the uncertainty around where we’ll end up and which cities can support both of our careers can be stressful, but, overall, I think the search hasn’t had a huge impact on our relationship. My advice to anyone thinking about pursuing an entrepreneurial path: try to pick a partner who is a real partner, supports you fully, and who really believes in you and what you’re capable of achieving.

*Where do you hope to be in 5 years?*

I hope I’m happy! I hope I’m surrounded by people I love, and that I’m waking up every morning and working on something I’m excited about. I hope William and I are helping to build a durable business, and I hope we’re making our investors happy and proud. I also hope I’m humble and still focused on trying to grow and learn every day.
LAURA FRANKLIN

Education

STANFORD GRADUATE SCHOOL OF BUSINESS
Master of Business Administration
Stanford, CA

HARVARD UNIVERSITY, John F. Kennedy School of Government
Master of Public Administration
Cambridge, MA

TRINITY UNIVERSITY
Bachelor of Arts, English
San Antonio, TX

Experience

BUCK JACK CAPITAL, LLC
Founder
Houston, TX
2017-Present
- Raised an investment vehicle from a group of Stanford professors and investors to acquire and then operate a $10-50 million company in enterprise value

BING LABORATORY SCHOOL AT STANFORD
Intern
Stanford, CA
Summer 2015
- Conducted extensive interviews with directors, administrative staff, and head teachers to synthesize best practices in early childhood instruction, operations, and preschool management

TEACH FOR AMERICA, HOLMES COUNTY SCHOOL DISTRICT
Fourth Grade Teacher, Lexington Elementary School
Lexington, MS
2011-2013
- Led students to achieve the highest reading growth in the school district out of 45 classes and outperformed the district averages on statewide standardized tests (144% growth, equivalent of 2.6 years improvement)
- Designed and implemented fourth grade reading curriculum based on student needs. Resulted in 80% growth in Language Arts and Reading curriculum ultimately adopted by other district schools
- Launched an after-school and Saturday-school tutoring program aimed at increasing standardized test scores: the scores of students who attended the program increased, on average, by 180%; program has been incorporated into school’s curriculum as an expected component with required attendance for select students
- Selected as keynote speaker, out of 500 corps members, at Teach For America's Development Conference, based on the quantitative results achieved on student testing; presented on how to close the achievement gap

Chairman, Data Team
2012-2013
- Created and led Lexington Elementary School’s Data Team. Used data and evidence-based practices to guide the design and implementation of both school-wide and teacher-specific improvement plans; trained teachers in data interpretation and applicability

Team Member, School Leadership and Improvement
2012-2013
- Chosen based on strong classroom data by principal to formulate a school improvement plan, and oversee its implementation; developed presentation for the Mississippi Department of Education on how to utilize changes district-wide

Coach, Basketball and Cheerleading
- Coached 60 fourth graders for 6 hours/wk, teaching basic skills and teamwork. Supervised children during home and away games; team occasionally won a game

THE WHITE HOUSE
Intern
Washington, D.C.
Summer 2008
- Selected from over 40,000 applicants as one of 100 interns during the summer of 2016
- Promoted after two weeks to supervise 15 interns and over 30 volunteers within the Office of Presidential Correspondence; trained interns on coding and analyzing mail and performed subsequent quality control
- Acted as a liaison between the White House and a National Medal of Freedom recipient
- Coordinate with D.C.-area schools and national donors and collected 14,000 books as a part of Michelle Obama’s Summer of Service program
Endnotes

1 Eugene F. Williams, Jr., Lecturer in the Practice of Management.


4 Ibid.

5 Based on written responses from Jonathan Coravos on September 30, 2019.

6 Based on written responses from Laura Franklin on September 30, 2019.