



What's New at the Hertie School?

Edition 2 | Academic Year 2014/2015 | December 2014

Hertie Berlin Study 2014: A City of Optimists

In November the second edition of the Berlin Study was released. For the 2014 edition - authored by Hertie School Professors **Helmut K. Anheier**, **Klaus Hurrelmann**, **Michaela Kreyenfeld**, **Kai Wegrich**, Post Doctoral Researcher **Janet Merkel** and others, 2000 Berliners from the age of 14 up, were interviewed regarding their opinions on Germany's capital.



The interviews were supplemented with social, economic and demographic data. The study, an initiative of the Hertie Foundation, paints a comprehensive picture of the city today in comparison to 2009, and does so from the perspective of its inhabitants.

Some Key Findings:

- In general, the mood is very optimistic

93% enjoy living in Berlin and see a bright future for the city.

- **Berlin is growing and getting younger.** Since 2010 the city's population has grown by 1% annually with many young people moving to the city.

- **High rate of identification with the city.** Over 90% consider themselves Berliners

- **The East/West divide is crumbling in minds.** 36% indicated that they see no difference between East and West Berlin (versus 24% in 2009).

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- **The city's centre and periphery are drifting apart.** The central areas, in contrast to the periphery, are growing faster.

- **Dissatisfaction with local politics, positive assessment of public administration.**

For more information about the study:

>> www.hertie-school.berlin/studie

The UK's Role in Europe

Watch our Q&A Session with UK Deputy Prime Minister Nick Clegg



The Hertie School was honoured to welcome **Nick Clegg**, UK Deputy Prime Minister, during his official visit to Berlin to discuss the UK's political and economic situation and its role in Europe. The discussion with students, faculty, staff and friends of the Hertie School also touched on highly topical subjects such as migration and refugees and the role of the UK in the EU. Revisit selected highlights from the discussion on twitter with the hashtag **#CleggBerlin** or watch the full Q&A session at: >> www.hertie-school.berlin/clegg

Henrik Enderlein and Jean Pisani-Ferry submit report on reforms, investment and growth to Ministers Gabriel and Macron



Hertie School Professors **Henrik Enderlein** and **Jean Pisani-Ferry** submitted their report *Reforms, Investment and Growth: An Agenda for France, Germany and Europe* to Ministers **Sigmar Gabriel** and **Emmanuel Macron** on 27 November in Paris. The two experts were commissioned by the German and the French governments to

prepare proposals for economic reforms. On 2 December they discussed their findings with **Marcel Fratzscher** (DiW Berlin), **Bertrand Benoit** (Wall Street Journal) and over 200 guests at the Hertie School in Berlin.

"France and Germany need to act now. And they need to act together. The biggest danger we see right now is a period of window dressing where lip service is paid to grand projects and reforms, but no real steps are taken", they wrote. Read more about their key findings and download the report:

>> www.hertie-school.berlin/enderlein

Students, faculty, and staff of the Hertie School of Governance wish you happy holidays and a wonderful 2015.



Dear Friends of the Hertie School, We ended our 10th Anniversary year on a high note with the annual Global Public Policy Network Conference. Deans, faculty and students from GPPN partner universities joined us in Berlin for exchanges on global policy challenges and student presentations.

In October we released the latest volume in the Governance Report series *The Problem-solving Capacity of the Modern State: Governance Challenges and Administrative Capacities* (OUP), edited by Hertie School Professor **Kai Wegrich** and **Martin Lodge** (LSE). This is just one of the many research highlights you can read about in this edition.

The Annual Report for the Academic Year 2013/2014 and the Profiles of the Master of Public Policy Class of 2015 are now available for download: www.hertie-school.berlin/downloads.

All of the best for the festive season and a happy 2015,

Helmut K. Anheier, President



Faculty & Research

Hertie School hosts Global Public Policy Network Conference 2014

The Hertie School hosted this year's edition of the annual **Global Public Policy Network (GPPN) Conference**, from 5 - 7 December. The conference's theme was *Managing the New World Disorder: 25 Years After the End of History*. Directors, faculty members (pictured right), and students from seven leading international public policy schools met at the Hertie School in Berlin. The conference aims at identifying and discussing the most pressing current global public policy challenges and drawing conclusions for teaching, research and future policymaking.

After the official opening by the School's President **Helmut K. Anheier** on Friday, 5 December, **Claus Offe**, Hertie School Professor, gave a keynote titled "Europe and the new Geopolitics – 25 years after the fall of the wall – what does the future hold for Europe in the world?" Other guests included (among others) **Patrick Dunleavy**, LSE, **Merit Janow**, SIPA, Columbia University, **Kishore Mahbubani**, Lee Kuan Yew School of Public Policy, **Jean-**



Pierre Landau, School of Public Affairs, Sciences Po, **Regina Pacheco**, School of Business Administration of São Paulo – Fundação Getulio Vargas, and **Hideaki Shiroyama**, Graduate School of Public Policy, University of Tokyo. At the same time, 70 public policy students from 27 nations met for the GPPN Student Conference.

>> www.hertie-school.berlin/gppn

Research Highlights

In his new book, *Europe Entrapped* (Polity 2014), Hertie School Professor **Claus Offe** brings into focus the political problem that lies at the heart of the EU and shackles its ability to deal with the most serious crisis of its short history: Europe finds itself trapped by the deepening divisions across the Continent, obstructing its ability to deal with a crisis that has already caused massive social suffering in the countries of the European periphery and is threatening to derail the very project of the European Union.

+ Hertie School Professor **Christian Traxler** has initiated a new event series on behavioural insights. The series features international experts from the field who discuss, what can be expected from applying behavioural insights to policy-making in Germany. The first two events focused on energy consumption and EU policymaking.

+ A joint study of the Hertie School and the Heidelberg Centre for Social Investment, which was presented at the school on 2 December, found that even though most German citizens feel directly affected by infrastructure projects in their environment, only a small minority actively participate in related political processes. Read more about these stories:

>> www.hertie-school.berlin/researchnews

Gerhard Hammerschmid on the relationship between the public and private sector in Germany and public management in Austria

Hertie School Professor **Gerhard Hammerschmid** authored a study with the professional services firm *Egon Zehnder*, which found that managers and executives in Germany believe the private and public sector to be worlds apart. "The public sector is sealing itself off... The successful cooperation of the public and the private sector is crucial in many fields to solve pressing social problems – from infrastructure to demographic change. Germany is far behind other industrialised countries in this regard", he



said. The report was well received by the media.

The Austrian Federal Chancellery tasked Hammerschmid with an evaluation of their outcome-based budgeting and steering system. Based on interviews and an online survey in all federal ministries the evaluation assesses the current implementation experiences of various stakeholders in public administration and develops recommendations to enhance the system.

www.hertie-school.berlin/hammerschmid

CHANGING THE EUROPEAN DEBATE DAHRENDORF SYMPOSIUM**Dahrendorf Symposium 2016: Europe and the World**

The third instalment of the Dahrendorf Symposium - a joint initiative of the Hertie School, LSE Ideas and Stiftung Mercator, has kicked off, and the organisers are currently looking for five postdoctoral researchers to support the working groups over the next two years in exploring the future of the European Union's relations with its neighbours (Russia and Ukraine, Turkey and North Africa) and the two largest economies in the world (China and the United States). For more information about the positions:

>> www.hertie-school.berlin/jobs

Klaus Hurrelmann presents new study about career orientation

"The solidarity between children and parents may result in an unintentional and involuntary continuation of social inequality from one generation to the next," said Hertie School Professor **Klaus Hurrelmann** at the presentation of a study he led about career orientation of the German youth among students at secondary schools. The study was conducted by the Institut für Demoskopie Allensbach on behalf of the Vodafone-Foundation. Results include that many students are very undecided about their future careers for a very long time and that they are often strongly influenced by their parents' career choices.

>> www.hertie-school.berlin/hurrelmann



Programme News

Introducing...The Master of Public Policy Class of 2015

After almost two years of hard work, dedication and rolling with an array of public policy punches, graduation is in sight for the **Master of Public Policy (MPP) Class of 2015**.

In the words of one of our graduates: "Hertie School students are 'multi-everything': multi-cultural, multidisciplinary, multi-lingual and even multi-tasking". The latest edition of the MPP Profiles is definitely testament to this. The average MPP student speaks 4 languages, holds 2 degrees, has done 3 internships, has studied, volunteered

or worked in 3 countries, and their time at the Hertie School has prepared them for careers in the public, private and civil society sectors. MPP students take part in organised internships and many complete professional years at partner organisations, including public agencies, businesses and NGOs. Even the Master thesis projects are collaborations between students and partner organisations, strengthening the programme's practice orientation. To take a closer look at the Class of 2015 download their profiles:

>> www.hertie-school.berlin/downloads

**Apply Now to Study at the Hertie School in Berlin**

The Hertie School is now accepting applications for the **Master of Public Policy** and the new **Master of International Affairs**. The deadline for all applications is 1 May 2015.

The application process has also opened for the **Executive Master of Public Administration**. For both, candidates interested in joining the Executive MPA as well as for professionals whose time budget does not allow for a full executive master's pro-

gramme, short-term executive seminars and certificates are also open for registration (all credits earned can be recognised for the Executive Master).

The next cohorts in the Hertie School's Master programmes will begin their studies in September 2015. The school's student body comes from over 40 nations and equally diverse professional and academic backgrounds.

>> www.hertie-school.berlin/whatweoffer

Hertie School joins Generation Study Abroad

The Hertie School has joined the Institute of International Education (IIE)'s *Generation Study Abroad* initiative to better foster its partnerships with US American universities.

As part of this partnership the Hertie School will increase funding and

scholarships, expand student diversity, improve campus training and support, develop greater curricular integration and engage alumni more.

More information about the partnership can be found here:

>> www.hertie-school.berlin/studyabroad

Hertie School in Dialogue

Hertie School Experts Make Waves in the Media

The Hertie Berlin Study was featured in several newspapers, TV, and radio programmes including *Der Tagesspiegel*, *Die Welt* and *rbb Abendschau*. + The report by **Henrik Enderlein** and **Jean Pisani-Ferry** for the German and French government was widely reported on in French, German and international media + **Andrea Römmele** commented on the new coalition government in Thuringia on several TV and radio

stations and newspapers. + **Klaus Hurrelmann** was widely interviewed on Generation Y, youth career orientation and related topics. + **Anke Hassel** was quoted on *CNN* about consequences of the fall of the Berlin Wall for the German economic development over the past 25 years. + **Helmut K. Anheier** and **Henrik Enderlein** served on the jury that selected the *Handelsblatt* People of the Year 2014 and wrote lau-

datations for Foreign Minister Frank-Walter Steinmeier (politician of the year) and AfD party head Bernd Lucke (troublemaker of the year). Hertie School students selected the winner in the category "Discovery of the Year". MPP Students **Benjamin F. Gaiser** and **Daniel Salgado Moreno** wrote an article about the winner in this category: Comedian, John Oliver.

>> www.hertie-school.berlin/inthedia

Preview | Executive Seminars

16-18 February 2015

Public Affairs and Stakeholder Communication

This course addresses stakeholder management and communication as a holistic approach to doing business and discusses options for successfully reaching each individual stakeholder. Network management, media management and corporate social responsibility are just a few of the topics incorporated as strategic methods. Convened by **Andrea Römmele**.

5-7 March 2015

Fiscal Rules and Budgeting: Examples from OECD Countries

This seminar, convened by **Mark Hallerberg**, gives an overview of the core set of financial management topics. While the focus is on public management, themes that originated in the private sector and that governments increasingly apply to their budgets are also covered. The focus is on financial management systems of OECD countries such as UK, the Netherlands, Sweden, and of course Germany.

>> www.hertie-school.berlin/executive



Hertie School in Dialogue Selected Event Highlights

2 October 2014 Data Privacy vs Freedom of Information and Expression Roundtable as part of the Berliner Datenschutzrunde with **Thomas de Maizière**, Federal Minister of the Interior. A joint event of the Hertie School, Berliner Datenschutzrunde and the Federal Ministry of the Interior. **+ 6 October 2014 Europe in the Global Economy - How to Stimulate Private Investment** Discussion with **Erik Nielsen**, UniCredit, **Marcel Fratzscher**, DIW Berlin, **Jörg Rocholl**, ESMT, and **Mark Hallerberg**. A joint event of the Hertie School, the ESMT, and DIW Berlin. **+ 23 October 2014 The Anti-**



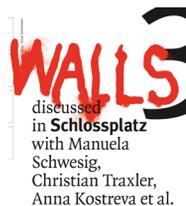
corruption Frontline Roundtable for the launch of The Anticorruption Report with a.o. **Alina Mungiu-Pippidi**, Hertie School and **Susan Rose-Ackerman**, Yale University. **+ 13 November 2014 The US Midterm Elections - An Insider's Analysis and Commentary** Transatlantic Keynote by **Donna Brazile** (pictured above). Hosted in coop-

eration with the Atlantik Brücke and the Center for American Progress, Washington DC. **+ 19 November 2014 Better together or happy apart? Independence Movements in Europe** Discussion with **Steven Blockmans**, Centre for European Policy Studies, **Eve Hepburn**, University of Edinburgh, **Nico Krisch**, Hertie School and Barcelona Institute of International Studies, and **Jaume López**, Universitat Pompeu Fabra Barcelona. Moderation: **Mark Dawson**, Hertie School. In partnership with the Public Diplomacy Council of Catalonia. **+ 10 December 2014 European Domestic Policy** NZZ Podium Berlin with a.o. **Peter Altmaier** and **Henrik Enderlein**, Hertie School.

>> www.hertie-school.berlin/events

Campus

SP³ scales Walls at GPPN 2014 | Students meet Federica Mogherini and donate to Ebola Survivors



The Berlin Wall fell 25 years ago, but countless others still stand: Walls that immigrants face, the proverbial glass ceiling for working women, or digital firewalls to protect data. This is the theme of the latest edition of Schlossplatz³, which was presented at the GPPN Student Conference on

6 December. Download your copy here: www.hertie-school.berlin/schlossplatz3 **+ A group** Hertie School students and researchers met with the new High Representative of the European Union for Foreign Affairs and Security Policy, **Federica Mogherini** on 10 November in Berlin. The meeting with academics, representatives of think tank, and civil society groups centered around the EU's top priorities in the ten to fifteen years. **+ Students and alum-**

ni ran an aid campaign for Ebola survivors in Sierra Leone in the Fall. **Joseph Ayanga**, who has been working with GIZ and Christian Aid in Sierra Leone, and his fellow alumna **Laura Roman** collected donations to help the *Kailahun Women in Governance Network* in Sierra Leone. The organization provides Ebola survivors in West Africa with clothing, food, and household necessities.

>> www.hertie-school.berlin/campus

Students apply cutting-edge research to improve school life

Nudges are changes in "choice architecture" that aim at affecting behavior without resorting to traditional regulatory interventions. Increasingly, governments are recognizing the value of nudges for policymaking.

In Hertie School Professor **Christian Traxler's** class, *Behavioral Economics and Experimental Policy Analysis*, he challenged his students to identify problems at the school and to design nudges that address these problems. Several approaches were then implemented in randomized control trials that allowed for rigorous tests of the nudges' effectiveness.

One group of students focused on the problem of paper towel overuse in the school's bathrooms. To reduce waste and conserve resources, they introduced a sti-

cker on the paper towel dispensers. The signs read: "The majority of Hertie School students use at most two paper towels" and pictured a pair of hands, carefully pulling a paper towel from the dispenser. Over four weeks, the students introduced the nudge in stages and measured the daily paper towel usage in the campus bathrooms with and without the signs.

The result of the school-wide experiment was presented in an open class. The students found a sizable response to their intervention: Relative to the untreated control bathrooms, the nudge induced a drop in paper towel consumption of approximately 20 percent. The effect was equally observed in both male and female bathrooms.

>> www.hertie-school.berlin/campus

Alumni MPP Reunion 2015



The 2015 MPP Alumni Reunion will be hosted at the Hertie School in Berlin from 24-26 April 2015. More information about the programme and registration process will be posted on the Alumni Website early in the new year. Alumni are encouraged to sign up for updates there. Questions about the reunion can be directed to the Alumni Council and the Alumni Affairs Team.

>> www.hertie-school.berlin/alumni

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Imprint

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Helmut K. Anheier (V.i.S.d.P.)

Friedrichstraße 180, 10117 Berlin

Editors

Hertie School Communications

Published 16 December 2014

Contact pressooffice@hertie-school.org.