

APPLICATION FOR ADMISSION

PROGRAM: MBA ☐2+2 ☒

1. PERSONAL INFORMATION

First Name Peter
 Middle Name
 Last Name Zhang
 Prefix Mr. Suffix
 Preferred First Name Peter
 Birthdate 06/13/1991
 Gender (optional): Male ☒ Female ☐
 Country(ies) of Citizenship USA

Birthplace Dallas TX USA
 City State Country

U.S. Social Security Number: *For security purposes, this information will not print.*

If not a U.S. Citizen, is your Visa status that of a Permanent Resident? Yes ☐ No ☒

Interest in joint degree? Yes ☐

(Note: If you are admitted to HBS and wish to pursue a joint degree, you must contact HBS for eligibility guidelines.)

If so, which degree?

Current Harvard gr. school?

May we contact you if admitted? Yes ☒ No ☐

Ever suspended/expelled? Yes ☐ No ☒

Convicted of felony or misdemeanor? Yes ☐ No ☒

For MBA Applicants only:

Applied to HBS before? Yes ☐ No ☐

If so, list class years

Previously admitted? Yes ☐

Previously waitlisted? Yes ☐

2. CONTACT INFORMATION

Email peter0zhang@gmail.com

Contact Address:
 Street 11 Danville St.
 Street 2
 City West Roxbury
 State MA Province
 Zip/Postal Code 02132
 Country USA
 US Phone 617-816-8972
 International Phone
 Phone # Type Mobile

Do you reside at this address? Yes ☐ No ☒

If no:

Residence City Cambridge, MA
 Residence State MA
 Residence Country USA

Permanent Address: ☒ same as contact
 Street
 Street 2
 City
 State Province
 Zip/Postal Code
 Country
 US Phone
 International Phone
 Phone # Type

3. U.S. CITIZENS/PERM. RESIDENTS ONLY (optional)

Hispanic/Latino? Yes ☐ No ☒
 Other ethnicity(ies): White ☐ Black/Afr. Am ☐
 Asian ☒ Am. Indian/Alaska ☐ Hawaii/Pac. Isl ☐

4. FAMILY INFORMATION (optional)

Father's Name Yuhua George Zhang
 Deceased? ☐
 Occupation Associate Director
 Employer Forest Laboratories
 Location Jersey City NJ USA
 Education Level Doctoral degree
 Father an HBS MBA graduate? Yes ☐ No ☒
 Graduation year
 Name at graduation

Mother's Name Yuxia Lisa Luo
 Deceased? ☐
 Occupation Principal Research Associate
 Employer Sanofi-Aventis
 Location Framingham MA USA
 Education Level Graduate school degree
 Mother an HBS MBA graduate? Yes ☐ No ☒
 Graduation year
 Name at graduation

Age(s) of Sibling(s)

If applicable, name of domestic partner or relative who graduated from (or is a current student at) HBS:

Relationship
 Graduation year

If applicable, name of domestic partner or relative who is also submitting an application for to HBS:

Relationship

5. RECOMMENDERS

1. Name Yiling Chen
Title Associate Professor of Computer Science
Employer Harvard
Relationship Advisor
Context University/Academic
HBS alum? Yes ☐ Waived? Yes ☒ No ☐

2. Name Harish Rajaram
Title Vice President
Employer Morgan Stanley
Relationship Direct Supervisor
Context Previous Employer
HBS alum? Yes ☐ Waived? Yes ☒ No ☐

3. Name
Title
Employer
Relationship
Context
HBS alum? Yes ☐ Waived? Yes ☐ No ☐

Note:

Three recommendations are required for MBA applicants.
Two recommendations are required for 2+2 applicants.

6. EDUCATION

| High School/Secondary School Name | Location | Dates Attended | Degree/Diploma Received |
|-----------------------------------|-----------------|-----------------------|-------------------------|
| The Roxbury Latin School | West Roxbury MA | Septem 2006 June 2009 | High School Diploma |
| Philips Academy Andover | Andover MA | Septem 2005 June 2006 | |

Undergraduate Institution 1

Name Harvard University
Location Cambridge MA USA
Dates Attended August 2009 to May 2013
Degree Received AB Bachelor of Arts
Degree Date May 2013
Months since graduation
Major(s) Computer science
Mathematics
Language of Instruction English
Estimated Rank
Grading Distribution Used A-F (4.00 scale)
Overall Score/Average Grade 3.712
Each year's GPA 1st 3.71 2nd 3.66 3rd 3.63 4th 4.00 5th
Lowest Grade Allowed for Credit 0.67

Undergraduate Institution 2

Name
Location
Dates Attendedto
Degree Received
Degree Date
Language of Instruction
Estimated Rank
Grading Distribution Used
Lowest Grade Allowed for Credit
☐ Transfer/Exchange/Study Abroad

Non-Degree Coursework

| Date | School Name | Course Name | Grade Received |
|-------|-------------|-------------|----------------|
| | | | |
| | | | |
| | | | |

Graduate Institution 1

Name
Location
Dates Attendedto
Field of Study
Degree Received
Degree Date
Language of Instruction
Estimated Rank
Grading Distribution Used
Lowest Grade Allowed for Credit
☐ Transfer/Exchange/Study Abroad

Graduate Institution 2

Name
Location
Dates Attendedto
Field of Study
Degree Received
Degree Date
Language of Instruction
Estimated Rank
Grading Distribution Used
Lowest Grade Allowed for Credit
☐ Transfer/Exchange/Study Abroad

7. TESTING INFORMATION

GMAT

GMAT Test Date 01/03/2013 Times taken 1

GMAT scores from the above date:

Total: Score 780 Percentile 99
Verbal: Score 47 Percentile 99
Quantitative: Score 50 Percentile 90
Intg. Reasoning: Score 8 Percentile 92
AWA: Score 5.5 Percentile 77

GRE

GRE Test Date Times taken

GRE scores from the above date:

Verbal: Score Percentile
Quantitative: Score Percentile
Analytical Writ.: Score Percentile

TOEFL

TOEFL Test Date Times taken

TOEFL scores from the above date:

Total:

Subscores: Listening Reading Writing Speaking

TWE (if available):

IELTS

IELTS Test Date Times taken

IELTS scores from the above date:

Total:

Subscores: Listening Reading Writing Speaking

PEARSON TEST OF ENGLISH (PTE)

PTE Test Date Times taken

PTE scores from the above date:

Total:

Comm. Skills: Listening Reading Writing Speaking

For non-native English-speaking applicants: In what context are you reading, writing, and speaking English?

Reading:

Writing:

Speaking:

8. EMPLOYMENT

Months of full-time work experience since college 8

Intended Post-MBA Industry Computer Software and Services Function Product Development

How does pursuing an MBA support your choices above?

My ultimate goal is to pursue technology entrepreneurship. The process of developing an idea and bringing it to market requires a unique set of technical and business skills, and I hope to develop the latter through an MBA; I'd like learn about the gritty financial and legal details of running a startup, train the leadership skills necessary to run one, and refine the vision and tenacity necessary to bring an idea from concept to reality. As a stepping stone, I may work in the function listed.

EMPLOYMENT #1 (starting with most recent)

Position: ☐ Full-Time ☐ Part-Time ☒ Summer Internship ☐ Other Founder/Co-founder? ☐ Yes

Employer Pearson Education

Dates of Employment: From 05 2012 To 08 2012

Location Boston MA USA

Telephone Number 617-848-6000 Website http://www.pearsoned.com

Type For profit-publicly held Industry Education Function Engineering

Size 20000 or More

Starting Annual Salary Current Annual Salary

Annual Revenue 5-10 billion

(US Dollars) \$ 52000 (US Dollars) \$ 52000

Job Title Associate Software Engineer

Bonus/Comm. \$ 0 Bonus/Comm. \$ 0

Nature of Business:

Pearson is a publishing and education company. Pearson Education is the business group responsible for their education publishing and digital learning services.

Your Responsibilities:

Intern on the capacity planning team. Responsible for developing internal tools to monitor the hardware and software supporting Pearson's online products, and projecting future load.

Key Accomplishments:

Projected future load on key servers for Pearson's online courses. Designed and implemented server load monitoring software. Prepared schematic of connections between various Pearson products.

Most Significant Challenge:

Preparing a schematic of the interactions between the hardware and software associated with Pearson's online products; it required interacting with many stakeholders with only local information.

Reason for Leaving:

I worked at Pearson for a total of six weeks split between May and August. I left at the conclusion of my internship.

EMPLOYMENT #2

Position: ☐ Full-Time ☐ Part-Time ☒ Summer Internship ☐ Other Founder/Co-founder? ☐ Yes
 Employer Morgan Stanley Dates of Employment: From 06 2012 To 08 2012
 Location New York NY USA
 Telephone Number 212-761-4000 Website http://www.morganstanley.com
 Type For profit-publicly held Industry Diversified Financial Svcs/Insuranc Function Strategic Planning
 Size 20000 or More Starting Annual Salary Current Annual Salary
 Annual Revenue more than 10 billion (US Dollars) \$ 70000 (US Dollars) \$ 70000
 Job Title Firm Strategy and Execution Summer An Bonus/Comm. \$ Bonus/Comm. \$

Nature of Business:

Morgan Stanley is a financial services company. It has three core business groups: Institutional Securities, Global Wealth Management, and Investment Management.

Your Responsibilities:

Supporting senior management in strategic planning and sourcing and executing principal mergers and acquisitions.

Key Accomplishments:

Assessed impact of approaching financial regulation on firm's business. Performed valuation of several business units. Prepared presentations for senior management regarding a potential JV.

Most Significant Challenge:

Independently analysed how a piece of financial regulation would impact one of Morgan Stanley's businesses and developed strategic alternatives in preparation for it. Presented work to head of group.

Reason for Leaving:

I left at the completion of my 10 week internship.

EMPLOYMENT #3

Position: ☐ Full-Time ☐ Part-Time ☒ Summer Internship ☐ Other Founder/Co-founder? ☐ Yes
 Employer Hyundai Capital Dates of Employment: From 06 2011 To 08 2011
 Location Seoul Republic of Korea
 Telephone Number 822-1544-2114 Website http://www.hyundaicapital.com
 Type For profit-publicly held Industry Diversified Financial Svcs/Insuranc Function Strategic Planning
 Size 5000-9999 Starting Annual Salary Current Annual Salary
 Annual Revenue 1-2.5 billion (US Dollars) \$ 24000 (US Dollars) \$ 24000
 Job Title Corporate Development Summer Analyst Bonus/Comm. \$ 0 Bonus/Comm. \$ 1500

Nature of Business:

Hyundai Capital is a consumer finance JV between GE Capital and Hyundai Motor Company. It provides a range of consumer finance products, including personal loans, auto loans, and home mortgages.

Your Responsibilities:

Analyze key strategic challenges the company with face in the short and medium term. Identify opportunities for organic and inorganic business expansion in international markets.

Key Accomplishments:

Performed analysis of global and Korean economy, and gave a division-wide presentation. Developed a market entry strategy for Indonesian and Chinese commercial vehicle industry, and presented to CSO.

Most Significant Challenge:

Adapting to a new culture and working environment. Fortunately, the group I worked with spoke English (I do not know Korean), but it was very interesting to experience a very different work culture.

Reason for Leaving:

I completed my 11 week internship, and returned to my Junior year of college.

9. EXTRACURRICULAR ACTIVITIES (most important first)

| Activity | Role / Type | | Dates | | Total # of Members | Hours/Week |
|--------------------------------|------------------|-----------|----------------|-----------|--------------------|------------|
| Undergraduate Research Journal | Business Manager | Appointed | September 2010 | June 2012 | 80 | 8 |

Description:

Responsibilities include managing the journal's budget, training new members, soliciting advertisements, applying for grants, and planning and pursuing projects that further the journal's mission of promoting undergraduate research on campus.

| Activity | Role / Type | | Dates | | Total # of Members | Hours/Month |
|-------------------------------|--------------------|-------------|------------|------------|--------------------|-------------|
| Behavioral Economics Research | Research Assistant | Participant | April 2010 | April 2013 | 1 | 20 |

Description:

Assistant to Professor Zeckhauser of the Harvard Kennedy School. Assist in the design and implementation of online behavioral economics experiments, review relevant literature, conduct online research, run simulation, and update and edit textbook.

| Activity | Role / Type | | Dates | | Total # of Members | Hours/Week |
|------------------------------|---------------------------|-----------|-----------|-------------|--------------------|------------|
| CamExpress (Shanghai, China) | Student Teacher/Counselor | Appointed | June 2010 | August 2010 | 20 | 50 |

Description:

Taught in program preparing Chinese students for US college apps. Introduced students to the breadth of US education opportunities, and assisted them with applications - very different from the Chinese process. Created teaching materials for class.

12. AWARDS AND RECOGNITION (most important first)

Award/Recognition

Date

Research Science Institute Scholar

June 2008

Basis of Selection:

50 chosen out of >1000. Applicants submit recommendation letters, essays, grades, activities, two research proposals, etc., and are selected based on their potential as scientists/researchers.

Award/Recognition

Date

Harvard College Innovation Challenge Semifinalist

February 2012

Basis of Selection:

Applicants are selected based on the quality of their application, which contains both personal experience and a business proposal, as well as a interview/business pitch to a panel of judges.

Award/Recognition

Date

USA Math Olympiad Qualifier

April 2007

Basis of Selection:

Top 500 in US, selected out of a starting pool of over 200,000 students. Students compete in a series of math competitions - the AMC and AIME - to qualify for the USA Math Olympiad exam.

13. ADDITIONAL INFORMATION

I provided the main office line for each of the companies listed under the employment section, but I've also provided the phone numbers and emails of my supervisors below for further verification. Pearson: 617-848-6316, julie.xie@pearson.com (Julie Xie). Morgan Stanley: 212 761-9513, Harish.Rajaram@morganstanley.com (Harish Rajaram). Hyundai Capital: 82-2-3770-9635 , robert.lee@hyundaicapital.com (Robert Lee). In addition, I am not 100% certain about the employee count for Hyundai Capital.

MBA ADMISSIONS POLICIES

Statement of Application Integrity

I hereby certify that the information presented in my application is accurate, complete, and honestly presented. I authorize all persons and entities herein named to provide information to Harvard Business School (HBS) or its agent to verify any aspect of my application and/or my credentials for admission. I understand and agree that any inaccurate information, misleading information, or omission will be cause for the rescission of any offer of admission, or for discipline, dismissal, or revocation of degree if discovered at a later date.

Offers of Admission: HBS Policy

- Admissions decisions are communicated to candidates online; admitted candidates also receive a hard copy letter with signature. The hard copy letter is the only official offer of admission.
- Admissions decisions are communicated only to applicants.
- The MBA Admissions Office reserves the right to rescind offers of admission of any candidate between the time of admission and matriculation if we become aware of any conduct that we reasonably determine to be inconsistent with the values of HBS.
- The MBA Admissions Board does not provide individualized feedback to candidates who are denied admission.

I have read the above statement of application integrity and HBS policy regarding offers of admission and, in submitting my application, accept these terms.

Date: 06/13/1991 Applicant's Signature: Peter Zhang

Admitted in 2009 from Roxbury Latin School
Status: Good Standing

Date of issue: April 07, 2013

Field: Computer Science and Mathematics
Secondary Field: Economics

Released to Student
Not official unless signed and sealed

| COURSE TITLES | | GRADE | COURSE TITLES | | GRADE |
|-------------------|---------------------------------|----------------------|---|---------------------------------|-----------|
| | | full half | | | full half |
| 2009-2010 | | | 2011-2012 | | |
| MATH 25A | Honors Linear Algebra | A | MATH 131 | Topology I | B+ |
| LIFESCI 1A | Intro to Life Sciences I | A | COMPSCI 61 | Systms Programming & Mach Org | A |
| EXPOS 20 | Expository Writing 20 | A | ECON 1635 | Technology Innovation and Econ | A |
| ECON 1011A | Microeconomic Theory | A- | XLAW 20001A-1 | Intro to Acct & Corp Fin Report | CR |
| CHEM 20 | Organic Chemistry | B+ | COMPSCI 186 | Economics and Computation | A |
| MATH 25B | Honors Linear Algebra II | A- | ECON 1052 | Game Theory and Econ | B+ |
| FRSEMR 22M | The Human Brain | SAT | COMPSCI 51 | Intro to Computer Science II | B |
| ECON 1011B | Macroeconomic Theory | B+ | ECON 1126 | Quantitative Methods in Econ | WD |
| ANNUAL GPA: 3.714 | | COURSES PASSED: 4.00 | COMPSCI 164 | Mobile Software Engineering | A- |
| | | | SOC-WORLD 14 | The British Empire | A- |
| 2010-2011 | | | ANNUAL GPA: 3.625 COURSES PASSED: 13.25 | | |
| STAT 110 | Introduction to Probability | A | 2012-2013 | | |
| ECON 1723 | Capital Markets | A | COMPSCI 121 | Intro to Theory of Computation | A |
| ETH-REASON 22 | Justice | A | COMPSCI 286R | Interface between CS and Econ | A |
| COMPSCI 50 | Intro to Computer Science I | A | SCI-PHYUNV 27 | Science and Cooking | A |
| MATH 122 | Algebra I | B+ | HIST 1445 | Science and Relig in Am Public | A |
| COMPSCI 124 | Data Structures and Algorithms | B | COMPSCI 91R | Supervised Reading and Research | ~ |
| ECON 1745 | Corporate Finance | A- | HAA 11 | Landmarks of World Architectur | ~ |
| MATH 118R | Dynamical Systems | A | COMPSCI 181 | Intelligent Machines | ~ |
| STAT 123 | Applied Quant Finance on Wall S | B+ | COMPSCI 171 | Visualization | ~ |
| US-WORLD 23 | Art and Thought in the Cold War | B+ | ANNUAL GPA: 4.000 COURSES PASSED: 15.25 | | |
| ANNUAL GPA: 3.666 | | COURSES PASSED: 9.00 | CUMULATIVE GPA: 3.712 SATISFACTORY LETTER GRADES: 14.50 | | |
| | | | | | |

This record is for studies in the Faculty of Arts and Sciences only; for a transcript of the record of any work in a graduate school other than FAS, refer to the appropriate graduate school of Harvard University.

As of July 1, 1966, the certification of Radcliffe College transcripts is under the jurisdiction of the Registrar of the Faculty of Arts and Sciences. Beginning with the academic year 1962, the A.B. or S.B. degree awarded to Radcliffe College students is conferred upon them by Harvard University. The S.B. degree program is accredited by the Accreditation Board for Engineering and Technology.

RATE OF WORK- The Faculty of Arts and Sciences does not use the semester hour as the unit of credit nor is extra credit granted for courses with laboratory work. Evaluation is in terms of "full courses" and "half courses." A full course under this Faculty might appropriately be translated as equal to at least eight semester hours of credit; a half course to at least four semester hours. The normal rate of work is the equivalent of four half courses each term or four full courses per year.

COURSE LEVELS & SYMBOLS- *hf* indicates half course extending throughout the year; *S* indicates a course taken in Summer School; *#* indicates the grade was filed late on account of a makeup examination or extension of time granted by the Administrative Board after 1969; *r* means the course may be repeated for credit; *~* indicates term; *QR* is an abbreviation for Quantitative Reasoning.

Most courses are numbered with the following general scheme:

| | |
|---------|--|
| 1-99 | Primarily for Undergraduates (lower group) |
| 100-199 | For Undergraduates and Graduates (middle group) |
| 200-299 | Primarily for Graduates (upper group) |
| 300-399 | Graduate Courses of Reading and Research (upper group) |

Economics, Government, History, Psychology, and Religion courses have four-digit numbers. There the following general scheme applies:

| | |
|-----------|--|
| 1-999 | Primarily for Undergraduates (lower group) |
| 1000-1999 | For Undergraduates and Graduates (middle group) |
| 2000-2999 | Primarily for Graduates (upper group) |
| 3000-3999 | Graduate Courses of Reading and Research (upper group) |

GRADING SYSTEM- Prior to 1950, letter grades comprised only A,B,C,D, and E. Since then, letter grades are A, A-, B+, B, B-, C+, C, C-, D+, D, D-, and E. B- and above are honors grades; C- and above are satisfactory grades; D+, D, and D- are unsatisfactory but passing grades. Non-letter grades are *CR* (Credit), *NCR* (No Credit); *PA* indicates course was passed (D- or higher); *SAI* indicates the course was completed satisfactorily (C or higher for undergraduates; B- or higher for graduate students), *ABS* indicates absence from the examination and failure in the course. The following grades are failing: *E*, *NCR*, *FL*, *UNS*, and *EXLD* (Excluded). *ex* indicates excused from the final examination as an honors candidate taking General Examinations, and the adjacent grade shows the quality of work up to the final examination. Bracketed grades without the accompanying symbol "*ex*" indicate that the course does not count toward the undergraduate degree. *WD* indicates permission to withdraw from the course without completing requirements and without credit for the course. *GNR* is used for a grade not reported for a course taken by cross-registration. *SUS* means that the full course was suspended at midyear without credit. *~* indicates that a current semester course is currently in progress. *** indicates a full-year course is currently in progress.

GRADE POINT AVERAGES Beginning in September 2003, the Faculty of Arts and Sciences moved to the 4-point scale: A=4.00, A-=3.67, B+=3.33, B=3.0, B-=2.67, C+=2.33, C=2.00, C-=1.67, D+=1.33, D=1.00, D-=0.67, E, FL, ABS, NCR, UNS, EXLD=0. The Annual and Cumulative Grade Point Averages reported on the transcript for students entering the College in September 2003 is based on the 4-point scales. The transcript for continuing students in attendance as of September 2003 reports both Annual Rank (based on the 15-point scale) and Annual and Cumulative Grade Point Averages (based on the 4-point scale) for the semesters the student attended prior to September 2003.

EXPLANATION OF UNDERGRADUATE RANK LIST From 1966 through August 2003, rather than assigning individual rank in class to students, undergraduates were placed in one of six Rank List Groups at the end of each academic year; prior to 1966, various rules were used to define rank list, through the overall approach was quite similar. For computation of the Rank List, the twelve categories of letter grades had numerical equivalents on a fifteen-point scale (A=15, A-=14, B+=12, B=11, B-=10, C+=8, C=7, C-=6, D+=4, D=3, D-=2, E=0). Passing non-letter grades were not considered; failing non-letter grades (ABS, EXLD, FL, NCR, and UNS)=0. Minimum requirement for the several Rank List Groups were as follows:

| RANK LIST | GROUP MINIMUM REQUIREMENTS |
|-----------|-----------------------------|
| Group I | A- average |
| Group II | B+ average |
| Group III | B- average |
| Group IV | C+ average |
| Group V | C- average |
| Group VI | Any grade averages below C- |
| INS | Record incomplete. |

FOR GRADUATE STUDENTS ONLY The minimum standard for satisfactory work is a B average in each academic year. A grade of C or *INC* is offset by a grade of A, and a D by two A's (no account is taken of plus and minus). The grade of *INC* (Incomplete) is granted only at the discretion of the instructor. A graduate student who receives a grade of *INC* must complete the work of the course before the end of the term following that in which the course was taken. If the work is not submitted by that time the *INC* becomes a permanent grade. A graduate student may petition the Dean's Office for an extension of time to complete the work of the incomplete course. Grade point averages are not computed for students in the Graduate School. A unit of "*TIME*" is ungraded independent work equivalent to one half course.

This education record is subject to the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment), as amended. It is furnished for official use only and may not be released to or accessed by outside agencies or third parties without the written consent of the student concerned.

This is an unofficial transcript issued to the student.

Peter Zhang

Peter.Zhang@college.harvard.edu | 617-816-8972 | 396 Kirkland Mail Center, Cambridge, MA 02138

EDUCATION**Harvard University**

Class of 2013

Honors degree candidate in Computer Science and Math, with a secondary concentration in economics. Cumulative 3.7/4.0 GPA.

Relevant Coursework: Intelligent Machines: Perception, Learning, and Uncertainty, Design of Usable Interactive Systems, Mobile Software Engineering, Data Structures and Algorithms, Intro to the Theory of Computation, Systems Programming and Machine Organization, Economics and Computation, Topics at the Interface between Computer Science and Economics, Intro to CS I and II.

Roxbury Latin

Class of 2009

Graduated Summa Cum Laude. SAT: M-800, CR-800, W-800. 11 AP scores of 5.

RELEVANT EXPERIENCE**Morgan Stanley (Firm Strategy and Execution Summer Analyst)**

New York, NY

June – August 2012

Worked in a group that supports senior management in evaluating strategic alternatives and executing principal mergers and acquisitions. Received offer to return as a full time analyst.

- Analyzed impact of approaching financial regulation on the firm's business and the larger economy, and evaluated various strategic options to prepare Morgan Stanley for the changing regulatory environment
- Performed valuations of various business units within Morgan Stanley using comparative financial analysis and discounted cash-flow modeling, and participated in meetings with external accounting firm
- Prepared presentations for senior management regarding a potential JV opportunity

Pearson Education (Associate Software Developer)

Boston, MA

May, August 2012

Interned on the capacity planning team in Pearson's online education division – the learning technology group.

- Projected future load on authentication and web service on demand servers using historical data and business metric forecasts
- Designed and implemented automated server load monitoring/reporting script
- Prepared a schematic of data/control flow across various Pearson technology products for the purpose of capacity planning, by interfacing with product managers, business development managers, and database administrators

Hyundai Capital (Corporate Development Summer Analyst)

Seoul, S. Korea

June – August 2011

Consumer finance/credit card JV between Hyundai Motor Company and GE Capital. One of two summer interns in a seven person team responsible for M&A strategy and execution. Presented to CSO weekly to share our results.

- Performed macroeconomic analysis of the global and Korean economy for the company's 3-year Strategic Planning session
- Developed a market entry strategy for Indonesian and Chinese commercial vehicle financing industry

Harvard Kennedy School (Research Assistant)

Cambridge, MA

April 2010 – Present

Studied behavioral economics – how people react to incentives and their presentation – and collaborative governance.

- Assist in the design and implementation of online experiments that measure and quantify various behavioral effects that are outside of the purview of classical economics
- Review relevant literature, perform online research, and run simulations. Acknowledged in a book and papers

The Harvard Undergraduate Research Journal (Business Manager)

Cambridge, MA

September 2010 – June 2012

Managed the journal's budget (>\$10,000), applied for grants, searched for new advertising and business opportunities, trained new board members. Sold \$4000 in advertisements in 2011. Guided the future direction of the journal as a member of the executive board.

PROJECTS**HarvardResearch**

Online portal for on-campus research opportunities, developed at Hack Harvard – a campus web incubator.

Syntax (<http://www.syntax.org>)

Web app that helps users generate creative names for businesses and ideas, and facilitates domain name identification and purchase.

AWARDS

Research Science Institute Scholar (One of 50 chosen from >1000) | **USAMO Qualifier** (Top 500 in US) | **Catalyst Research Scholar** | **National AP Scholar** | **USA Physics Olympiad Quarterfinalist** | **Cum Laude Society Member** | **National Merit Finalist**

SKILLS AND INTERESTS

Computer Science: Python, C, OCaml, Objective-C, Ruby on Rails, HTML, CSS, PHP, Javascript, Latex, Linux.

Interests: Tennis, Table Tennis, Cello.

Tell us about something you did well.

After only one semester on the business board of The Harvard Undergraduate Research Journal, the executive board appointed me as business manager. I was both excited and somewhat intimidated by this opportunity. The business board I had inherited wasn't much of a board at all, having retained only two members from the previous term. Moreover, I had just completed the business board training program myself, and lacked experience with the day-to-day and long-term business of running a student publication. However, I knew that good business management was essential to the survival of the organization; the journal survived issue to issue, never developing a significant budget surplus. Driven by my passion for the journal's core mission – the encouragement and recognition of undergraduate academic research – I decided to take on this responsibility, resolving to learn on the job rather than fret about my competency.

It thus fell to me to revitalize the board. At the time, a member of the business board primarily participated in one activity: making cold calls to solicit advertising. While an essential source of revenue for the journal, it wasn't terribly exciting. Realizing that we were only one of many student groups competing for students' time, I enacted several changes to attract new members. I revised the training program to cover general business analysis and consulting skills to demonstrate the value of the board to potential new members. I expanded the role of the business board from revenue generation to idea generation, so that members would have a real stake in the future of the journal; the business board is now responsible for conceiving and implementing projects that would improve and expand the journal's role on campus. At the same time, I refined and developed our original mission of selling advertisements. I organized supportive group advertising call sessions, refocused our solicitation efforts onto high tech and finance companies most interested in recruiting undergraduate students, and instituted monetary incentives for selling advertisements.

Under my leadership, the board flourished. Over one and a half years, the business board sold over \$4000 in advertisements, grew its membership by more than three-fold, and implemented several new projects, including new community-building social events and the expansion of our distribution to other college libraries. While these achievements may have been small on an absolute scale, I am proud to have been able to contribute to an organization and cause I care deeply about.

Tell us about something you wish you had done better.

The prototype was finished; it wasn't beautiful, but all the functionality was there. Interviews and product testing had been conducted; they indicated that our product would be well received by the student body. Support from Harvard's undergraduate council had been secured; we had initial funding and an official endorsement. Obtaining institutional support was the only thing left to do before product launch.

Sitting in the office of the undergraduate research advisor for life sciences, I reviewed the talking points I'd prepared about our online research portal. Currently, students interested in pursuing academic research faced huge barriers to entry. First, locating potential labs or advisors entailed slogging through many disorganized department webpages. Second, since students don't know which professors currently needed research assistants, they had to write many waves of individualized emails in hope of a positive response. Paradoxically, many professors simultaneously complained about the lack of eager and qualified research assistants. We envisioned a product that would clear this market – a website that allowed students and professors to propose projects or assistantships, and that aggregated information about all the research currently being conducted on campus.

Unfortunately, as the conversation went on, it became increasingly clear that the life sciences research advisor was skeptical. She asserted that most professors were happy with the status quo because they were too busy to write detailed postings or sort through tons of student applications. Through an onerous application process, students would self-select, and only the most motivated would apply. Meetings with other institutional research organizations went in a similar fashion; most were happy with the way things were, and felt that they were already providing sufficient support to students.

My partner and I had spent the last couple months building our web service in class, pitching our idea to the undergraduate council, and refining our idea through the Hack Harvard incubator. We had extensively studied the needs of one side of our proposed marketplace: the study body. However, we didn't consult with other key stakeholders in the research community – professors and current institutional supporters of undergraduate research – early enough in the process. Without their support, we ultimately could not realize our vision.

I studied computer science in college to learn how execute on an idea, to get things done. With only a personal computer, I can now take an abstract concept to a functional product with my own hands. But this experience has taught me that technical ability alone is insufficient. Affecting positive change requires the leadership skills involved in building consensus and generating community support; I hope to acquire these skills at HBS.