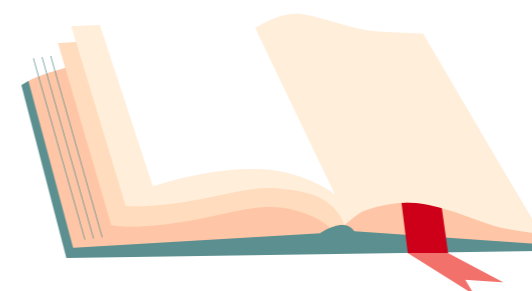


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On this photo from left to right: Dr. Axel Baisch, Prof. Dr. Thurid Hustedt, Prof. Dr. Cornelia Woll, Prof. Dr. Andrea Römmele, Prof. Dr. Kai Wegrich

# DEAR MEMBERS OF THE HERTIE SCHOOL COMMUNITY,

Last year marked a turning point in history. We were all shaken by events that unfolded sometimes far away, yet with consequences for our daily lives. We witnessed Russia's war of aggression against Ukraine. We saw a courageous uprising of civil society in Iran met with brutal repression by its government. We followed important elections in Germany, France and Brazil. These global developments also reminded us of the importance of academic research in helping society navigate through difficult times. Governance in challenging times requires both proven leaders and expertise to strive for the common good. Expertise that we at the Hertie School produce and disseminate.

After a COVID-19-induced pause, we were again able to welcome back students for in-person teaching and on-site activities at the Hertie School for a large part of our academic year. One memorable highlight was our graduation ceremony on 20 June. Celebrating the Class of 2022 at the Komische Oper, a spectacular opera house in the heart of Berlin, once again enabled us to look at smiling faces and see proud families. Conferring degrees on 18 PhD candidates and 211 students from over 40 countries was surely one of the highlights of our year.

Our staff also witnessed a remarkable highlight: on 15 March 2022, Cornelia Woll officially took over as the first female President of the Hertie School. She joined from Sciences Po in Paris, where she served as President of the Academic Board and was Professor of Political Science. Cornelia Woll was designated by the Academic Senate after an international selection process. She succeeded the late President Henrik Enderlein and took over duties from Acting President Mark Hallerberg, who had successfully steered the Hertie School through the challenging times of the pandemic. We are extremely grateful to Mark for his services to the university.

With a growing number of events and outreach activities, our campus has been bustling both on-site and online. The year saw numerous events focusing on current affairs at our school as well as expert commissions and parliamentary testimonies to which Hertie School researchers were invited. The first edition of the Henrik Enderlein Prize was launched at the Quai d'Orsay in Paris in cooperation with the French and German Foreign

Ministries. The prize commemorates our former president and is awarded to outstanding research on EU policies. For our annual alumni reunion we welcomed more than 250 alumni back to Berlin. With more than 14 alumni chapters worldwide, our alumni community is a testimonial to our ever-growing global Hertie School community. Finally, thanks to the financial support of the Hertie Foundation, among other sponsors, we were able to set up emergency funds for students and scholars from Ukraine to continue their research at the Hertie School.

To further strengthen our international network, we introduced new projects and cooperations, for instance with the KDI School of Public Policy and Governance in South Korea. We were also proud to join the OECD Network of Schools of Governance. Our CIVICA family has grown, too. In 2022 this prestigious alliance of governance schools embarked on its second phase and welcomed IE University in Madrid and the SGH Warsaw School of Economics as its newest members.

Over the academic year we welcomed new Assistant Professors to our expanding faculty: Lynn Kaack, computer science and public policy; Arianna Ornaghi, economics; Egon Tripodi, economics; and Shubha Prasad, international relations. Our leadership team welcomed Kai Wegrich as new Dean for Faculty and Research, succeeding Mark Kayser, and Thurid Hustedt as Dean for Graduate Programmes, succeeded Christine Reh, who was indispensable in managing our school's transition to online teaching during the pandemic. We thank our former Deans for their outstanding contributions.

It has been a challenging year, and a year of massive change. But together with you, our students, alumni, partners and friends, we made sure that our growing Hertie community is thriving and spreading [#Hertielove](#) via a wide range of formats and channels.

To stay up to date with the Hertie School community, please visit our website and our social media channels, or subscribe to the many newsletters that we and our centres offer. Or, even better: just stop by!

With warm regards,  
**Hertie School Leadership**

# HERTIE SCHOOL AT A GLANCE

We prepare exceptional students from all over the world for leadership positions in government, business, and civil society. We offer master's programmes, executive education and doctoral programmes, distinguished by interdisciplinary and practice-oriented teaching.

Our faculty and researchers produce outstanding research in a wide range of policy-relevant fields. We were founded in 2004 by the Hertie Foundation, which remains our major funder. The Hertie School is recognised by the State of Berlin and accredited by the German Science Council.

## Students and alumni\*



**886**

students from over  
80 countries



**1,230**

participants in our Executive  
Education programmes



**2,357**

alumni worldwide

## Faculty and research\*



**38**

faculty members



**63**

PhD researchers



**60**

articles in peer-reviewed  
journals\*\*



**6**

Centres of  
Competence

## Budget\*\*



**26.2**

million euros  
overall budget



**9.3**

million euros contribution  
from the Hertie Foundation



**5.3**

million euros  
in third-party funding



## Alumni careers in all sectors\*



**31%**  
public sector



**23%**  
third sector



**46%**  
private sector

## Outreach: media and events\*



**4,570**

overall appearances in  
national and international media



**140**

public and research  
events

# HERTIE SCHOOL IN THE MEDIA

## 2021/2022

# THREE QUESTIONS WITH CORNELIA WOLL

## The new Hertie School president shares her experiences as a student and what she misses about France.



In March 2022, Dr. Cornelia Woll became the first female President of the Hertie School. In an interview, the Professor of International Political Economy shares her insights on higher education management, her experience as a student at US vs French and German institutions and tells us what she misses from her time in Paris.

## 2 What particularly impressed you during your studies abroad and how does the Hertie School compare?

I started my studies at the University of Chicago and was very impressed by how close the professors and students were there. Even as freshers we could talk to Nobel Prize laureates about anything, and it was normal to catch up on course content during professors' office hours. In France, professors often don't even have an office where they can receive students, and at German universities, professors don't usually have enough time for that kind of intensive supervision. Here at the Hertie School, I am very pleased to see how close the ties are between faculty and students.

## 1 What skills do you need in your job today that you didn't learn during your studies?

Being able to delegate. My studies in political science gave me limited exposure to teams where efficiency and division of labour were important. Management experience at the university usually means supervising doctoral students. Moreover, researchers often want to work through problems by themselves and seldom trust others' proposed solutions. It was only when I started working in university administration that I learned to share responsibility, to hand over work and not to try and answer every question.

## 3 Do you miss anything since coming to Berlin?

After coming from Paris, I'm still getting used to the short lunch breaks in Germany. A two-hour lunch break is rare here, but in France it's everyday life! But Berlin is a great city where you can find a huge variety of food and other ways to indulge in nostalgia, so it's easy to feel at home here.

**Find out more about Cornelia Woll's inaugural address**



The collage consists of 17 numbered items:

- 1) **Frankfurter Allgemeine** article: "Die Präsidentin" by Gerald Brannberger, profiling Cornelia Woll.
- 2) **Tagesschau** clip: "Ampel-Parteien Koalitionsvertrag vorgestellt" by Prof. Marina Henke.
- 3) **Handelsblatt** article: "Maßnahmen gegen Putins Gaslieferstopp" by Ottmar Edenhofer and Lion Hirth.
- 4) **Handelsblatt** article: "Die hohen Gaspreise sind volkswirtschaftlich schmerzhaft, aber akzeptabel" by Prof. Marina Henke.
- 5) **The Economist** article: "Parts of Germany are desperate for more people".
- 6) **Frankfurter Allgemeine** article: "Merkel's natural heir: how Olaf Scholz won Germany's election".
- 7) **Tagesschau** clip: "Gusline heard near Kyiv government district" by Prof. Marina Henke.
- 8) **Handelsblatt** article: "Die hohen Gaspreise sind volkswirtschaftlich schmerzhaft, aber akzeptabel" by Prof. Marina Henke.
- 9) **Politico** article: "EU will pay for the war, but the bill won't be split evenly" by Prof. Marina Henke.
- 10) **Tagesschau** clip: "Regieren im Ausnahmestadium" by Prof. Marina Henke.
- 11) **Tagesschau** clip: "Gusline heard near Kyiv government district" by Prof. Marina Henke.
- 12) **Handelsblatt** article: "Regieren im Ausnahmestadium" by Prof. Marina Henke.
- 13) **Tagesschau** clip: "Neue Präsidentin der Hertie School Cornelia Woll will die Berliner Governance-Unit diverser machen" by Prof. Marina Henke.
- 14) **Financial Times** article: "Merkel's natural heir: how Olaf Scholz won Germany's election".
- 15) **The Washington Post** article: "A Big Leap for Germany on Aid Sharing, a Small Step for the EU" by Prof. Marina Henke.
- 16) **Tagesschau** clip: "Die Brückenbauer" by Prof. Marina Henke.
- 17) **WDR** article: "Protestkultur in Russland" by Prof. Anita Gohdes.

- 1) Aug. 2022: President Cornelia Woll profiled by the Frankfurter Allgemeine Sonntagszeitung |
- 2) Nov. 2021: Dean Andrea Römmele comments on the new German government for Tagesschau |
- 3) Feb. 2022: Professor Marina Henke comments on the war in Ukraine for ZDF |
- 4) July 2022: Professor Lion Hirth on the energy crisis in an op-ed for Handelsblatt |
- 5) Nov. 2021: Professor Gerhard Hamerschmid with insights on the German labour market for The Economist |
- 6) Jan. 2022: Professor Johanna Mair comments on social innovation for the Frankfurter Allgemeine Sonntagszeitung |
- 7) March 2022: Professor Klaus Hurrellmann explains the effects of the war in Ukraine on German youth for ZDF/3sat |
- 8) April 2022: President Cornelia Woll comments on the French elections for France24 |
- 9) April 2022: Nils Redeker, Deputy Director of the Jacques Delors Centre, comments on an EU summit for Politico |
- 10) March 2022: Op-ed by Dean Andrea Römmele evaluating the new German government for Handelsblatt |
- 11) Feb. 2022: Professor Marina Henke comments on the war in Ukraine for Deutsche Welle |
- 12) May 2022: Professor Lion Hirth analyses the energy market in Europe for a ZDF documentary |
- 13) March 2022: President Cornelia Woll presents her new agenda in Tagesspiegel |
- 14) Sept. 2021: Dean Andrea Römmele comments on the German elections in the Financial Times |
- 15) Oct. 2021: Nils Redeker, Deputy Director of the Jacques Delors Centre, analyses the effects of EU monetary policy |
- 16) Feb. 2022: Dean Andrea Römmele comments on the German president for ZDF |
- 17) March 2022: Prof Anita Gohdes analyses protest culture in Russia for WDR Ticker

# OUR YEAR AT A GLANCE



15 Sept.

## Opening of the Academic Year

Hertie School celebrates the opening of the 2021/22 Academic Year and welcomes 346 new students from 48 countries, including 38 in the new Master of Data Science for Public Policy, as well as new professors Lynn Kaack and Arianna Ornaghi.



15 March

## New President Cornelia Woll

Cornelia Woll becomes the first female President of the Hertie School. Coming from Sciences Po in Paris, where she was President of the Academic Board and previously Co-Director of the Max Planck Sciences Po Center, Woll focuses on promoting science and fostering diversity.

26 Feb.

## Hertie talks Ukraine

Following Russia's invasion of Ukraine, the Hertie School kicks off a new event series "Hertie talks Ukraine". In various panel discussions, Hertie School faculty and external experts such as Ganna Yudkivska, a judge at the European Court of Human Rights, discuss the ramifications of the war.

30 March

## Cooperation with the Kyiv School of Economics

New research and teaching cooperation between the Hertie School and the Kyiv School of Economics affirms the school's solidarity with Ukraine and furthers international exchange. The partners will encourage direct contacts and cooperation between the two schools.

Sept. '21

Oct. '21

Feb. '22

March '22

10 Sept.

## Executive MPA graduation

Twenty-seven graduates from the Executive Master of Public Administration celebrate their degrees together with family, friends, faculty and staff. Andreas von Brandt, EU Ambassador to Afghanistan, gives a keynote address as graduation speaker entitled "A bitter ending? Afghanistan and its way forward".

10–12 Sept.

## Alumni Reunion 2021

Around 100 Hertie School alumni from around the world gather on campus in Berlin and online to "re-connect in times of crisis". A special dinner with Acting President Mark Hallerberg celebrates the tenth anniversary of the Class of 2011 and a memorial walk commemorates former President Henrik Enderlein.

26 Sept.

## Launch of the Centre for Sustainability

Hertie School launches the Centre for Sustainability with a debate on the global transition to net-zero emissions. Keynote speaker Dr. Fatih Birol, Executive Director of the International Energy Agency, is joined by a panel of top international experts.



19 Oct.

## Strategic partnership for Brazil

The Hertie School announces a new five-year partnership with Brazilian NGO República.org focused on training and developing the next generation of leaders in Brazil's public administration. The new partnership is based on a continuing bilateral exchange and a commitment to cooperate on joint research endeavours.

2 March

## Hertie School hosts ECB Chief Economist Philip Lane

The Chief Economist from the European Central Bank, Philip Lane, speaks about the economic outlook for the eurozone and monetary strategy in the wake of the pandemic and the war in Ukraine.

7 March

## Hertie School hosts the Global Public Policy Conference

150 students, 28 teams, and seven universities from around the world: faculty members and students alike join the 2022 Global Public Policy Network Conference, a renowned international student competition, hosted by the Hertie School online.

3 March

## Hertie School wins Jessup Moot Court Championship

The Hertie School student team are German champions for the second year in a row and become the most successful EU team in the 2022 Jessup International Law competition. The Jessup Moot Court is the most prestigious law competition in the world.



# OUR YEAR AT A GLANCE

April '22

6 April

## Hertie School adopts Gender Equality Plan

Hertie School leadership adopts a Gender Equality Plan as part of the School's Diversity, Equity and Inclusion strategy. The plan sets out current measures and policies and outlines future initiatives.



23 April

## Hertie School hosts Brazil Summit Europe

With support from Brazil-based foundation República.org, Hertie School students organise a two-day conference to discuss the future of Brazilian policies. Brazilian and European leaders take part, including former President of Brazil Dilma Rousseff and Brazil's Supreme Court Justice Luís Roberto Barroso.



19 May

## Hertie School launches the Transformational Certificate

Together with the School of Governance Baden-Württemberg and the Willy Brandt School of Public Policy, Hertie School's Executive Education successfully launches the Transformational Certificate, a unique capacity-building initiative for the next generation of leaders in Germany. For the inaugural workshop in Stuttgart, participants welcome Nobel Peace prize nominee Obiageli Ezekwesili as well as researchers Armin Nassehi and Wolfgang Merkel.

May '22



16 May

## Master's Programmes re-accredited

The German Accreditation Council confirms the excellence of all master's programmes at the Hertie School and accredits them for another eight years. All are granted without any recommendations or conditions, solid proof that the school's degree programmes meet the highest standards.

18 May

## Alumni Achievement Award

Jeff Kwasi Klein is the 2022 recipient of the Hertie School's Alumni Achievement Award for his leadership in fighting racism and discrimination in Germany and beyond. The Alumni Achievement Award, established in 2015, honours graduates' outstanding accomplishments in public policy or public management.



15 June

## Henrik Enderlein Prize awarded

At the Quai d'Orsay in Paris, Stefanie Stantcheva and Tarik Abou-Chadi receive the first Henrik Enderlein Prize for their research contributions to the future of Europe. The award commemorates the work of Henrik Enderlein and is jointly hosted by the Hertie School in Berlin, Sciences Po in Paris and the German and French Foreign Ministries, with the support of the newspapers Handelsblatt and Les Echos.



June '22

17 June

## Alumni reunion and Hertie Summit

Together with the Hertie Foundation, the Hertie School welcomes over 600 alumni from both institutions for the Alumni Reunion and Hertie Summit held in Berlin. Among the panellists for the two-day programme is German Federal Minister of Health Karl Lauterbach, who discusses new approaches to public health care systems.



20 June

## Hertie School celebrates the Class of 2022

Hertie School celebrates the Class of 2022 of its Master of Public Policy, Master of International Affairs and PhD programmes with 211 graduates and 750 guests at the Komische Oper in Berlin. The keynote speaker is Dr. Katrin Suder, former State Secretary of the Federal Ministry of Defence, who emphasises the importance of diversity in public policy.

25 June

## Hertie School inaugurates additional offices

To accommodate the ever-growing number of staff and researchers, the Hertie School inaugurates 1600m<sup>2</sup> of new office space at Alexanderstraße 3, adjacent to the Alexanderplatz in Berlin. The offices will accommodate the centres as well as PhD programmes.



July '22

28 July

## CIVICA greenlit for second round of funding

CIVICA, the alliance of ten leading higher education institutions of the social sciences, was chosen by the European Commission for further expansion. The new Erasmus+ programme will provide CIVICA with 14.4 million euros to continue and enhance its work for another four years. The Hertie School is a founding member of CIVICA and leads the communication of the alliance.

# STUDYING AT THE HERTIE SCHOOL

World events like Russia's war on Ukraine and its resulting energy and food crises show how important it is that our policy-makers are up to the task. At the Hertie School, we offer four master's programmes and a PhD programme which give students the tools and experience they will need to tackle today's most pressing challenges.

**EMPA** | 67 students  
Executive Master of Public Administration

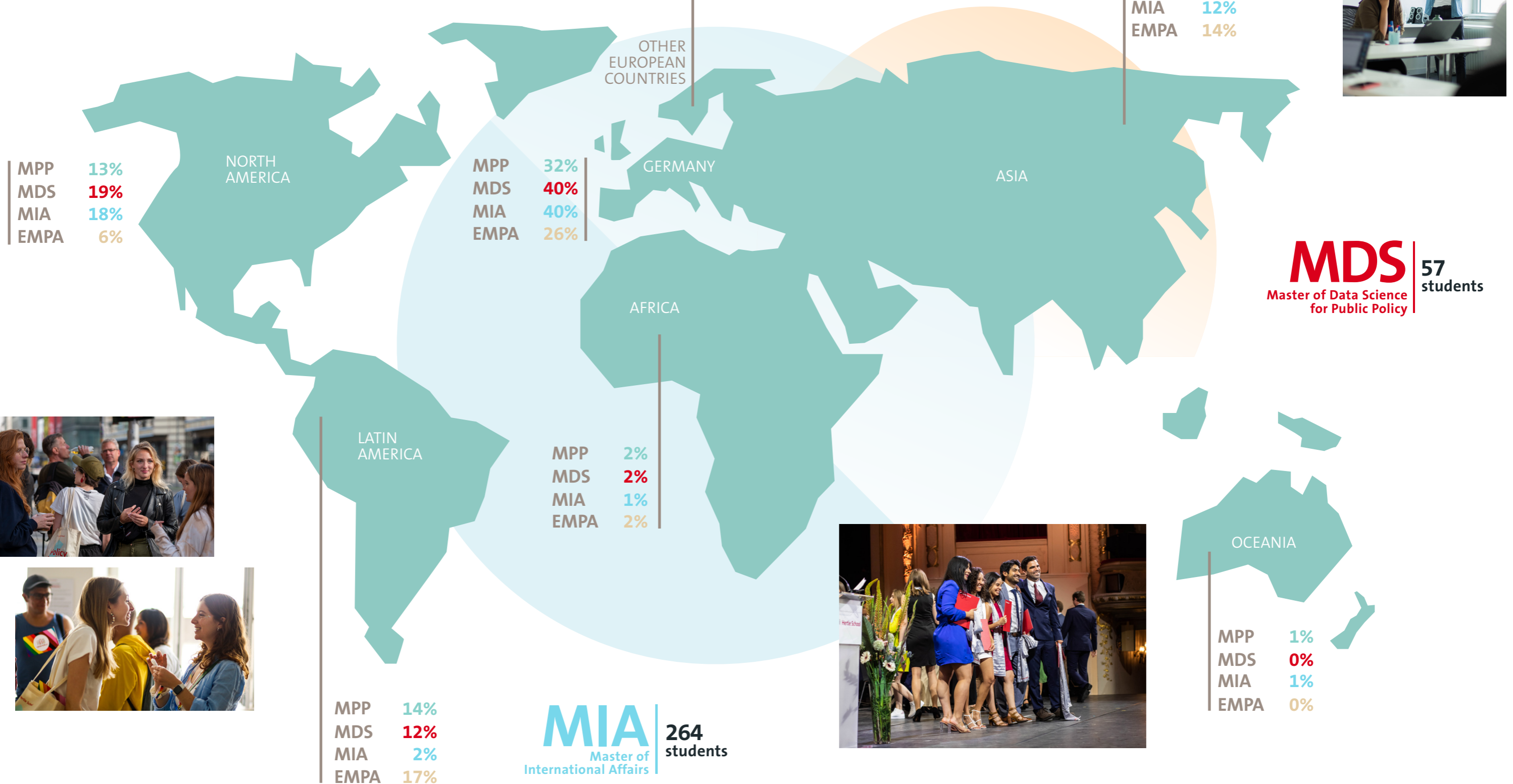


**MPP** | 381 students  
Master of Public Policy



MPP 22%  
MDS 11%  
MIA 12%  
EMPA 14%

MPP 17%  
MDS 16%  
MIA 26%  
EMPA 36%



MPP 13%  
MDS 19%  
MIA 18%  
EMPA 6%

MPP 32%  
MDS 40%  
MIA 40%  
EMPA 26%

MPP 2%  
MDS 2%  
MIA 1%  
EMPA 2%

MPP 14%  
MDS 12%  
MIA 2%  
EMPA 17%

**MIA** | 264 students  
Master of International Affairs

**MDS** | 57 students  
Master of Data Science for Public Policy

MPP 1%  
MDS 0%  
MIA 1%  
EMPA 0%





# MASTER OF PUBLIC POLICY

In the **Master of Public Policy (MPP)**, students gain both knowledge and experience to promote good policies in all sectors. Courses in economics, political science, statistics, public management and law provide a strong interdisciplinary foundation for understanding modern policy-making.

MPP students choose between two areas of concentration: policy analysis, and management and organisation. To deepen their expertise in a policy field, they attend courses from portfolio electives like “Advanced climate policy” or “The politics of food”.

## Meet alumna Diksha Choudhary

### Why did you choose the Master of Public Policy?

I chose to study in Berlin because I wanted to understand German and EU climate change mitigation policies. Since the Hertie School alumni I knew in India spoke highly of the school, I decided to meet the school’s representatives in New Delhi to learn more about the MPP. They gave me an overview of the programme and the kind of electives I could take in my second year. Moreover, I learned about some of my professors’ credentials, and I was excited to study with them. After this meeting, I knew I wanted to do my master’s at the Hertie School.

### What did you like best about the programme?

One thing stands out in particular: excellent faculty. My writing and research improved considerably, and I’m very grateful to my professors for that. Another amazing thing is that the university is truly international. I met some of my closest friends from different parts of the world at the Hertie School. As a policy student, it’s so important to understand cultures, ideas and traditions, and to discuss policies with students who come from diverse backgrounds and have different perspectives. For instance, in class we discussed COP26 and the responsibilities of Global North and Global South countries. While everyone agreed on major points, it was clear that the Global South still prioritises

They also work on a real-world policy problem by participating in a project course, usually taught together with a public policy institution.

### Find out more about the Master of Public Policy



economic development and improving health and infrastructure, whereas the Global North, having already achieved most of these things, can now afford to focus on other aspects of development. These discussions opened my eyes to different viewpoints. My professors also played an important role by encouraging healthy debate.

### How are you using what you learned in the programme now?

I hope to use what I’ve learned at the Hertie School to help find long-term solutions to transportation problems in Indian cities. I did my master’s thesis on the potential of electric mobility and charging infrastructure in Berlin, knowing well that Berlin was one of the first cities to have developed electric mobility policies. I felt I could take the lessons learned from Berlin’s policy framework back to India, where some of the biggest cities, including its capital New Delhi, have high pollution levels. After finishing my degree, I started working in the sustainable transportation sector to help decarbonise urban transportation in India.

# MASTER OF DATA SCIENCE FOR PUBLIC POLICY

Today’s complex issues call for a new generation of policy-makers and problem-solvers who understand how to combine policy and data analysis to create solutions for government, civil society and business. The **Master of Data Science for Public Policy (MDS)** brings together passionate students from both technical and social science backgrounds to deepen their analytical skills and develop an in-depth understanding of the policy world. During this two-year master’s programme, students learn how to crunch numbers to tackle some of the most complex challenges of our time with data-driven solutions.

## The Master of Data Science for Public Policy gets off the ground

**In the 2021/2022 Academic Year, the Hertie School welcomed the programme’s inaugural cohort. The 38 students of this first class are dedicated and talented individuals who have come together from a variety of academic and professional backgrounds to employ data science to create positive impact in the public and private sector. Through rigorous coursework, hands-on projects, internships and Professional Year experiences, these students will develop the skills and knowledge to tackle some of the most pressing policy challenges of our time.**

In the first year, MDS candidates looked at a variety of social issues through the lens of data science: predicting injury severity and traffic accident likelihood in Berlin; detecting COVID-19-related fake news with natural language processing; predicting potential drug consumption through personality traits; and forecasting democratic backsliding by means of machine learning.

MDS students have also started their data career with internships and Professional Years in research, IT, business and data consultancies, non-profit organisations, EU institutions and German ministries. These experiences provide valuable exposure to real-world data challenges that help students hone their technical skill sets and knowledge, as well as to build networks and connections with industry professionals for their future careers.

At the Hertie School in Berlin, the worlds of policy and data intersect in and outside the classroom, empowering students to build a unique profile for their career from day one.



To support MDS students and the Hertie School community in data science learning and skills development, the Hertie School has also acquired and established the MakerSpace, a hub for collaborative learning and creative content creation; a supercomputing server for computational research; premium self-learning resources for quantitative skills; a technical interview preparation platform; and data storage space for big data projects.

Proactive and engaged, our students are providing us with important and constructive feedback to continue to improve our curriculum, content delivery and student support. We are confident that they will make significant contributions to their respective fields of expertise, and we are excited to watch their progress over the coming years.



### Find out more about the Master of Data Science for Public Policy

# MASTER OF INTERNATIONAL AFFAIRS

The **Master of International Affairs (MIA)** equips students with the tools of international policymaking and the practical skills to devise sound policy proposals in a global multilevel system. In the MIA, students learn how to navigate this complex landscape of diverse actors and institutions.

MIA students choose between one of three areas of concentration: international security, European governance and human rights and global governance. They attend courses in global politics, economics,

international law and statistics, as well as a practical course in negotiation that simulates real-world scenarios in an international organisation and prepares them for a career in international affairs.

**Find out more about the Master of International Affairs**



## Meet alumnus David Backovsky

### Why did you choose the Master of International Affairs?

After 3 years of working on a US State Department project based in Berlin focusing on the Middle East, I fell in love with the international relations field. I knew of the Hertie School for its strong reputation in Germany and Europe as a premier public policy school on the continent. I went to many of the university's public lectures before even deciding to apply; the prestigious and stimulating guests, the level of discussion and the general atmosphere at the school always left me with a very positive feeling. So, when I decided to pursue a master's in international affairs, the Hertie School's MIA was the obvious choice.



### What did you like best about the programme?

One of the most enjoyable things about the MIA was engaging with my fellow students, who have a remarkable level of knowledge, experience and engagement. The cohorts are small enough that it's easy to get to know each other and develop meaningful and lasting relationships. I also developed a very good rapport with several professors – currently, I'm even in the process of co-authoring an article with my thesis advisor. The master's thesis process at the Hertie School is very intense, but this was great because it mirrors the reality of working hands-on in policy or academia. Finally, the Centres of Competence are an incredible asset to

the school and the MIA. As a former Centre for Fundamental Rights student advisory board member and a current employee of the Centre for International Security, I find the centres, their work and the possibilities they offer students quite remarkable.

### How are you using what you learned in the programme now?

The MIA gave me excellent and balanced training in both academia and the policy world. During my studies, I did policy research and wrote various policy memos, both of which helped me improve my writing by making it more succinct and accessible. I also took various professional development courses. One of them was about podcasting, and I now use the skills I learned as the host of the Centre for International Security podcast, 'Berlin Security Beat'. Overall, my studies prepared me really well for the transition towards working in the policy field.

# PHD PROGRAMMES

At the Hertie School, international researchers from a host of social science disciplines come together to discuss questions and findings – and develop their own research enriched by this exchange. Working together with distinguished faculty, our doctoral researchers pursue answers to today's social, political, legal and economic challenges. Rigorous academic training, close supervision and institutional support, as well as the opportunity to develop professional skills, prepare our PhD candidates for leading academic and non-academic careers.



A record number of 18 PhD researchers successfully defended their dissertation at the Hertie School this academic year. These early-career researchers have deepened our knowledge about corruption, the economics of electricity demand, banking regulation, authoritarian regimes, internet governance, cycling policies, transitional justice, and the role of algorithms in regulating financial technology, among many other topics.

Our PhD graduates have received job offers in Germany, Europe and across the globe as post-doctoral researchers or assistant professors at the Freie Universität Berlin (Germany), the European University Institute (an international university based in Italy), the University of Gothenburg (Sweden), Tilburg University (the Netherlands), King's College (UK) and the University of British Columbia (Canada). Others have taken up positions at the OECD, the IMF and the German Federal Office for Migration and Refugees.

While our doctoral education programme still offers plenty of online courses, PhD researchers have welcomed the opportunity to finally travel abroad to attend conferences and gather data. They attended numerous events at our CIVICA partner universities and advanced their skills in summer schools across Europe, in addition to individual research stays ranging from the US to China.

In 2021, the Hertie School's PhD programme 'Doctoral Programme in Governance' entered its tenth year. In those ten years, more than 60 PhD researchers have earned their doctoral degree at the Hertie School. They completed their education in our DocGov programme or in one of the three joint doctoral programmes we run with leading universities and research centres in Berlin: the DFG-funded graduate school DYNAMICS; the Berlin Graduate School for Global and Transregional Studies, the doctoral school of the Excellence Cluster SCRIPTS; and the Berlin School of Economics (BSE).

**Find out more about the PhD programme**



## Latest publications

**In 2021 and 2022 our PhD researchers published more than 50 peer-reviewed journal articles, among other publications. The most recent peer-reviewed articles include:**

**Claassen, Casper Hendrik**, Bidet, E., & Kim, J. (2022). South Korean social enterprises and their networks: On their organizational linkages at the interstice between the third, public, and corporate sectors. *Annals of Public and Cooperative Economics*.

**Maher, I., Riordan, Ronan, & Šubic, N.** (2022). The European Arrest Warrant Before the Irish Courts: Judicial Dialogue, Mutual Trust, and the Limits of Interpretation. *Irish Jurist*, 67, 14–54.

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# EXECUTIVE MASTER OF PUBLIC ADMINISTRATION

The **Executive Master of Public Administration (Executive MPA)** is designed for leaders and mid-career professionals who want to advance their knowledge to better address the challenges of modern governance. The programme provides participants with a solid foundation in principles of governance, public policy and management, and empowers them to lead teams and organisations, shape decision-making and manage change in the workplace.

Executive MPA students choose one of three areas of concentration: leading innovation and managing change; digitalisation and big data; or global governance challenges, areas of increasing relevance for managers, decision-makers and leaders working in the public sector, business and civil society. Students learn not only from renowned international faculty members and practitioners, but also from their fellow students' expertise. Far more than just seminars and assignments, the Executive MPA is a forum for active and engaged exchange among participants who join from all over the world and from various industries and sectors.



## Hertie School celebrates the 2021 Executive MPA graduating class

On 10 September 2021 twenty-two graduates from the Executive Master of Public Administration celebrated their degrees together with family, friends, faculty and staff. Andreas von Brandt, EU Ambassador to Afghanistan, gave a keynote address as graduation speaker entitled *"A bitter ending? Afghanistan and its way forward"*. Acting President Mark Hallerberg welcomed students from both the 2020 and 2021 classes on-site and online, as the 2020 ceremony had to be postponed due to the COVID-19 pandemic. *"That we are able to meet today is a true testament to your resilience,"* President Hallerberg told the students, as *"the last two years were not only busy due to your studies, but also imposed many challenges as a result of the pandemic."*

Graduation Speaker Andreas von Brandt shared his personal experiences from over twenty years in public service and his to some extent dramatic experiences as an ambassador to Afghanistan, where he witnessed the evacuation of his embassy after the takeover by Taliban forces in July 2021. Despite these experiences, he encouraged students *"to never stop asking questions and to keep a critical distance to any government office you may work for as it allows you to keep a critical mind."*

Both student speakers, Elise Racine and Iona Freise, spoke about the hardship and challenges the two classes faced during the pandemic but also expressed their gratitude towards staff and faculty for making it possible to continue their studies under these difficult circumstances.

**Find out more about the Executive Master of Public Administration**



Director of Executive Education Bernhard Knoll-Tudor, PhD, in Tallinn with participants of the Recharging Advocacy for Rights in Europe (RARE) programme

## EXECUTIVE EDUCATION

**In the ever-evolving world of public affairs, life-long learning is key. Executive Education at the Hertie School offers a range of short courses for mid-career professionals, a flexible executive degree programme and customised seminars for institutional clients.**

Our programmes are practice-oriented and focus on the fields of public management, governance, leadership, communication, decision-making and digital transformation.

Our professional development programmes offer tailor-made online and on-site seminars for clients across all sectors: public administration, international organisations, non-profits, the media, the corporate sector, think tanks and academia. Programmes combine policy insights, innovation in governance and administration with capacity development through leadership and management skills.

# EXECUTIVE EDUCATION COURSE HIGHLIGHTS

## 1 Transformational Certificate

**Transformational Certificate in cooperation with the Intersectoral School of Governance Baden-Württemberg (ISoG BW) and the Willy Brandt School of Public Policy (Universität Erfurt)**

Together with two other German Public Policy Schools, Hertie School Executive Education successfully launched the Transformational Certificate, a unique capacity-building initiative for the next generation of leaders in Germany. This certificate was developed in response to the new German government's announcement that the "great transformation" towards a society that is more ecologically, economically and socially sustainable would be a top agenda item for the years to come.

Three modules introduce executives from German public administration, civil society and the private sector to concepts and dimensions of systemic transformation. Theoretical input is contextualised in a variety of learning formats conveying hands-on knowledge and practical insight into recent developments in specific fields of transformation. This year, participants delved into key questions of mobility, energy, migration and security policy, among others. The participants also gained the tools and soft skills they would need to lead transformation processes such as scenario planning, risk governance and strategic communication.

The Transformational Certificate builds on peer learning, in-person exchanges with renowned experts and ultimately the formation of a cross-sectoral network of executives ready to lead change in times of profound systemic transformation. The facilitators were honoured to welcome Nobel prize nominee Obiageli Ezekwesili as well as Armin Nassehi and Wolfgang Merkel as keynote speakers.



## 2 Recharging Advocacy for Rights in Europe (RARE)

**in cooperation with the Hungarian and Netherlands Helsinki Committees**

The 2021/2022 Academic Year saw our group of 25 European human rights defenders engaged in the RARE capacity-building programme continue their path towards cross-border empowerment and a stronger solidarity network amongst human rights NGOs in the EU. As part of this two-year capacity- and alliance-building programme, participants from 13 EU member states completed a series of skills workshops, networking and advocacy meetings in The Hague, Berlin, Vienna, Prague, Brussels, Budapest and Cres. RARE offers human rights defenders the opportunity for informal in-person exchanges with stakeholders from the Council of Europe, the European Commission, MEPs, government officials from across the EU and the OSCE, and other key actors in the field of human rights. Last year, this first group of RARE graduates published their joint advocacy brief "An EU Strategy for Civil Society – Recognition, Inclusion and Protection".

Generously funded by Stiftung Mercator and the National Endowment for Democracy, among others, the 2022/2023 Academic Year will see another round of RARE, with Oxfam Novib and the Helsinki Foundation for Human Rights (Poland) joining the steering committee.

## 3 UN Executive Leadership Programme for Sustainable Development

**in cooperation with the United Nations Systems Staff College (UNSSC) and the Lee Kuan Yew School of Public Policy**

Achieving the goals defined in the 2030 Agenda for Sustainable Development will require a substantial change in the mindset of senior leaders in public administration, international organisations and the private sector. Spearheading change towards a more sustainable world also calls for a new set of skills and tools. This year, Hertie Executive Education, the United Nations Systems Staff College (UNSSC) and the Lee Kuan Yew School of Public Policy kick-started the UN Executive Leadership Programme for Sustainable Development, a long-term cooperation to support visionary leaders through a customised learning journey which combines regular online workshops, executive coaching, expert lectures, peer-to-peer learning and on-site networking events.

A first international cohort brought together inspiring personalities from five continents who successfully graduated from the programme in June 2022. We look forward to welcoming another group of next generation leaders in 2023!



## 4 Executive Online Certificate in Strategic Human Resources Management

**in cooperation with República.org**

With the Online Certificate in Strategic Human Resources Management, Executive Education continued its very successful cooperation with Rio-based think tank República.org in providing remote upskilling opportunities for team managers in the Brazilian public sector. In the certificate's one-week online seminars, participants learned about the latest trends in and approaches to attracting talent to the public sector and managing well-functioning, successful and crisis-resistant teams.

Participants from all over Brazil value the opportunity to exchange with their colleagues from other states and different branches of public service, to compare experiences, and to learn about existing pilot projects and best practices. The programme pays special attention to inclusiveness and diversity in the workplace, new work, digitalisation and leadership. Its discussions and hands-on workshops are designed and moderated by experts both from the Hertie School and from the school's extensive network, and include simultaneous translation into Portuguese. The seminar is part-time to accommodate participants' other professional responsibilities and duties.



**Find out more about Executive Education at the Hertie School**

# ALUMNI: A GLOBAL NETWORK



## The year in a nutshell

The 2021/2022 Academic Year saw the expansion of our activities and our global alumni community – both of which strengthened the #hertielove spirit.

President Woll nominated a new **Alumni Council** for the next three years, an advisory body to the management that meets twice a year to discuss current strategic issues. The 20 Council members reflect the diversity of the alumni body in terms of cohort, programme, nationality and sector.

Due to its size and the diverse interests within the **Berlin Alumni Chapter**, we launched six **Interest Areas** and supported their first events throughout the year. The areas cover topics such as security, sustainability and health and serve as platforms for networking, knowledge exchange and staying connected with our faculty and Centres of Competence.

Over 250 alumni came together for the **Alumni Reunion**, which took place for the first time as a joint event with the Hertie Foundation's Fellows & Friends Programme. During the three-day event, **Alumni Achievement Award 2022** recipient Jeff Kwasi Klein (MPP 2017) was officially

recognised for his leadership in fighting racism and discrimination. The reunion also featured a debate on a variety of pressing issues.

In October more than 20 alumni attended a DAAD-supported conference on the topic **“Future of Healthcare: Examining the convergence of AI, Data Science and Health Governance in a post-COVID world”** in India. The conference brought faculty and alumni together with experts and policy-makers to discuss topics such as how COVID-19 has strained health systems globally and how regulatory environments require more attention.

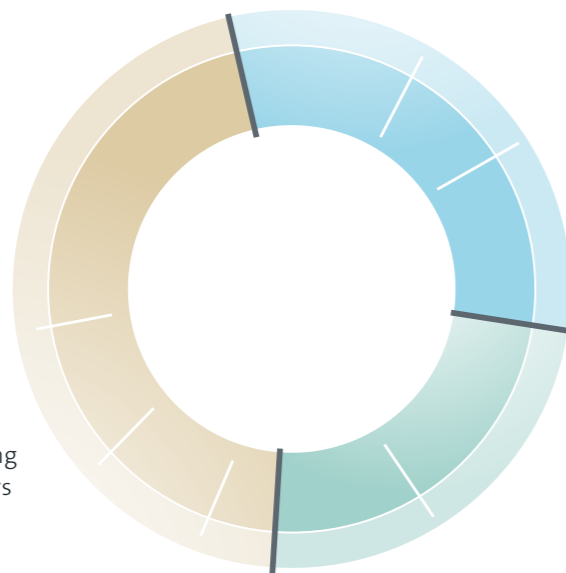
Finally, our **Alumni Chapters** have been very active: a new Chapter in Paris was launched and Chapter Leads from around the world organised the third edition of **Hertie Alumni November** – a month filled with 17 online and on-site events. Under the theme **“New Work – Approaches & Inspirations from the Alumni Network”**, the alumni network showcased best-practice examples for new ways of working in the global and digital age.

## Intersectoral: Careers in all fields

After almost two decades of equipping our students with strategies for forging new frontiers in governance, our graduates are working at the cutting edge of policy-making in government, business and international organisations.

**46%**  
PRIVATE SECTOR

- 12% Entrepreneurs and freelancers
- 20% Strategy Consultants
- 20% Public Sector Consulting & Governmental Affairs
- 48% Other Private Sector



**31%**  
PUBLIC SECTOR

- 39% German Public Organisations
- 22% International Organisations
- 39% Other National Public Organisations

**23%**  
THIRD SECTOR

- 61% Research and Think Tanks
- 39% NGOs and Foundations

Statistics from 90% of alumni, as of 1 August 2022

## A growing community of graduates



as of August 2022

# RESEARCH

The Hertie School's interdisciplinary research examines real-world public policy issues. Our core focus – governance – requires interdisciplinary, intersectoral and international perspectives.

The school's faculty members, adjuncts, visiting faculty, researchers and doctoral students work on diverse problems, like tackling corruption, regulating the sharing economy, public sector reform, security issues and the future of the euro. Many projects are designed to engage or collaborate directly with the public and private sectors

and civil society organisations. Our faculty publish in leading international journals, contribute to academic and policy conferences, and are regularly called upon to share their expertise by government and media. Hertie School researchers also closely cooperate on research projects across Europe, both independently and as part of the EU-funded CIVICA project (Bocconi University, Central European University, European University Institute, National University of Political Studies and Public Administration, Sciences Po, SNSPA Stockholm School of Economics, London School of Economics, IE University and SGH Warsaw School of Economics).

## Major research and outreach initiatives

### CIVICA

The European University for Social Sciences

### DYNAMICS

The Dynamics of Demography, Democratic Processes and Public Policy

### ERCAS

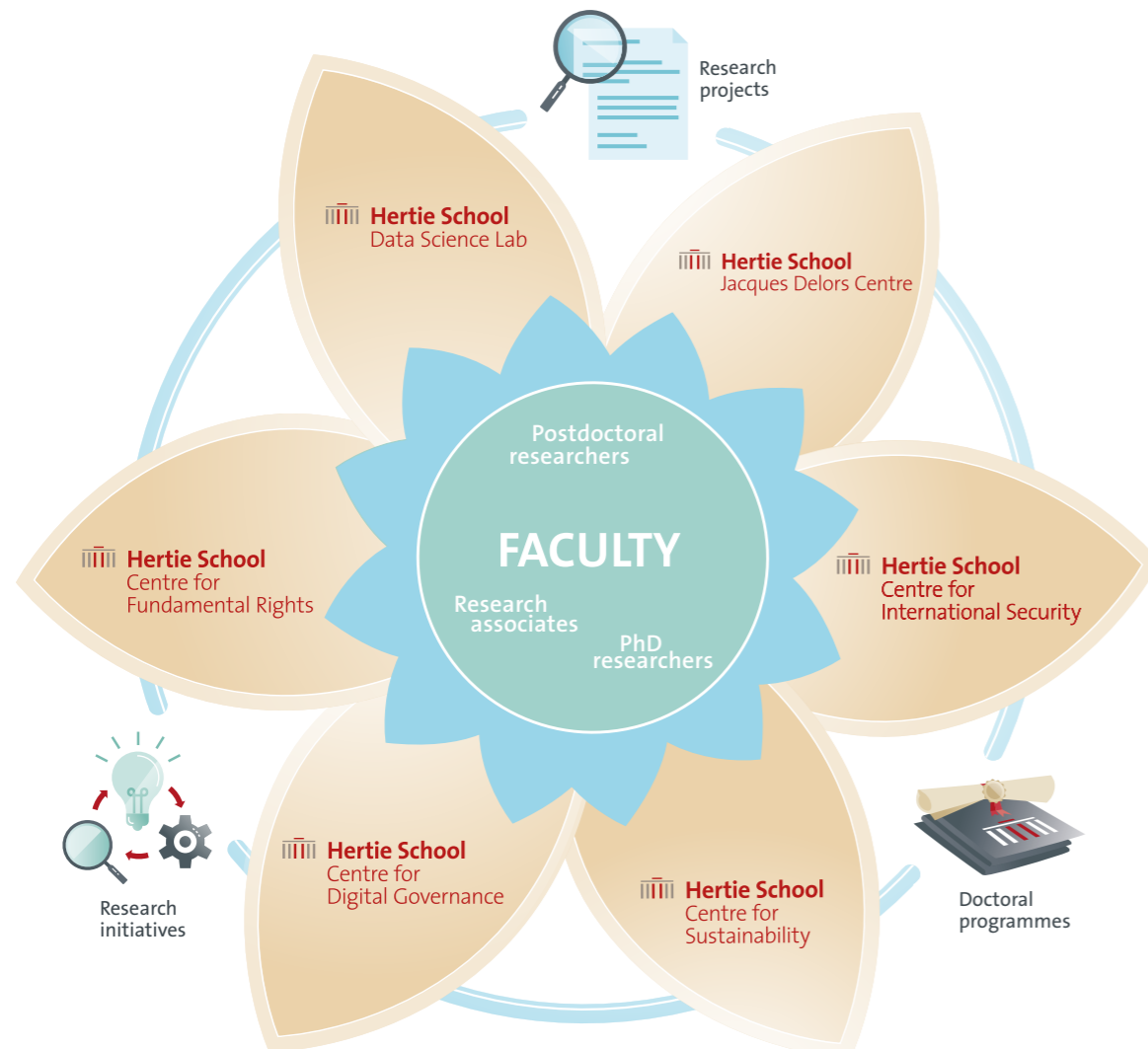
European Research Centre for Anti-Corruption and State Building

### KIOS

Knowledge Initiative on Organisations and Society

### SCRIPTS

Contestations of the Liberal Script



## CENTRES OF COMPETENCE

Since it was founded, the Hertie School has substantially expanded its expertise in key policy fields through its five Centres of Competence. The Centres focus on governance challenges that are pivotal for the coming decades. In addition to the Centres, the Hertie School Data Science Lab leverages and amplifies breakthroughs in data science and artificial intelligence to tackle major societal problems.

- Centre for Digital Governance
- Centre for Fundamental Rights
- Centre for International Security
- Jacques Delors Centre
- Centre for Sustainability
- Data Science Lab

# CENTRE FOR DIGITAL GOVERNANCE

The **Centre for Digital Governance** provides non-partisan evidence on the challenges and benefits of digital transformations to achieve public good, bringing together rigorous academic research, world-class education, and socially relevant policy insights. Our research focuses on:

1. How bureaucracies tackle digital transformation and how governments can adopt new technologies to improve policy-making,
2. Social media governance and regulation, and the spread of hate speech, and
3. Artificial intelligence (AI) and human development, and transparency and accountability with AI use.

## Informing policy-makers and the public about data governance

In an event organised jointly with Amazon Web Services (AWS) on 12 May 2022, *“Institutionalising a new data culture and governance in German government: How can it succeed?”*, experts from the public and private sectors discussed the opportunities and challenges of improving data use in government decision-making with nearly 80 participants.

Centre Director Gerhard Hammerschmid opened the event, followed by keynotes from Benjamin Mikfeld, Department Head for Political Planning, Policy Issues and Social Dialogue in the Federal Chancellery; Sandra Cortesi, Director of the Youth and Media Project at Harvard University's Berkman Klein Center for Internet and Society; and Mustafa Isik, Chief Technologist EMEA Worldwide Public Sector at AWS.

The speakers provided insights into the challenges of moving towards stronger evidence-based policy-making, which is marked by a struggle to balance a strong top-down design of data governance with a more pragmatic bottom-up approach. They also highlighted other issues, such as varying levels of digital competence and different understandings of data privacy and security among younger people.

In the policy brief *“Data science and AI in government”* from January 2022, Hammerschmid, Data Science Lab

The centre collaborates on international research projects and publishes in leading peer-reviewed journals. Researchers contribute to policy briefs and reports that inform policy-makers and the general public. We regularly bring experts, scholars, practitioners and the community together via our Digital Governance Research Colloquium and other public events.

Finally, the centre engages Hertie School master's students and alumni through events on careers in digital governance and in courses such as *“Governance and politics in artificial intelligence”*, *“Social media, democracy and stability”* and *“Managing digitalisation and artificial intelligence in government”*.



Director Slava Jankin and PhD researcher Maximilian Kupi explored how data science and AI can accelerate the public sector's much-needed digital transformation. The experts argued that developing in-house data science and AI expertise would help ease misgivings about the technologies in public sector organisations. Their six recommendations for successfully building technical capacities in government included: making jobs more attractive to tech experts, building communities of practice and centres of excellence, strengthening interdisciplinary networks, and holding collaborative hackathons and competitions.

**Find out more about the Centre for Digital Governance**



# CENTRE FOR FUNDAMENTAL RIGHTS

The **Centre for Fundamental Rights** promotes excellence in research, teaching and public engagement on fundamental rights in domestic, regional and global law and governance. We focus on contemporary and emerging challenges to the protection of fundamental rights and the role law and institutions play. Currently, the centre's researchers explore four cross-cutting challenges to human rights: asylum and migration, authoritarian practices, the climate crisis, and new technologies. We also host two EU-funded research projects, the ECR project [RefMig](#) and the Marie Curie project [MIRO](#).

## Providing expertise on accountability in Ukraine, migration law and more

In the 2021/2022 Academic Year, the centre became the lead institute for the project Algorithmic Fairness for Asylum Seekers and Refugees (AFAR), funded by the Volkswagen Foundation. Postdoctoral researcher and Marie Curie Fellow Dr. Grażyna Baranowska was also elected to the [United Nations Working Group on Enforced or Involuntary Disappearances](#) in July 2022.



In response to Russia's invasion of Ukraine in February 2022, the centre organised events and reflections on issues such as legal responses to the war, individual criminal accountability and the displacement of refugees. The unprecedented EU response, including the bloc's first ever activation of temporary measures providing instant protection for displaced non-EU people, was the focus of both public and academic commentary at the centre. In an article in the [International Journal of Discrimination and the Law](#), the centre's Co-director Cathryn Costello

For master's students, the centre offers elective and professional development courses on topics such as the climate crisis and human rights, human rights and migration, and open-source investigations of human rights violations. Hertie School scholars and external speakers have presented their work in the centre's research colloquia, on the themes of *“Effectiveness of Human Rights”* in autumn 2021 and *“Critical Engagements with Fundamental Rights”* in spring 2022.

and Prof. Michelle Foster from Melbourne Law School reflected on when differentiation between refugees is unlawful discrimination. With Dr. Baranowska, Prof. Costello discussed the stark differences between the EU's response to flight from Ukraine and its handling of the 2015–2016 ‘refugee crisis’ on the [WeiterGedacht](#) podcast.

In June 2022, the centre hosted its second annual academic workshop, co-organised by PhD researcher Vera Wriedt, on decolonising global migration law. The selected papers explored refugee law, labour migration, nationality and statelessness. Participants included leading academics such as E. Tendayi Achiume, Professor of Law, UCLA Law School, and UN Special Rapporteur on Racism, Racial Discrimination, Xenophobia and Related Intolerance, and Leila Kawar, Associate Professor of American Culture, University of Michigan.

The centre continued its collaboration with the Human Rights Film Festival Berlin in 2021, hosting the panel *“Europe's deadly borders”* with centre researchers, non-profit Team Humanity founder and CEO Salam Aldeen, and human rights activist, journalist and director of the Eritrean Initiative on Eritrean Refugees Meron Estefanos.

**Find out more about the Centre for Fundamental Rights**



# CENTRE FOR INTERNATIONAL SECURITY

The **Centre for International Security** fosters the study and debate of complex security challenges facing Germany, Europe and the world in the 21st century. At the intersection of academia, teaching and practice, the centre is a critical hub for systematic, evidence-based, data-driven and policy-relevant research on international security topics. Our four major research themes are: grand strategy, nuclear policy, states and non-state actors, and digital technology and security.

The centre's main goals are to speak to a global audience interested in German and European security issues; connect scholars with policy-makers and civil society groups; inspire new minds in the security field; and influence the next generation of creative and innovative decision-makers. Through its events, the centre actively brings together experts from academia, civil society, business and politics.



Prof. Henke, Professor of International Affairs and Security Julian Wucherpennig, Professor of International and Cyber Security Anita Gohdes and postdoctoral researcher Tobias Bunde contributed invaluable expertise to the German-speaking news media, dynamically guiding public discourse in interviews, opinion pieces and on TV panels. The centre offered global audiences a unique expert perspective from Berlin, with articles in the Washington Post, appearances on the BBC World Service Weekend Programme and Carnegie Europe, and an academic publication on the *Zeitenwende* – the historic shift German Chancellor Olaf Scholz declared in response to the war.

Centre faculty, fellows and researchers made more than 30 media appearances, discussed the developments at six events, and created explainer videos that amassed more than 8,000 views, all on top of regular teaching schedules. The centre's rapid, adaptable and comprehensive response to the unprecedented changes in Europe's security landscape provided a priceless source of knowledge and analysis to the Hertie School community and the public.



**Find out more about the Centre for International Security**



## Unpacking the war in Ukraine

Russia's invasion of Ukraine in February 2022 catapulted international security to the heart of public debate, and the centre's outreach in response to the war was the defining element of its work in the 2021/22 Academic Year. The centre kept the Hertie School community and the public informed about implications for German and European security.

On campus, we addressed questions in several events with centre faculty, online interviews with centre Director Marina Henke and Visiting Professor Monika Sus, an Instagram Q&A with Research Associate Felix Lemmer, the video series *"Unpacking the Russian Invasion in Ukraine"* and a webpage tracking the Russian nuclear threat.

# JACQUES DELORS CENTRE

The **Jacques Delors Centre** strives to promote a stronger Europe in the spirit of its namesake, French politician and former President of the European Commission Jacques Delors. The centre develops ideas for future-oriented EU policies and offers a unique space for European research and debate.

Our team is made up of 25 scholars at all career stages – from tenured faculty and policy fellows to postdoctoral and PhD researchers – who cover topics including citizenship and migration, digital governance, security, economy and financial markets, climate and energy, EU institutions and democracy, cohesion, and solidarity.

The centre makes recommendations to decision-makers and the general public and helps drive European policy forward. Its analyses provide an independent, non-partisan view of European policy processes and decisions, and its research addresses knowledge gaps regarding European integration. In close exchange with scholars from around the world, the centre conducts theoretically grounded empirical research on the EU from legal, political and economic perspectives.

In addition to publishing research papers and policy analyses on the Jacques Delors Centre website, we regularly assess EU policy developments for national and international media outlets and organise high-profile events that bring together academic and policy experts on European affairs.

## Building European cooperation

In February 2022, the Jacques Delors Centre awarded the Michael Endres Prize, a 10-month visiting professorship at the centre, to Associate Professor of International Relations Lisa Dellmuth of Stockholm University. During her time at the centre, Dellmuth studied citizens' beliefs in the legitimacy of European and global governance, and why citizens' life circumstances matter in the formation of these beliefs.

On 13 and 14 December 2021, the centre hosted its second *Pariser Platz Dialogue*, a two-day event that brought more than 50 decision-makers from France and Germany together in Berlin. The guests from economy, politics, research and civil society developed ideas on how the two countries, along with their European partners, can shape a common future – particularly in the context of Germany's newly elected federal government, France's upcoming EU presidency as well as the looming French presidential and parliamentary elections.

In the 2021/2022 Academic Year, Policy Fellow Thu Nguyen spoke with experts about the latest developments in EU policy and assessed their potential ramifications on the centre's monthly *"EU to go"* podcast. Topics were wide-ranging: from the Conference on the Future of Europe to the EU taxonomy and the



war in Ukraine. Launched in 2020, the podcast supplements takeaways from the Jacques Delors Centre's short, in-person *"EU to go"* breakfast discussions. To date, listeners in over 80 countries around the world have downloaded the podcast nearly 20,000 times. [Listen in!](#)

**Find out more about the Jacques Delors Centre**





# CENTRE FOR SUSTAINABILITY

The **Centre for Sustainability** is a hub for teaching, research and policy analysis that trains future leaders and informs the design of effective public policies for environmental sustainability through evidence-based recommendations. The centre takes an international and interdisciplinary approach to research, collaborates with partners from all over Europe and combines economics with insights from political science and engineering. Its two primary research areas are climate policy and energy policy.

The centre focuses on the global transition to net-zero greenhouse gas emissions in the context of sustainability, which requires: a transformation of energy systems

towards renewable energies; robust climate policies and governance at national, subnational and international levels; and sustainability transitions in many sectors.

The centre prepares master's students for leadership in the global sustainability transition. Centre faculty and researchers offer many courses, from Sustainability 101 to Carbon Pricing and Energy Economics, alongside extracurricular opportunities such as the Women in Sustainability Mentoring Programme and the Energy and Climate Careers networking event.

## A leading voice in German and EU climate and energy policy

The Centre for Sustainability officially launched on 30 September 2021 with a debate on 1.5°C stabilisation for Europe and Germany. With insights from International Energy Agency Executive Director Fatih Birol, German Member of Parliament Franziska Brantner, Chief Economist of the German Ministry of Finance Jakob von Weizsäcker, and Director of the International Programme at Agora Energiewende Jesse Scott, the event marked the formal beginning of the centre's role as a leading voice in climate and energy policy in Germany and Europe.

After Russia's invasion of Ukraine in spring 2022 and the subsequent suspension of gas flows pushed Germany and the EU into crisis, the centre's researchers have been at the forefront, advising high-level policy-makers, conducting research, and informing the media and the public on how to navigate the energy crisis. In July, the centre's researchers showed that industry and households reduced gas consumption because of the energy crisis in a working paper covered widely by international media, with empirical evidence on which policy-makers could base urgently needed decisions. Through public events, Professor Lion Hirth also provided valuable expertise on the crisis, which was highly sought after by German and European government officials and media outlets.



As Germany and Europe consider climate policies for the net-zero transition, the Climate Policy team has actively contributed research and analysis. In October 2021, the centre's Director Christian Flachsland co-published a paper on the role of climate institutions in climate policy in the journal *Science*. The centre's researchers also published an [Ariadne policy paper on strengthening Germany's climate policy](#), and Flachsland published a related [Frankfurter Allgemeine Zeitung](#) op-ed following Germany's 2021 elections. The centre's researchers are continuing their work as part of the Ariadne project.

**Find out more about the Centre for Sustainability**



# DATA SCIENCE LAB

The Hertie School **Data Science Lab** tackles societal challenges with computational and data-intensive methods. The lab fosters excellence in data science research, education and application to enable better decision-making for the common good. With the Master of Data Science for Public Policy, the lab supports master's students as they prepare to lead in government, business and civil society, using breakthroughs in data science and artificial intelligence (AI).

The lab's core research links machine learning and computational analysis with social and environmental issues, covering data management and data organisation; designing and conducting experiments; causal inference

to evaluate the impact of policies; survey data and analysis; analysis of decision-making; machine learning and deep learning; AI and climate change policy; organisational and political context; and ethics and governance.

The lab manages essential resources for the university's community, including a Research Consulting team that provides methodological and technical advice for students and researchers, a supercomputing server for quantitative research, the MakerSpace for content creation, and digital learning resources. The lab also organises regular data science events, meetups, seminars and workshops to enrich campus life and contribute to discourses in Berlin.



## Training data enthusiasts worldwide and major research wins

In the 2021/22 Academic Year, lab faculty won nearly 1 million euros from the prestigious Horizon Europe grant for the [CATALYSE](#) project. Using the latest methods in the field of machine learning, the researchers will investigate links between environmental harms and potential health crises in Europe and create new digital tools to help policy-makers make better decisions. Slava Jankin, Professor of Data Science and Public Policy, is the principal investigator and coordinator of the project at the Hertie School. Lynn Kaack, Assistant Professor of Computer Science and Public Policy, will develop predictive models for cycling in urban areas.

In terms of political engagement, Lynn Kaack hosted the ["AI for Climate Action"](#) event in the German Pavilion at COP26 with the support of Climate Change AI (CCA). Featuring speakers from government ministries and European institutions, the event showcased how AI can accelerate climate action and can be used impactfully.

The lab also helped organise the first in-person [CIVICA Data Science Days](#) in Florence, Italy, where early-career scholars met to collaborate, introduce new data science tools, and strengthen the European university alliance and its transnational partnerships.

Two years after its inception, the open-source [Data Science Summer School](#) continues to attract a large global audience with its series of one-day virtual workshops introducing data science methods and applications. The workshops focusing on foundational and advanced data science knowledge attracted over 5,600 participants from more than 50 countries – many of whom learned about the Hertie School for the first time and voiced their appreciation for the free training to support their work and research.



**Find out more about the Data Science Lab**

# SELECTED RESEARCH PROJECTS

## REBALANCE

The research project “*Reframing disruptive Business in multinational corporations and global value chains within a democratic and inclusive citizenship process*” (REBALANCE) addresses how to re-embed democracy in capitalism at a time when democracies are increasingly under threat in many parts of the world and power is concentrated among ever fewer and larger corporations. The project focuses on alternative forms of organising, such as social enterprises, and investigates if and how they help strengthen democratic principles in the economy and society. REBALANCE will also create a permanent observatory on democracy and capitalism which will, among other things, become an incubator of social enterprises doing democracy work.



**Find out more about REBALANCE**

## ARIADNE

ARIADNE aims at providing practically relevant scientific advice on governance and policy for a successful transition to a carbon-neutral society in Germany and across Europe. To achieve this aim, it embeds rigorous academic research into continuous stakeholder dialogues to facilitate mutual learning and co-production of relevant knowledge. Christian Flachsland and Lion Hirth lead the Hertie School’s contribution to ARIADNE with analyses of options for designing climate policy institutions, policy-instrument mixes, policies to situate energy transition in the international energy and climate policy context, and research on electricity market design.

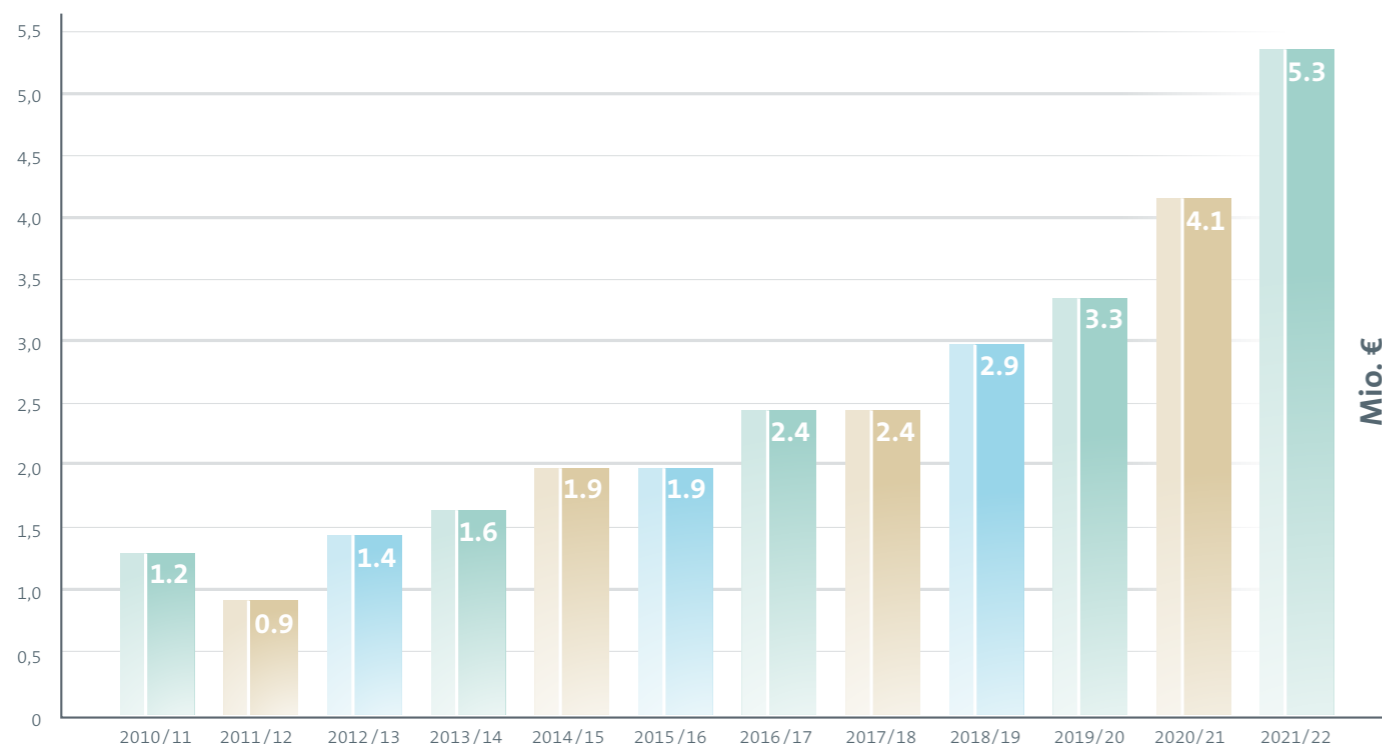


**Find out more about ARIADNE**



# THIRD-PARTY FUNDING

During the past year Hertie School faculty was increasingly successful in conducting third-party funded research projects.



# PUBLICATION HIGHLIGHTS

Hertie School expertise appeared in numerous prestigious publications, state of the art handbooks, monographs and original articles in highly visible peer-reviewed journals.

## Books

**Helmut K. Anheier** (Ed.) (2022): *The future of the liberal order: The key questions*. London New York: Routledge, Taylor & Francis Group.

**Hassel, Anke; Wegrich, Kai** (2022): *How to do Public Policy*. Oxford: Oxford University Press.

**Cederman, Lars-Erik; Hug, Simon; Wucherpennig, Julian** (2022): *Sharing Power, Securing Peace? Ethnic Inclusion and Civil War*. Cambridge: Cambridge University Press.

## Research articles

**Cingolani, Luciana** (2022): *Infrastructural state capacity in the digital age: What drives the performance of COVID-19 tracing apps?* In *Governance*, pp. 1–23.

Scharpf, Adam; **Gläbel, Christian; Edwards, Pearce** (2022): *International Sports Events and Repression in Autocracies: Evidence from the 1978 FIFA World Cup*. *American Political Science Review*, 1–18.

**Cavotta, Valeria; Mena, Sébastien** (2022): *Prosocial Organizing and the Distance Between Core and Community Work*. In *Organization Studies*.

**Dawson, Mark; Maricut-Akbik, Adina** (2021): *Accountability in the EU’s para-regulatory state: The case of the Economic and Monetary Union*. In *Regulation & Governance*, pp. 1–16.

Carey, Sabine C.; **Gohdes, Anita** (2021): *Understanding Journalist Killings*. In *The Journal of Politics*, Oct2021, Vol. 83 Issue 4, pp. 1216–1228.

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Professor of Digital Governance



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Senior Professor of Sociology and past President



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Director, Centre for International Security



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Senior Professor of Macroeconomics and Sustainability (until August 2022)



# KEY NETWORKS AND ALLIANCES



## Dual degree programmes

Our dual degree programmes allow students to spend one year at the Hertie School and another year at one of our partner institutions around the world. Students earn a degree from both institutions.

- Graduate School of Public Policy, University of Tokyo
- London School of Economics and Political Science (LSE)
- Maxwell School, Syracuse University, New York
- Munk School of Global Affairs and Public Policy, University of Toronto
- School of Public Affairs, Sciences Po, Paris
- School of International and Public Affairs at Columbia University, New York
- Bocconi University, Milan

## Key networks and exchange partners

The Hertie School offers exchange opportunities with nearly 40 partner institutions worldwide – from Canberra to Cairo, and from Bogotá to Barcelona.

### APSIA

The Hertie School is the only German member of the Association of Professional Schools for International Affairs (APSIA) among 38 top International Affairs programmes from the US, Europe, and Asia. These include Yale University, Georgetown University, Harvard University and the University of St. Gallen.



A network of eight top public policy schools from around the world, including SIPA at Columbia University, the Institute of Public Affairs at the London School of Economics, and the Lee Kuan Yew School of Public Policy at the National University of Singapore. Its mission is to address the most pressing public policy challenges of the 21st century.

### CIVICA

The European University of Social Sciences brings together ten leading institutions from across Europe with a focus on the social sciences. It is part of the EU's pilot European University Initiative, which fosters cross-border cooperation in higher education and research.



The Hertie School joined the Open Society University Network in April 2021. OSUN envisions a new model of global higher education, characterised by an extensive network. Member institutions work together on programming, research, and civic engagement.

# FUNDING PARTNERS

The Hertie School is extremely grateful to the foundations, companies, individuals and other organisations that provide financial support for the school and its students. Our core funders finance either full professorships,

larger initiatives, or scholarship programmes for Hertie School students. Our project partners cooperate with us on smaller-scale projects, research initiatives or outreach activities. A selection of our partners is listed below.

## Premium partners

- Dieter Schwarz Stiftung gGmbH
- Deutsches Institut für Wirtschaftsforschung e. V. (DIW Berlin)
- Karl Schlecht Stiftung
- KPMG AG Wirtschaftsprüfungsgesellschaft
- Friede Springer Stiftung
- NXP Semiconductors Germany GmbH
- PD – Berater der öffentlichen Hand GmbH
- Stiftung Mercator
- República.org
- Robert Bosch Stiftung GmbH
- VolkswagenStiftung

## Funders

- Alexander von Humboldt-Stiftung
- Banque de France
- Ernst & Young GmbH
- International Policy and Leadership Institute
- Mangold Consulting GmbH
- McKinsey & Company, Inc.
- Santander Consumer Bank AG



Our new campus: The historic Robert Koch Forum is currently undergoing extensive renovation and will open its doors as our new home in 2025

# KEY NUMBERS AND FINANCIAL FIGURES

| Students                                 | 2021/2022            | 2022/2023            |
|--|----------------------|----------------------|
|  | as of 1 Sept. 2021   | as of 1 Sept. 2022   |
| <b>Total number of enrolled students</b> | <b>834</b>           | <b>886</b>           |
| <b>MPP students from:</b>                | <b>394</b>           | <b>381</b>           |
| Germany                                  | 36.04%               | 31.50%               |
| Europe                                   | 12.94%               | 17.06%               |
| Other                                    | 51.02%               | 51.45%               |
| Male                                     | 42.38%               | 41.47%               |
| Female                                   | 57.62%               | 58.27%               |
| Diverse                                  | 0%                   | 0.26%                |
| <b>MIA students from:</b>                | <b>240</b>           | <b>264</b>           |
| Germany                                  | 43.75%               | 40.15%               |
| Europe                                   | 22.92%               | 25.76%               |
| Other                                    | 33.33%               | 34.09%               |
| Male                                     | 49.17%               | 48.48%               |
| Female                                   | 50.83%               | 51.14%               |
| <b>MDS students from:</b>                | <b>38</b>            | <b>57</b>            |
| Germany                                  | 39.47%               | 40.35%               |
| Europe                                   | 18.42%               | 15.79%               |
| Other                                    | 42.11%               | 43.86%               |
| Male                                     | 60.53%               | 61.90%               |
| Female                                   | 39.47%               | 38.10%               |
| <b>Executive MPA students from:</b>      | <b>65</b>            | <b>67</b>            |
| Germany                                  | 29.23%               | 25.76%               |
| Europe                                   | 38.46%               | 36.36%               |
| Other                                    | 32.31%               | 37.89%               |
| Male                                     | 55.38%               | 61.90%               |
| Female                                   | 44.72%               | 38.10%               |
| <b>Exchange Inbound</b>                  | <b>25</b>            | <b>54</b>            |
| <b>PhD researchers:</b>                  | <b>72</b>            | <b>63</b>            |
| BGTS                                     | 11                   | 7                    |
| Doctoral Programme in Governance         | 52                   | 43                   |
| Dynamics                                 | 8                    | 11                   |
| Berlin School of Economics               | 1                    | 2                    |
| <b>Graduates</b>                         | <b>Class of 2021</b> | <b>Class of 2022</b> |
| MPP                                      | 146                  | 140                  |
| MIA                                      | 78                   | 71                   |
| Doctoral Programmes                      | 12                   | 18                   |
| Executive MPA                            | 22                   | 18                   |
|  | as of Aug. 2021      | as of Aug. 2022      |
| <b>Alumni Career Paths</b>               |                      |                      |
| Total Number of Alumni                   | <b>2,10</b>          | <b>2,357</b>         |
| Public Sector                            | 31%                  | 31%                  |
| Private Sector                           | 45%                  | 46%                  |
| Third Sector                             | 24%                  | 23%                  |

| Number of employees                                      | 2021/2022  | 2022/2023         |
|--|------------|-------------------|
|  |            | as of 1 Aug. 2022 |
| <b>Professors</b>  | <b>36</b>  | <b>38</b>         |
| of whom  |            |                   |
| full-time employed                                       | 32         | 35                |
| part-time employed                                       | 4          | 3                 |
| Male   | 19         | 19                |
| Female   | 17         | 19                |
| <b>Employees</b>   | <b>222</b> | <b>226</b>        |
| (including research staff, excluding student assistants) |            |                   |

| Profit and loss statement (K €)                 | 2021/2022       |
|---|-----------------|
|   | <b>Revenues</b> |
| Master of Public Policy                         | 3,514           |
| Master of International Affairs                 | 2,586           |
| Executive Master of Public Administration       | 564             |
| Master of Data Science for Public Policy        | 419             |
| Executive Education                             | 1,102           |
| Contract Research                               | 496             |
| Other revenues                                  | 185             |
| <b>Income from grants</b>                       |                 |
| Shareholder Hertie Foundation                   | 9,321           |
| Grants Executive Education                      | 383             |
| Other grant authorities                         | 6,599           |
| <b>Costs</b>                                    |                 |
| Costs of teaching, research and school services | 18,598          |
| Costs of administration                         | 7,584           |
| Other income (-), expenses (+)                  | -974            |
| Self-financing ratio (%)                        | 64%             |
| Profit/loss                                     | 0               |

# COMMITTEES

## Hertie School Leadership

### Management of the Hertie School gGmbH



**Prof. Dr. Cornelia Woll**  
*From 15 March 2022*  
President and Professor of Political Economy, Academic Director



**Prof. Mark Hallerberg, PhD**  
*Until 14 March 2022*  
Acting President and Academic Director  
*From 15 March to 31 July 2022*  
Dean of Faculty and Research



**Dr. Axel Baisch, MBA**  
Managing Director

### Deans



**Prof. Dr. Kai Wegrich**  
*As of August 2022*  
Dean of Faculty and Research and Professor of Public Administration and Public Policy



**Prof. Dr. Thurid Hustedt**  
*As of August 2022*  
Dean of Graduate Programmes and Professor of Public Administration and Management



**Prof. Dr. Andrea Römmele**  
Dean of Executive Education and Professor of Communication in Politics and Civil Society



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Dean of Faculty and Research



**Prof. Mark Kayser, PhD**  
Professor of Applied Methods and Comparative Politics  
*Until 14 March 2022*  
Dean of Faculty and Research

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State Secretary at the Federal Ministry of the Interior and Community; Federal Government Commissioner for Information Technology

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Member of the German Parliament; Chairman of the Foreign Affairs Committee; former Federal Minister for the Environment, Nature Conservation and Nuclear Safety

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As a professional school and a leading private university for public policy in Germany, the Hertie School counts academic excellence and a strong practice-driven approach among its key objectives. The Advisory Council on German Federal Administration and Civil Society ensures that the school's ongoing curricular developments

combine academic excellence and a practical orientation that is in touch with the demands of the German and international job markets. The Council therefore enables an ongoing exchange between the Hertie School and relevant sectors, while promoting contact between students, alumni and potential employers.

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Head of Division Z, German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) (EMPM 2014)

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# ALUMNI COUNCIL

## 2022–2025

The Alumni Council serves as an advisory body to the management of the Hertie School. Its members are alumni from across all our programmes and cohorts who are appointed to three-year terms.

The Alumni Council meets at least once a year for a strategy counselling session in which current issues are discussed with the management team.

### **PhD representatives**

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CPC Analytics (Co-Founder)

**Dr. Julian Zuber, PhD 2019**  
CEO at GermanZero

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**Jean-Christophe Nicaise, EMPM 2012**  
Internal Audit & Assurance Section Manager at the European Union Aviation Safety Agency (EASA)

**Dr. Torben Frank, EMPA 2018**  
Head of Legal Affairs at Bundesanstalt für Materialforschung und -prüfung

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Founder of the Futures Project, Director of Science Leads

**Caroline Weimann, EMPA 2021**  
Founder of JoinPolitics

### **MIA representatives**

**Osita Abana, MPP 2020**  
Global Public Affairs, Communications and Sustainability Manager at the Coca-Cola Company

**Anne Böhme, MIA 2021**  
Public Sector Strategy Consulting at Cassini Consulting AG

### **MIA representatives**

**Bidjan Nashat, MPP 2007**  
CEO of Atlas Corps

**Monika Rimmel, MPP 2011**  
Partner at Dierks & Company

**Heather Dannyelle Thompson, MPP 2021**  
Manager of Digital Democracy Programme at Democracy Reporting International

**Laura Franken, MPP 2016**  
Project Manager for Sustainable Finance at econsense – Forum for Sustainable Development of German Business e.V.

**Carlos Ahumada, MPP 2019**  
Public Policy Manager at EMEA & LATAM – Data for Good at Facebook

**Salome Wyns, MIA 2021**  
Analyst at Frank Partners

**Sophie Robert, MIA 2018**  
Senior Associate at High Lantern Group

**Minhaz Morshed, MPP 2018**  
Business Development Manager at Data4Life

**Julia Prats Romeu, MPP 2015**  
Project Manager at "la Caixa" Foundation

**Karina Junqueira de Almeida, MPP 2013**  
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President and Professor of International Political Economy



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