

# The Developmental Origins of a Program Officer

**Andrew Serazin**

**Senior Program Officer**

**Bill & Melinda Gates Foundation**

**September 13, 2011**

The logo for the Bill & Melinda Gates Foundation, featuring the text "BILL & MELINDA GATES foundation" in a serif font, with "GATES foundation" in a smaller, italicized font. The logo is set against a dark red square background.

BILL & MELINDA  
GATES *foundation*

# From the Bench to Bureaucrat



# “Rule of the New York Taxi Driver”



**ONE GREAT IDEA**

TWO PAGES TO FILL OUT  
\$100,000 TO PROVE IT

GREAT IDEAS CAN COME FROM ANYWHERE. ALL CAN APPLY.

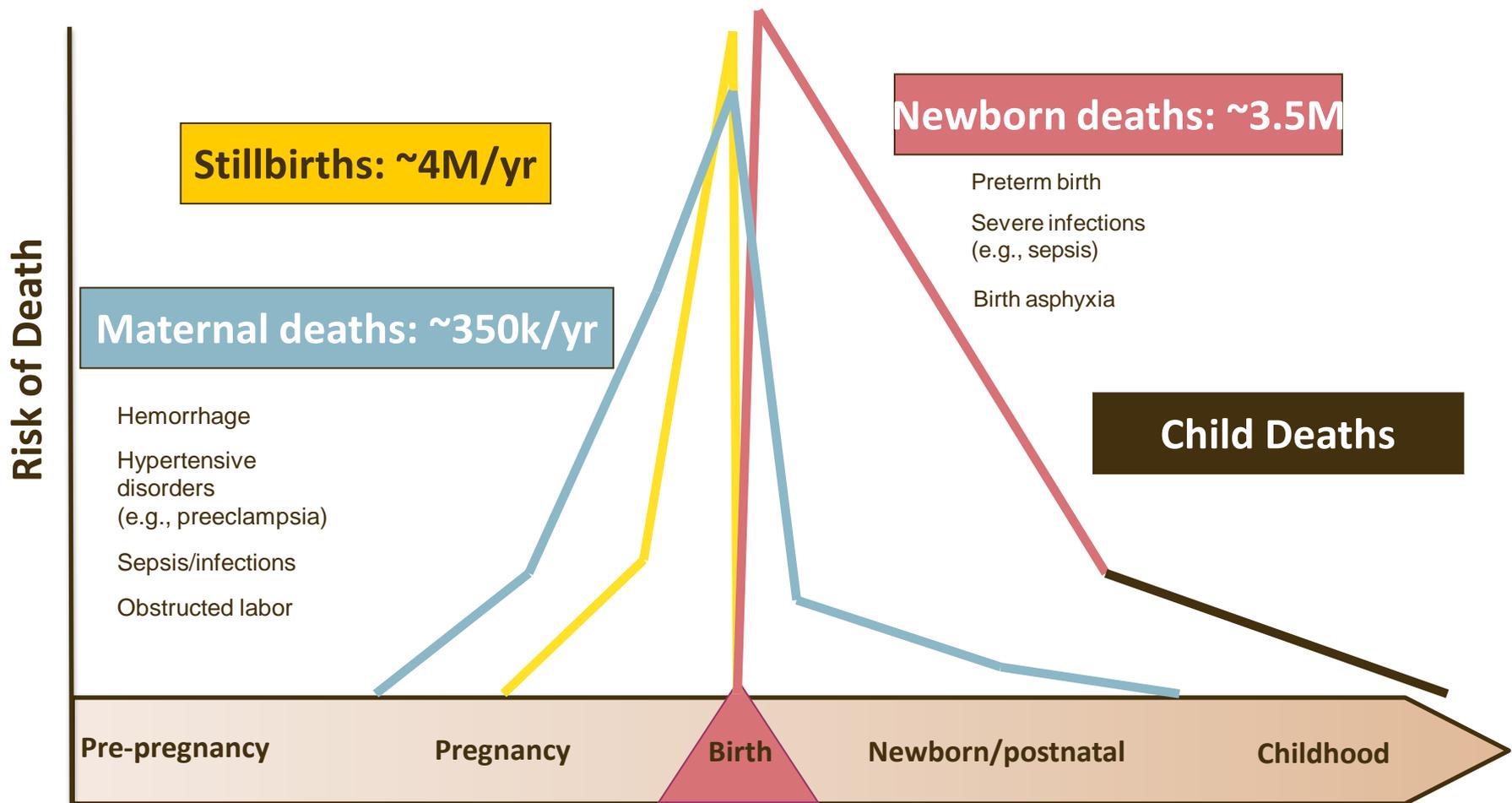
The advertisement features a dark blue background with a world map. Below the main text is a yellow banner with the text 'GREAT IDEAS CAN COME FROM ANYWHERE. ALL CAN APPLY.' At the bottom, there is a row of five small photographs showing diverse individuals in various professional settings, including a scientist in a lab coat, a person wearing purple gloves, a woman in a pink top, a man in a suit, and a scientist in a lab coat working with equipment.

<http://www.grandchallenges.org>

# From Strategy into Grants



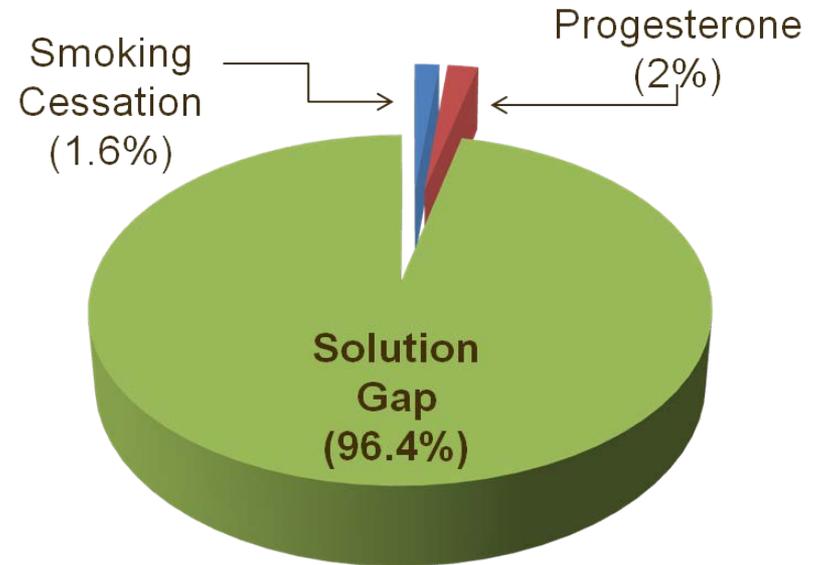
# Understand the Problem:



Values are illustrative

# Identify Gaps

- **13 million preterm births, 1 million die**
- **Direct cause of death in 28%**
- **Indirect cause in another 22%**
- **Current prevention strategies would impact over 4% of the total**



# Conclusions

- **Try to expand base of experience in current job**
- **We look for scientific excellence plus leadership**
- **There is no such thing as a ‘career path’**
- **Be willing to try new things**
- **Apply: <http://www.gatesfoundation.org>**