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# DEAR MEMBERS OF THE HERTIE SCHOOL COMMUNITY,

The dramatic combination of last year's events and crises leaves little doubt that we are living in a period of uncertainty. The war in Ukraine has entered its second year. High inflation rates, a weakened economy, and the climate crisis leave many worried about the future. More recently, we have all been shocked by Hamas' acts of terror and the war in Gaza, which have sent the Middle East into a new spiral of death and destruction. These devastating events underline the importance of good governance and the ability to distinguish fact from fiction in order to make decisions in moments of crisis. Competencies that our students at the Hertie School are being taught to use in their future careers and which reflect our values, such as academic integrity and freedom, mutual respect, diversity, and inclusion for the stewardship of the public good.

Uncertainty also marked the beginnings of our university 20 years ago. Back in 2003, when the first mission statement for the Hertie School of Governance was released, nobody could have anticipated our tremendous success. Since our inaugural year, we have grown from 30 students and nine professors to around 800 students and 35 professors. To celebrate this achievement, we look forward to commemorating 20 years of the Hertie School in the 2023/2024 Academic Year. Detailed information about our anniversary is presented over the following pages and on our website [20 Years Hertie School \(hertie-school.org\)](https://www.hertie-school.org).

In June we celebrated the biggest graduation in our history, conferring degrees on over 300 students from our four master's programmes as well as on ten PhD researchers. The graduation ceremony also included our farewell to the first cohort of Master of Data Science students. Where will all these bright minds be 20 years from now? We are eager to follow their achievements in the public or private sector and in civil society. Make sure to regularly check our [alumni section](#) to stay up to date with the latest developments.

Before our students reach graduation day, we strive to support them on their path to success. This year we continued the First-Generation Mentoring Programme, dedicated to students whose parents did not attend higher education, and in May we launched a six-year collaboration with the Dieter Schwarz Foundation, which will create five full scholarships for students in the Master of Data Science degree. Students at our university also benefit from transparency and clear ethical standards when it comes to the use of artificial intelligence (AI) tools.

Introduced in February, our guidelines encourage students and faculty members to explore and take advantage of the benefits of AI while maintaining academic integrity through transparency and the acknowledgement of ethical rules.

That Hertie School students maintain their bonds with us after graduation is testimony to our strong global Hertie School community. In March we opened the newest of our 16 alumni chapters worldwide in Vienna and welcomed more than 350 alumni back to Berlin at our annual Alumni Reunion in June.

Our faculty has again been very active reflecting rising demands for contextualisation of current events: our researchers provided in-depth knowledge and expertise to media outlets, students and policymakers regarding, for example, Germany's transition away from Russian gas, the war in Ukraine, the need for institutional reform in the EU, and the challenges of digital governance. Our new professors, Assistant Professor of International Relations Shubha Kamala Prasad and Assistant Professor of Economics Egon Tripodi, added to the competence of our faculty. Simon Munzert was appointed as the new Data Science Lab Director, and Johannes Lindner joined the Hertie School as Henrik Enderlein Fellow and new Co-Director of the Jacques Delors Centre. In addition to our research activities, the Hertie School campus hosted exciting events with experts and decision-makers: Swedish Prime Minister Ulf Kristersson, German State Minister for Integration Reem Alabali-Radovan, French scholar Thomas Piketty and German Federal Minister of Justice Marco Buschmann were among the many politicians and researchers who enriched our events and discussions on campus.

As a special symbol of continuity, we again awarded the Henrik Enderlein Prize, this year to legal scholar Vladislava Stoyanova for her work on migration. The ceremony took place at the Federal Foreign Office in Berlin.

Speaking of continuity, we were proud to have our PhD programme reaccredited in June by the German Science and Humanities Council. In its official statement, the council underlined the strength of our research environment and concluded that the Hertie School "fully lives up to its institutional claim as a university entitled to confer doctorates in all areas".



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

Research cannot provide all the answers, but the production and transmission of knowledge helps us navigate today's uncertain waters. Together with our students, our alumni, our faculty and our administrative staff, we will continue to build a strong community and enduring foundation for the success of the Hertie School and create opportunities for our students.

To experience the true #HertieLove spirit that characterises our community, make sure to keep in touch: visit our [website](#) and social media channels or subscribe to the many [newsletters](#) that we and our centres offer. You can also check the various options to support our university and students and help us understand today and shape tomorrow. Or even better: just stop by. We look forward to hearing from you!

With warm regards,  
**The Hertie School Leadership**



# LOOKING BACK TO MOVE FORWARD – THE HERTIE SCHOOL TURNS 20

## Hertie School President Cornelia Woll reflects on the university's past and future.

Twenty years ago, the Hertie School of Governance, a pioneering public policy school in Berlin, was founded. It sought to develop a completely new perspective on Germany, Europe and the world by training young talents who wanted to make public administration better. President and Professor of International Political Economy Cornelia Woll gives her take on 20 years of the Hertie School.

### 1 In the 2023/24 Academic Year, the Hertie School is turning 20. What has the Hertie School accomplished in the past two decades?

In just two decades, we've managed to establish ourselves as the leading school for public and international affairs in the German capital. To be recognised as the German equivalent of excellent strategic partners such as the London School of Economics, Sciences Po in Paris and Columbia University's School of International and Public Affairs – that's a tremendous feat! We've achieved this thanks to a unique mix of ground-breaking social science research, a link to policy practice, an interdisciplinary perspective on the common good, and a truly international community of students and scholars eager to shape real-world responses to the most pressing issues of our time.

### 2 How is the university celebrating its 20th birthday?

We'll be celebrating throughout the 2023/24 Academic Year with events, competitions and forums for politics, academia, and the people of Berlin. The core element will be our "Hertie Futures Forum", a year-round series of events. We want to take the chance to not only look back in time but also take a look into the future: "Where will we be 20 years from now?" is our guiding question.

These events will focus on our core areas of expertise: Where is Europe heading? Will democracy as we know it still be around in 20 years? What are the challenges of security and sustainability policy? For these trademark events, we're bringing together figures from politics and academia, civil society and business with guests such as



Head of the Federal Chancellery and Federal Minister for Special Tasks Wolfgang Schmidt, historian Timothy Garton Ash and the former Greenpeace Executive Director and now State Secretary and Special Envoy for International Climate Action Jennifer Morgan. In addition, we've organised an essay competition for students and an Alumni Month in November 2023, during which many of our alumni will host information sessions and themed events.

The anniversary year will culminate in the high-level forum "Europe at the crossroads: Looking back to move forward" on 11–12 June 2024, a large-scale conference with prominent speakers from academia, politics and public administration.

### 3 What will the next 20 years look like for the Hertie School?

The Hertie School in Berlin will continue to be the prime location in the heart of Europe to study the politics and policies of the 21st century. Berlin, as both a cultural and a political centre, is a power hub that will continue to grow and shape the policies of the future, especially in the EU. For our international student body, we want to achieve more diversity and inclusion. I want people to say:

"You go to the Hertie School to find the brightest minds, and they represent society in all its diversity." To achieve this goal, we're working to make our education more accessible to those who find it hard to shoulder the financial burden by offering scholarships, and we're creating further partnerships with potential donors to fund these scholarships.



**Find out more about our 20th anniversary celebrations**



# CAPITAL CAMPAIGN

As the Hertie School turns 20, we have initiated the **Capital Campaign**, a large-scale fundraising project to attract donations and sponsors to help support the university's new campus, which will include a new complex on Dorotheenstraße as the main campus, as well as offices at our current premises on Friedrichstraße.



*“As a fully private university, we rely on a network of strong partners who share our goal of shaping the world of tomorrow”*

Sascha Stolzenburg, Director of Advancement and Career Development

## A new campus for the Hertie School

In 2025, the Hertie School will move into its new campus on Dorotheenstraße, right in the political and historic heart of Berlin. This iconic building will bridge the gap between past and future by offering students a state-of-the-art campus that will be an open and inclusive space for debate, ideas and exchange. With this new campus, the Hertie School will continue to expand its profile as a leading university for good governance and modern statehood in Europe.

## Invest in teaching and research

Our professors work at the interface between research, politics and society and set the agenda for contemporary public policy debate. They create a link between political actors, fellow experts and our students, the next generation of leaders.

The Hertie School currently hosts five endowed chairs, supported by a variety of foundations and private sector organisations.

## Support our students

Our students benefit from an education that combines academic excellence with practical skills, giving them the opportunity to work with and for our partner organisations. In doing so, they develop the skills they need to tackle increasingly complex societal issues through an interdisciplinary, intersectoral and international lens.

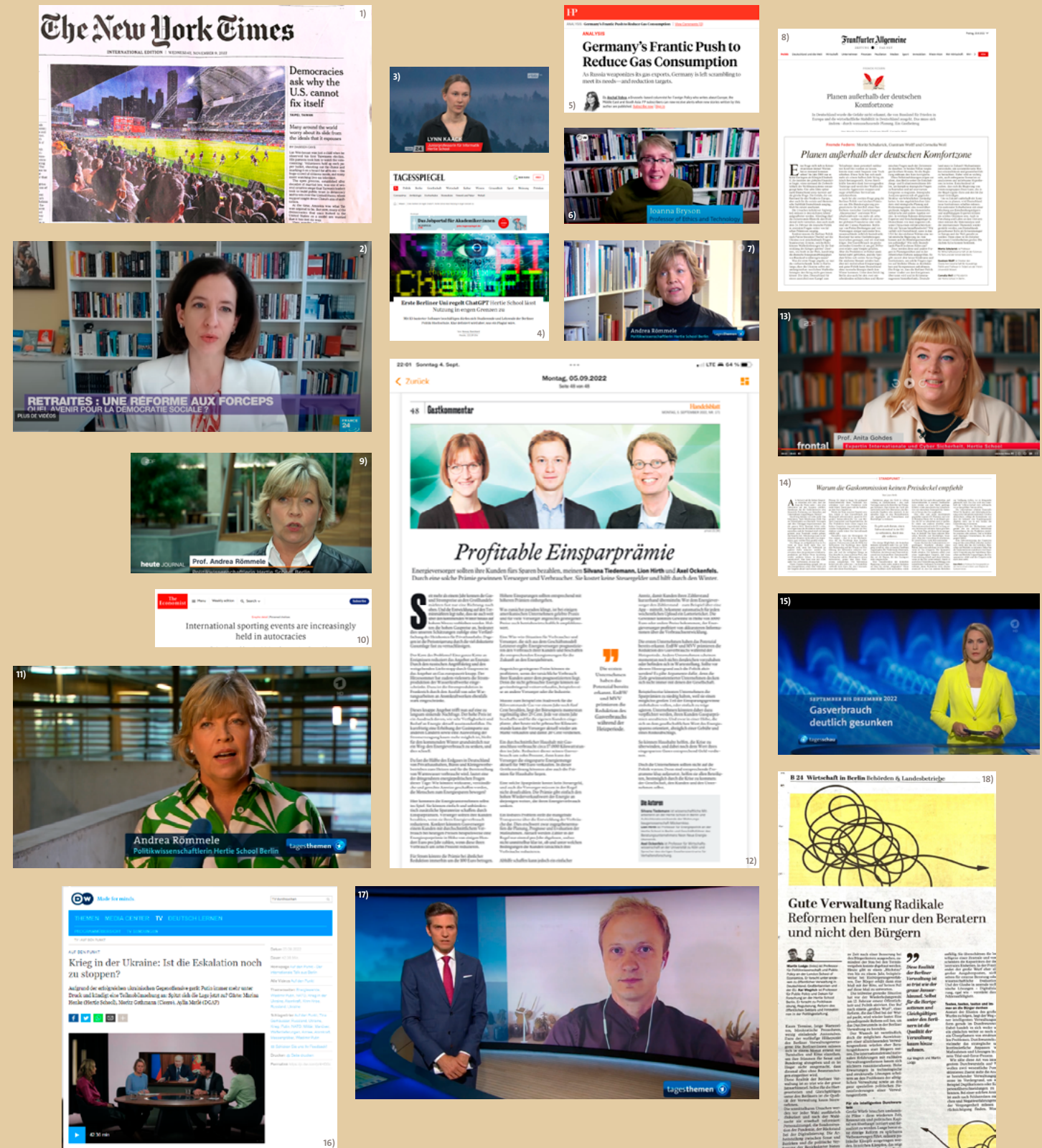
The Hertie School, in concert with its partners, offers a broad range of scholarship programmes. As a partner, you can make a difference and contribute to our general scholarship fund.

**Support our university and help shape the future with us**



# HERTIE SCHOOL IN THE MEDIA

## 2022/2023



- 1) Helmut Anheier, The New York Times | 2) Prof. Cornelia Woll, France24 | 3) Prof. Lynn Kaack, rbb24 | 4) Hertie School, Tagesspiegel | 5) Lion Hirth, Foreign Policy | 6) Joanna Bryson, DW | 7) Andrea Römmele, Tagesthemen | 8) Cornelia Woll, FAZ | 9) Andrea Römmele, heute-journal | 10) Helmut Anheier, The Economist | 11) Andrea Römmele, Tagesthemen | 12) Lion Hirth, Silvana Tiedemann, Handelsblatt | 13) Anita Gohdes, ZDF frontal | 14) Lion Hirth, FAZ | 15) Hertie School, Tagesthemen | 16) Marina Henke, DW | 17) Lion Hirth, Tagesthemen | 18) Kai Wegrich, Tagesspiegel



# HERTIE SCHOOL IN NUMBERS

At the Hertie School, 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 that are distinguished by interdisciplinary and practice-oriented teaching. Our faculty members and researchers produce

outstanding work in a wide range of policy fields. We were founded in 2004 by the Hertie Foundation, still our principal source of funding. The Hertie School is recognised by the State of Berlin and accredited by the German Science and Humanities Council.

## Students and alumni\*



801

students from over 70 countries



1,069

participants in our Executive Education programmes



2,713

alumni worldwide

## Faculty and research\*



35

faculty members



64

PhD researchers



85

articles in peer-reviewed journals\*\*



6

Centres of Competence

## Budget\*\*



30.2

million euros overall budget



10.3

million euros from the Hertie Foundation



6.1

million euros in third-party funding



## Alumni careers in all sectors\*



31 %

public sector



23 %

third sector



46 %

private sector

## Outreach: media and events\*\*



5,100

overall appearances in national and international media



160

public and research events

Master's programmes accredited by



Institutional accreditation and right to confer doctoral degrees accredited by



\*as of August 2023  
\*\*in the 2022/2023 Academic Year



# OUR YEAR AT A GLANCE



9 Sept.

## 2022 Executive MPA graduation

Together with commencement speaker Obiageli "Oby" Ezekwesili, co-founder of Transparency International, the Hertie School celebrates 18 graduates of the Executive Master of Public Administration.



30 Jan.

## EU Commissioner Gentiloni discusses his vision for a competitive EU

EU Commissioner for Economy Paolo Gentiloni examines the economic and political challenges facing Europe.

17 Nov.

## Panel on inequality with Thomas Piketty

The Hertie School welcomes author and economist Thomas Piketty to discuss justice and equality in times of crisis.

Sept. '22

Oct. '22

Nov. '22

Jan. '23

Feb. '23

22/23

6 Sept.

## Opening of the Academic Year

Welcoming 250 new students and new faculty members, President Cornelia Woll gives her inaugural address, "Good governance in hard times".



16 Sept.

## Lion Hirth joins expert commission on gas and energy

The German federal government appointed Lion Hirth, Professor of Energy Policy at the Hertie School's Centre for Sustainability, to the Expert Commission for Heating and Gas.

4 Oct.

## Johannes Lindner: First Henrik Enderlein Fellow and new Co-Director of the Jacques Delors Centre

The political scientist and economist becomes the first Henrik Enderlein Fellow as well as the new Co-Director of the Jacques Delors Centre. His work focusses on EU economic and fiscal policy.

13 Oct.

## Reem Alabali-Radovan discusses migration

The Hertie School welcomes Reem Alabali-Radovan, Federal Government Commissioner for Migration, Refugees and Integration to discuss challenges of migration, asylum and integration in Germany.



17–20 Oct.

## Hertie School goes to India

Together with German and Indian faculty, alumni, policymakers and private businesses, the Hertie School holds a conference in New Delhi and Bangalore focusing on AI, data science and the future of healthcare.

18 Jan.

## Simon Munzert becomes new Director of Data Science Lab

Professor of Data Science and Public Policy Simon Munzert takes over from Professor Slava Jankin as Director of the Data Science Lab.



10 Feb.

## Hertie School defines guidelines for use of AI

One of the first universities in Germany to do so, the Hertie School develops a set of guidelines for students and faculty to take advantage of artificial intelligence (AI) while maintaining academic integrity.

# OUR YEAR AT A GLANCE



## 15 March Hertie School welcomes Swedish Prime Minister Kristersson

On his official visit to Germany, Prime Minister of Sweden Ulf Kristersson discusses his vision for Europe at the Hertie School.

6–7 May  
**Latin America Conference**  
The Hertie School Latin American Club organises a conference to explore the challenges and opportunities facing Latin America, with over 20 decision-makers and observers of the region.

16 May  
**Cooperation launched with  
Dieter Schwarz Foundation**  
The Hertie School receives an endowment from the Dieter Schwarz Foundation, allowing the creation of a new professorship and five full annual scholarships for students of the Master of Data Science for Public Policy programme.



## 23 June Hertie School celebrates the Class of 2023

In the largest graduation ceremony in its history, 1,200 guests join the Hertie School faculty to bid farewell to over 300 graduates at the Admiralspalast theatre.

March '23

April '23

May '23

June '23

July '23

1–4 March  
**Hertie School hosts 2023  
Moot Court national rounds**  
The national rounds of the prestigious international student competition are hosted at the Hertie School with German Federal Minister of Justice Marco Buschmann joining students for a fireside chat.

7 March  
**Model NATO on campus**  
The Centre for International Security collaborates with NATO Allied Command Transformation to host the Model NATO event, an immersive exercise in which students simulate a NATO Council session.



14–16 April  
**Hertie School wins award at  
DataFest Germany 2023**  
The Hertie School team wins the “Best Use of Outside Data” prize for their project “Improving Public Policy: Companies and Jobs Creation” at DataFest Germany 2023, a two-day hackathon event.



## 20 April Alejandra Leal Vallejo wins 2023 Alumni Achievement Award

Alejandra Leal Vallejo, Master of Public Policy alumna (2012), is recognised for her outstanding advocacy work in favour of safe mobility for pedestrians and cyclists in Mexico.

16–18 June  
**2023 Hertie Summit and  
Alumni Reunion**  
Around 250 alumni of the Hertie School and many more fellows of the Hertie Foundation meet for a three-day event which includes panel discussions, workshops and social events.

19 June  
**Henrik Enderlein  
Prize 2023**  
The Henrik Enderlein Prize 2023, which honours the late Hertie School President, is awarded to human rights expert Vladislava Stoyanova at the Federal Foreign Office. Political scientist Phillip Ayoub receives the jury's honourable mention.



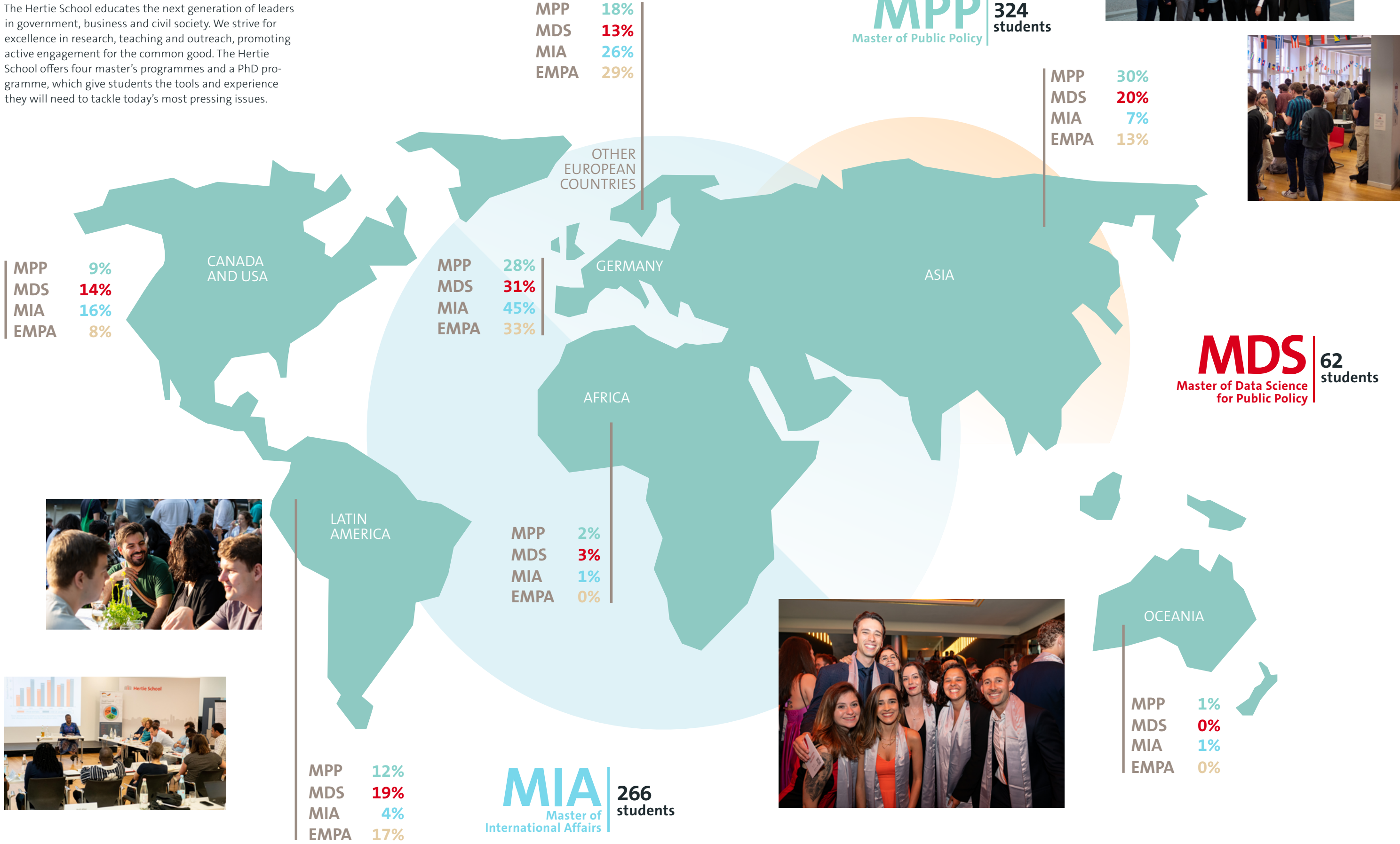
7 July  
**Hertie School PhD  
programme reaccredited**  
The German Science and Humanities Council grants the reaccreditation of the Hertie School to award PhD degrees and praises the university's outstanding research achievements and excellent working environment.





# STUDYING AT THE HERTIE SCHOOL

The Hertie School educates the next generation of leaders in government, business and civil society. We strive for excellence in research, teaching and outreach, promoting active engagement for the common good. The Hertie School offers four master's programmes and a PhD programme, which give students the tools and experience they will need to tackle today's most pressing issues.



# TEACHING IN THE 2022/2023 ACADEMIC YEAR

Theory meets practice: courses at the Hertie School reflect our understanding of practice-oriented study when it comes to equipping our students with state-of-the-art knowledge as well as the analytical and practical skills crucial to policy studies. Our internationally renowned faculty members are leaders in their academic and

## Course highlights

One of the most sought-after courses in the 2022/2023 Academic Year was **Managing Digitalisation & AI in Government**, taught by Slava Jankin and Gerhard Hammerschmid. This unique course brought together scholars from the realms of public management and data science to share their insights into the challenges and opportunities of digitalising the work of government around the world. Students from all three master's programmes took part in the course, creating a rich space for exchange and deliberation among students coming from a wide range of educational and professional backgrounds.



research fields, giving students access to extensive networks of experts and partners from politics and civil society. Alongside this, we are constantly adapting our curriculum to reflect real-world challenges and societal developments.

**Diagnosing Crony Capitalism & Kleptocracy**, taught by Alina Mungiu-Pippidi, brought together an inspiring group of experts from across Europe to examine why power is so often used for personal gain by leaders and how countries can build institutions to promote good governance. This course was offered in a hybrid format in collaboration with the National University of Kyiv-Mohyla Academy. While Hertie School students attended the course on-site, students in Kyiv followed the course online as every session was streamed. The course was enriched by guest instructors, including journalists, civil society representatives and Ukrainian civil servants engaged in the fight against corruption.

Our course **Ukraine: A European War**, which explored the causes, consequences and potential outcomes of Russia's invasion of Ukraine, was one of the most well-attended classes, as it reflected recent developments of world events. Taught by Wolfgang Sporrer, the course started with the historical background of the conflict and ended with an in-depth discussion of the conditions necessary for ensuring lasting peace in the region. The course also included a number of guest lecturers, such as Professor Anastasiya Leukhina of the Kyiv School of Economics and Hertie School Fellow, who gave their differing perspectives on the war.

**Read our student spotlight on Ukrainian MPP student and corruption expert Maria Mamedbekova, who co-taught Diagnosing Crony Capitalism & Kleptocracy.**



# MASTER OF PUBLIC POLICY

In the **Master of Public Policy (MPP)**, students gain knowledge and experience in how to promote effective policies in all sectors. Core courses in economics, the policy process, statistics, public management, and law provide a strong interdisciplinary foundation for understanding modern policymaking.

MPP students choose between two areas of concentration: *policy analysis* and *management and organisation*. In the *policy analysis* strand, students are given a thorough grounding in quantitative analysis methods that are essential for assessing the impact of public policies, and learn to apply cutting-edge quantitative methods to interdisciplinary policy challenges.

## Meet alumna Natascha Schoepl



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

I chose the Master of Public Policy at the Hertie School because after living abroad for more than eight years, I wanted to return to Europe and study at the heart of German politics. Berlin is a fantastic city, and I love the abundance of events and experiences it offers.

My decision to go to Hertie was also underpinned by the institution's reputation. The small class sizes at Hertie foster a more conducive learning environment than at bigger universities, encouraging close faculty-student interactions and facilitating in-depth discussions. That really enhances your overall educational experience. I chose the Master of Public Policy (Dual Degree with Sciences Po) because I wanted to immerse myself in Franco-German relations, and I felt that the MPP programme provides the perfect interdisciplinary, practice-oriented tools for my future.



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

In the *management and leadership* strand, students study foundational aspects of management, leadership and strategy in modern organisations, with a focus on organisational behaviour, policymaking and implementation. Students in this concentration focus on how to lead organisations, promote change and drive innovation.

The MPP is a highly flexible degree – in their second year, MPP students choose their six electives from over 70 possible courses. Overall, the MPP has a strong practical focus, equipping students with analytical, managerial and leadership skills to make a difference in a wide range of policy fields.

MPP students also have the opportunity to obtain a [Certificate in Digital Governance](#) and a [Certificate in Sustainability](#).

### What course(s) did you like best and why?

I enjoyed all of my courses at Hertie, but my favourites were the ones that provided new, deeper insights into topics that I was unfamiliar with, such as Conflict Management, Espionage & Diplomacy, and Politics of Memory. What made these learning experiences so great was the exciting field trips that accompanied them, including visits to iconic locations like Teufelsberg (a former secret intelligence location in Berlin), the Stasi Museum and various embassies. The courses that were interactive and fuelled by the professors' passion and genuine interest were the most enriching. I especially enjoyed the imaginative and thought-provoking assignments I received in these courses – for example, creating a national intelligence gathering programme and simulating negotiations in conflict situations.

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

Overall, the MPP programme not only equipped me with invaluable research and policy analysis tools, it also offered practical experience that has proven indispensable in my current career. I'm using the skills and knowledge that I gained during my MPP programme to assess and evaluate the effectiveness of current policies in the public sector. This involves conducting in-depth research and applying a critical lens in proposing improvements or adjustments. The focus of my work is to communicate these policies to the public through social media and to support election campaigns. The communication skills I cultivated during my studies have proven essential in crafting persuasive recommendations and presenting findings to stakeholders.



# MASTER OF DATA SCIENCE FOR PUBLIC POLICY

Today's complex issues call for a new generation of policy-makers and problem-solvers who can use data to make more effective policy decisions, combining the perspectives of government, civil society and the private sector.

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 to collect and analyse data – numbers, text and images – to tackle some of the most complex governance challenges of our time.

## Meet alumnus Benedikt Ströbl

### Why did you choose the Master of Data Science for Public Policy?

I was drawn to the Master of Data Science for Public Policy at the Hertie School because it offered a unique blend of cutting-edge data science methods and real-world policy applications. With a background in management and computer engineering, I was seeking an experience that would be both intellectually rigorous and impactful. One of the most important factors for making my decision was the opportunity to learn from the outstanding faculty both at the Data Science Lab and in other areas. With the vague idea of doing a PhD after my time at Hertie, I thought that taking classes and writing my thesis with accomplished faculty members would help me make that decision. Of course, as someone who is interested in politics but had never spent much time in Berlin, I was also excited to move there and gather some firsthand experience in the German political landscape. Now, looking back on my two years in Berlin, I'm happy to say that I achieved most of this and that I haven't questioned my decision for a single day since then.

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

Thinking about my time at the Hertie School, I'm most grateful for the deep friendships I formed, enriching discussions in the classroom, and the interesting events featuring outstanding personalities from diverse backgrounds who I had the opportunity to meet. This not only shaped my academic experience but also my perspective on the intersection of data science and public policy and

The programme combines cutting-edge methodological training in data science and state-of-the-art training in public policy, economics, law and governance, and management. MDS students examine how data can be used to drive policies and promote the public good in preparation for a career at the interface between public policy and data science.

MDS students also have the opportunity to obtain a [Certificate in Digital Governance](#) and a [Certificate in Sustainability](#).



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



its current challenges. The coursework I did at the Hertie School – especially classes like Mathematics for Data Science, Causal Inference, and Applied Network Analysis – was incredibly motivating and really equipped us with the tools to become data scientists in public policy.

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

The rigorous methodological training I received at Hertie has been instrumental in my current research at Princeton University. The skills I gained have given me the confidence to delve into complex research questions and contribute meaningfully to my field. I'm currently interested in gaining a deeper understanding of how online platforms are shaped by algorithms. The data science training I acquired at Hertie is helping me collect and make sense of data that enable me to capture the dynamics of these platforms. Whether in the public or the private sector, I'm convinced that these skills are invaluable for anyone hoping to make an impact with evidence-based decision-making.

The time I spent at Hertie will always remain dear to me, and I'm excited about what's to come!

# MASTER OF INTERNATIONAL AFFAIRS

The **Master of International Affairs (MIA)** prepares students for careers that call for an acute understanding of how countries, organisations and societies interact across borders to tackle complex policy challenges. MIA students attend courses in global politics, economics, international law, and statistics, as well as practical courses in international negotiation that simulate real-life conditions.

MIA students choose between one of three areas of concentration: *international security*, *European governance*, and *human rights and global governance*. Each strand has three specialised courses, which students take in the second semester of their first year of study. In their

second year, students take three elective courses in their area of concentration and develop further expertise in their respective thematic field. MIA students also take three free (portfolio) electives in their second year, which enable them to customise their educational experience according to their professional interests and goals.

MIA students also have the opportunity to obtain a [Certificate in Digital Governance](#) and a [Certificate in Sustainability](#).

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



## Meet alumna Hannah Kurnoth

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

Throughout my childhood and youth, I was always politically and socially engaged. So when I decided to move from my bachelor's in economics to a master's in international affairs, the Hertie School quickly came to mind because a friend of mine had studied there. The variety of the curriculum and opportunities to learn and engage beyond the classroom were especially convincing. Thanks to my scholarship, I was able to follow my heart and I haven't regretted my decision since. Not only did the Hertie School enable me to study in an inspirational, driving, dedicated and aspirational environment, I also made some of my best friends at Hertie. Not only that: thanks to the support of the Hertie community I also landed my first job in Berlin.

### What was your favourite course and why?

A lot of my Hertie courses were special, so I can't pick "the one and only". I really enjoyed International Law by Professor Başak Çalı, Governance in Areas of Limited Statehood with Dr Gregor Walter-Drop, International Organisations with Harry Bauer, Wolfgang Ischinger's class on Diplomacy, and International Conflict Management with Wolfgang Sporrer. What I liked most about my studies at the Hertie School was that discussions always went on for longer than our time in class and sometimes even until late at night over a bottle of wine or a beer. Professors usually encouraged active discussion, and my courses really profited from the diverse expertise and backgrounds among us students.



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

I'm using a lot of bits and pieces of what I've learned at the Hertie School on a daily basis in my job at the German Federal Foreign Office. As German diplomats, we're required to be flexible throughout our careers as we work in a variety of different topics and fields of expertise. The Hertie School prepared me very well for this by enabling me to learn about manifold subjects like economics, international law, security, sustainability, equality, and international organisations in just one degree programme.

Academics aside, the Hertie School allowed me to study with dedicated and inspirational people and showed me how we can support each other as a community. The most important thing I've learned at the Hertie School is to build up and rely on a strong network of friends and professional contacts. Together we can make the world a better place for everyone.

# PHD PROGRAMMES

The start of the 2022/2023 fall semester marked the tenth anniversary of Hertie School's PhD programme. Over the past decade, more than 50 PhD researchers have defended their dissertations and most have continued their academic careers.



The 2022/2023 Academic Year concluded on a positive note for doctoral education at the Hertie School: following a comprehensive evaluation process, the German Science and Humanities Council recommended the reaccreditation of the Hertie School to award PhD degrees. In its July 2023 decision, the council praised the university for its outstanding research achievements and for providing a stimulating environment for PhD researchers. The council also praised the range of courses available, the excellent working conditions, and the university's reliable administrative and financial support for PhD researchers. The Hertie School was also commended for its gender balance among professors and PhD researchers.

Offering doctoral education puts the Hertie School on the map of research universities in Berlin and around the world. In addition to its Doctoral Programme in Governance, the university runs three joint doctoral programmes in the social sciences with leading universities and research centres in Berlin: the DFG-funded graduate school DYNAMICS; the Berlin Graduate School for Global and Transregional Studies (BGTS), the doctoral school of the Excellence Cluster SCRIPTS; and the Berlin School of Economics. The Hertie School also closely cooperates with its European partners on doctoral education within CIVICA – the European University of Social Sciences.

## Publication highlights

PhD researchers published 23 peer-reviewed journal articles during the 2022/2023 Academic Year, and two dissertations were published as books.

### Peer-reviewed publication highlights

**Rackwitz, Maïke** (2023). Fraught with tension? A machine-learning approach to termination traits of public corporations in English and German local governments. *Public Management Review*.

**Oswald, Lisa, et al.** (2022). A systematic review of world-wide causal and correlational evidence on digital media and democracy. *Nature Human Behavior*.

**Stoll, Julius** (2022). The cost of honesty: Field evidence. *Journal of Behavioral and Experimental Economics*, Volume 101.

**Ruhnau, Oliver, et al.** (2022). Blue hydrogen and industrial base products: The future of fossil fuel exporters in a net-zero world. *Journal of Cleaner Production*, Volume 363.

**Khanna, Tarun** (2022). Using agricultural demand for reducing costs of renewable energy integration in India. *Energy*, Volume 254, Part C.

### Books (published dissertations)

**König, Franca** (2022). The rise of EU police cooperation: Governing differentiated integration. Routledge.

**Obendiek, Anke S.** (2022). Data governance: Value orders and jurisdictional conflicts. Oxford: Oxford University Press.

### Find out more about the PhD programme



# HERTIE SCHOOL PHD DEFENCES IN THE 2022/2023 ACADEMIC YEAR

## Doctoral Programme in Governance

**Philipp Darius:** Are social media platforms accelerators of democratic fragmentation? Philipp now works as a post-doctoral researcher at the Centre for Digital Governance, Hertie School.

**Maïke Rackwitz:** Understanding the causes, dynamics, and consequences of corporatization: An analysis of local government evidence in England and Germany. Maïke now works as a Public Sector Consultant at Cassini Consulting.

**Christoph Abels:** Tinker tailor soldier lie: Investigating intra- and extra-individual factors of susceptibility to false information. Christoph now works as a postdoctoral researcher at Potsdam University.

**Diego Salazar:** Patterns towards effective policy implementation in patrimonialist bureaucracies. Diego is now an Assistant Professor in Public Administration at Leiden University.

**Tarun Khanna:** Essays on economics of energy systems transformation: Incentives and policies. Tarun now works as an Assistant Professor of Energy and Climate Policy at the University of British Columbia, Vancouver.

**Till Schöfer:** Trading places: Rethinking trade governance and the status of emerging powers. Till now works as a guest lecturer at Freie Universität Berlin and as an Economic Policy Officer at the British Embassy in Berlin.

**Moritz Kleinaltenkamp:** The future is now: Non-linear temporality in blockchain organizing. Moritz now works as a postdoctoral researcher at Copenhagen Business School.

The **Dynamics of Demography, Democratic Processes and Public Policy** (DYNAMICS) – joint doctoral programme with Humboldt University Berlin

**Sarah Schmauk:** Divorce and economic wellbeing: A life course perspective on the interplay of work-family lives in West Germany and Sweden. Sarah now works as a post-doctoral researcher at Rostock University.

**Joshua Cova:** The new political economy of wage formation: Party-political preferences, growth models and EU preferences. Joshua now works as a postdoctoral researcher at King's College London.

**Cristina Samper:** Employment trajectories of women with a migration background in Germany: A life course perspective. Cristina now works as a postdoctoral researcher at Potsdam University.





# EXECUTIVE MASTER OF PUBLIC ADMINISTRATION

The **Executive Master of Public Administration (Executive MPA or EMPA)** 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, and global governance

challenges, areas of increasing relevance for managers, decision-makers and leaders working in the public sector, business and civil society. Through tailored workshops, students get a firsthand look either at EU policymaking in Brussels or German federal government policymaking in Berlin. Students learn not only from renowned international faculty members and practitioners, but also from their fellow students' expertise. Far more than just a course of 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 2022 Executive MPA graduating class



In September 2022, the Hertie School conferred degrees on 18 graduates of the Executive MPA programme. After the pandemic pushed classes and graduation online over the previous two years, the 2022 Executive MPA graduation ceremony once again took place in person.

Hertie School President Cornelia Woll addressed graduates at the ceremony: *"Your diversity in background and richness in experience have enabled you to take on a very special perspective among all students at the Hertie School."*

Dr Obiageli "Oby" Ezekwesili, co-founder of Transparency International, former education minister in Nigeria and President of Human Capital Africa gave the commencement speech. "The tasks that our privileges have assigned us today are too numerous to have only the job-seeker's mindset," she said. "We who have been trained in policy schools know that policy windows are usually fleeting and span a short period, when we must rise as though no one else is available to do that one thing that we know could make a difference.

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



# EXECUTIVE EDUCATION

In our ever-changing world, lifelong 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 and innovation in governance and administration with capacity development through leadership and management skills.



# EXECUTIVE EDUCATION COURSE HIGHLIGHTS

## 1 Transformational Certificate

**in cooperation with the Intersectoral School of Governance Baden-Württemberg (ISoG BW) and the NRW School of Governance (University of Duisburg-Essen)**

In collaboration with the Duale Hochschule Baden-Württemberg (DHBW), the Intersectoral School of Governance (ISoG BW), the Wissenschaftscampus NRW and the NRW School of Governance, Hertie School Executive Education launched its second Transformational Certificate Executive Training Programme. The course consists of three modules, each held in a different region, aiming to introduce executives from German public administration, civil society and the private sector to the concepts, challenges and dimensions of systemic transformation in their regions. Theoretical content is contextualised through various learning formats that provide practical, hands-on knowledge and insights into recent developments in specific areas of transformation. This year, participants delved into key topics such as transportation and mobility, migration, crisis or transformation governance, energy/climate transformation, and digitalisation.

The Transformational Certificate programme is designed to foster peer learning and in-person interactions with renowned experts, as well as the formation of a cross-sectoral network of executives who are prepared to steer change in times of profound systemic transformation. This certificate not only enhances professional development but also contributes to the collective effort of building a more sustainable and resilient society in Germany.



## 2 Executive Training Programme on Public Sector Leadership

**in cooperation with the Development Academy of the Philippines (DAP)**

Following the successful conclusion of a Memorandum of Understanding between the Hertie School and the DAP, Hertie School Executive Education developed a five-day training programme, which welcomed 27 high-level civil servants from both the House of Representatives and the Senate of the Philippines. The executive programme's objectives were to provide comprehensive learning in evidence-based policymaking, legislation and leadership, with a focus on comparative analysis. It exposed Philippine officials to global governance trends and practical public sector leadership experiences. Additionally, it encouraged them to critically assess German public sector approaches and their potential applicability in the Philippines. By engaging in a comparative analysis of different approaches employed in German legislative bodies, participants were challenged to think critically about the most effective ways to promote good governance and leadership in the public sector.



## 3 Recharging Advocacy for Rights in Europe (RARE) II

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

The 2022/2023 Academic Year saw the continuation of the RARE programme, oriented towards capacity-building activities, cross-border empowerment and forging stronger solidarity networks among human rights NGOs in the EU. The cohort of 27 human rights defenders from 16 EU states and Belarus embarked on a series of ten camps where they engaged in skills workshops, knowledge-sharing, networking and advocacy meetings across Europe. During the seven camps that took place in Heraklion, Tallinn, Berlin, Warsaw, Vienna, The Hague and Madrid, participants had the opportunity for exchanges with members of the Council of Europe, the EU Agency for Fundamental Rights, government officials and the OSCE/ODIHR, as well as with other key actors in the field of human rights. Moreover, RARE connected participants to Hertie faculty members, who taught training programmes in open-source investigation methods, advocacy and policy writing, and more. We are proud to see the programme continue in the 2023/2024 year, when four more camps await our RARE human rights defenders. RARE is funded by a network of donors, including Stiftung Mercator, the United States Agency for International Development, various Open Society Foundations, the German Federal Foreign Office, and the National Endowment for Democracy, among others.



## 4 Transformation and Networking Training for Female Leaders

**in cooperation with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)**

Presented jointly by Hertie School Executive Education and the Eastern Partnership Regional Fund for Public Administration Reform (PAR), GIZ, our Executive Training Programme in Berlin was dedicated to enhancing women's leadership within the public sector. The two-week training programme welcomed accomplished female executives from GIZ's Eastern Partnership countries (Ukraine, Georgia, Moldova, Armenia, and Azerbaijan), offering immersive training in political communication, adaptive leadership, human resources and organisation, followed by discussions with experts at the German Bundestag and relevant ministries. Rooted in our main goals of strengthening leadership abilities, supporting personal growth and fostering innovation, this initiative empowered female leaders to drive positive change within their organisations. Followed by a networking event, the programme enabled participants to develop cross-border relationships, exchange insights and broaden horizons, enriching their professional journeys.



**See what we're  
up to on LinkedIn**



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



# ALUMNI: A GLOBAL NETWORK



## Intersectoral: Careers in all fields

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

**46%**

PRIVATE SECTOR

- 3% Entrepreneurs and freelancers
- 13% Strategy consultants
- 13% Public sector consulting and governmental affairs
- 16% Other private sector



**31%**  
PUBLIC SECTOR

- 15% German public organisations
- 7% International organisations
- 9% Other national public organisations

**23%**  
THIRD SECTOR

- 14% Research and think tanks
- 9% NGOs and foundations

Statistics from 90% of alumni, as of 1 August 2023

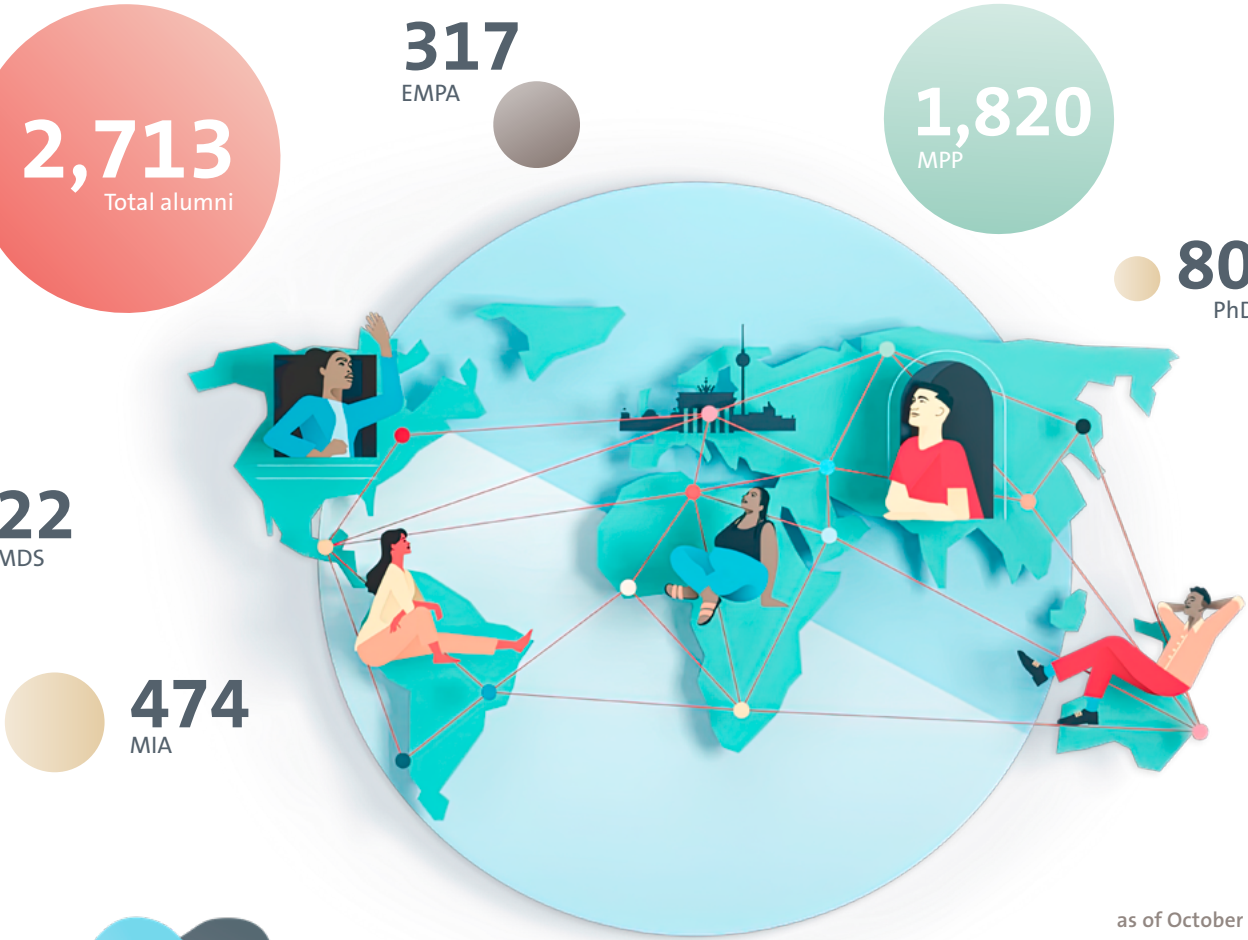
## The 2022/2023 Academic Year for alumni

In the 2022/2023 Academic Year, our vibrant global alumni community continued to grow and expand its activities around the world. 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 policymakers to discuss topics such as how COVID-19 has strained health systems globally and how regulatory environments require more attention. Alumni chapter leads from around the world organised the third iteration of Hertie’s Alumni Month, held in November and featuring 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. And in March 2022 a new alumni chapter was launched in Vienna, the fifteenth in the university’s global network.

Finally, over 350 alumni from around the world came together for the Hertie Summit and Alumni Reunion, the biggest in the university’s history, co-organised with the Hertie Foundation’s Fellows & Friends Programme. During the three-day event, Alumni Achievement Award 2023 recipient Alejandra Leal Vallejo (MPP 2012) was officially recognised for her outstanding advocacy work in the field of safe mobility in Mexico and her contribution to the passing of the country’s first national Mobility and Road Safety Law. The Hertie Summit also featured nearly 30 alumni speakers, who showcased their expertise and led discussions on a wide range of pressing issues.

## A growing community of graduates



**Find out more about  
our alumni community**

# RESEARCH

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

The university’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 as well as with civil society organisations. Our faculty publish in leading international journals, contribute to academic and policy conferences, and are regularly called upon for their expertise by government and media bodies. Hertie School researchers also cooperate closely on research projects across Europe, both independently and in the context of the EU’s CIVICA initiative.

## Major research and outreach initiatives

### CIVICA

The European University for Social Sciences

### ERCAS

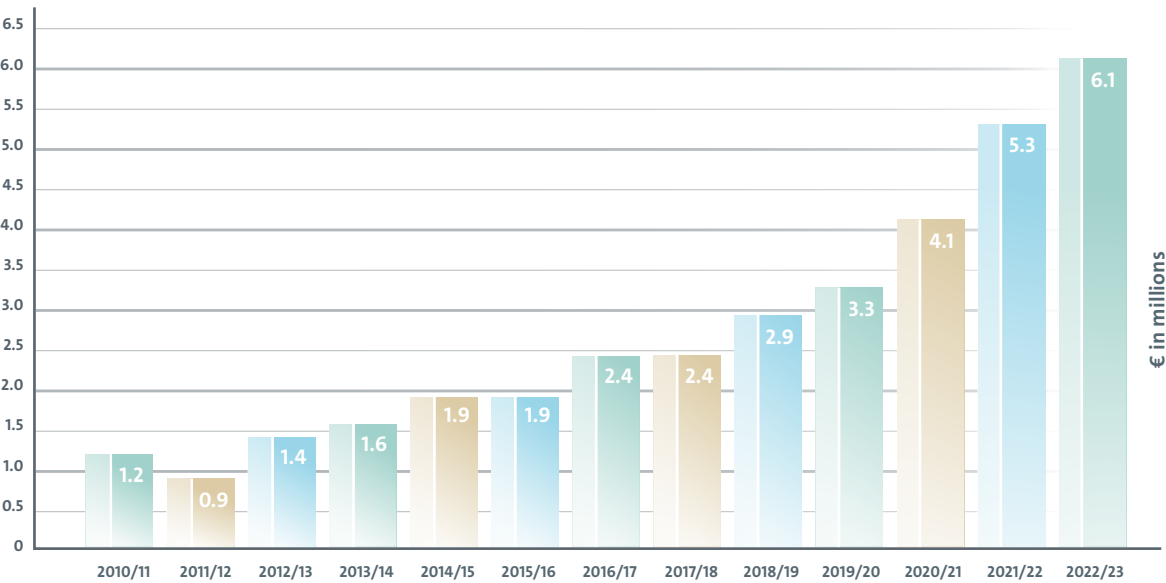
European Research Centre for Anti-Corruption and State Building

### SCRIPTS

Contestations of the Liberal Script

# THIRD-PARTY FUNDING

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



# SELECTED RESEARCH PROJECTS

## 1 CATALYSE

CATALYSE is an interdisciplinary consortium of 20 European institutions that investigates the links between environmental harms and potential health crises in Europe. The goal of the project, run by the Data Science Lab at the Hertie School, is to provide new knowledge, data and tools for investigating the relationships between changes in environmental hazards caused by climate change, ecosystems and human health; the health benefits of climate action; the role of health-related evidence in decision-making; and the societal implications of climate change for health systems. CATALYSE is part of the European Climate-Health Cluster and has received Horizon Europe funding from the European Commission.

[Find out more about CATALYSE](#)



[Find out more about Deep Impact through Soft Jurisprudence](#)

## 3 REBALANCE

Led by Professor Johanna Mair and Professor Sébastien Mena, the research project “Reframing disruptive business in multinational corporations and global value chains within a democratic and inclusive citizenship process” addresses how to re-embed democracy in capitalist systems at a time when democracies are coming under increasing threat in many parts of the world and where power is concentrated among ever fewer and larger corporations. The project focusses on alternative forms of organising, such as social enterprises, and investigates whether and how they can help strengthen democratic principles in economies and societies. REBALANCE will also create a permanent observatory on democracy and capitalism which will, among other things, become an incubator of social enterprises that foster democracy and democratic ways of working.

[Find out more about REBALANCE](#)



## 2 DEEP IMPACT THROUGH SOFT JURISPRUDENCE

Led by the Centre for Fundamental Rights, the “Deep Impact through Soft Jurisprudence” project examines how the case law of the UN Human Rights Treaty Bodies (UNTBs) contributes to the development of international human rights law. Although UNTBs are at the vanguard of international human rights law, they are poorly understood. The Deep Impact through Soft Jurisprudence project addresses this knowledge gap in two ways: it systematises knowledge about UNTB case law by identifying and analysing major cases in UN human rights law, and it studies the impact of UNTB case law on the case law of international courts, tribunals and commissions.



# PUBLICATION HIGHLIGHTS

Hertie School expertise has appeared in numerous prestigious publications, handbooks, manuals, monographs and original articles in highly influential peer-reviewed journals.

**Cingolani, Luciana** (2022). *Representative bureaucracy and perceptions of social exclusion in Europe: Evidence from 27 countries*. In Administration & Society.

**Dawson, Mark; Jachtenfuchs, Markus** (2022). *Autonomy without collapse in a better European Union*. In Oxford: Oxford University Press.

Ohlendorf, Nils; **Flachsland, Christian**; Nemet, Gregory F.; Steckel, Jan Christoph (2022). *Carbon price floors and low-carbon investment: A survey of German firms*. In Energy Policy 169 (113187).

**Graf, Lukas** (2022). *Conflictual and consensual class relations in collective governance: Comparing the expansion of short apprenticeships in Germany and Switzerland*. In Social Policy & Administration.

**Salazar-Morales, Diego A.; Hallerberg, Mark** (2022). *The role of fiscal coordination and partisanship in the Spanish fiscal federalist system*. In Regional & Federal Studies 32 (5), pp. 617–639.

**Hammerschmid, Gerhard; Palaric, Enora; Rackwitz, Maïke; Wegrich, Kai** (2023). *A shift in paradigm? Collaborative public administration in the context of national digitalization strategies*. In Governance, pp. 1–20.

**Kaack, Lynn**; Dönti, Priya L.; Strubell, Emma; Kamiya, George; Creutzig, Felix; Rolnick, David (2022). *Aligning artificial intelligence with climate change mitigation*. In Nature Climate Change 12, pp. 518–527.

**Kreyenfeld, Michaela**; Konietzka, Dirk; Lambert, Philippe; Ramos, Vincent Jerald (2023). *Second birth fertility in Germany: Social class, gender, and the role of economic uncertainty*. In European Journal of Population 39.

Jugl, Marlene; Pagel, William A. M.; Garcia Jimenez, Maria Camilla; Salendres, Jean Pierre; **Lowe, Will**; Malikova, Helena; **Bryson, Joanna** (2023). *Spamming the regulator: exploring a new lobbying strategy in EU competition procedures*. In Journal of Antitrust Enforcement.

Jakob Sadeh, Linda; **Mair, Johanna** (2023). *Reinforcing political inequality through diversity initiatives: A field-level perspective*. In Journal of Management.

Coraiola, Diego M.; Foster, William M.; **Mena, Sébastien**; Foroughi, Hamid; Rintamäki, Jukka (2023). *Ecologies of memories: Memory work within and between organizations and communities*. In Academy of Management Annals 17 (1), pp. 373–404.

Pek, Simon; **Mena, Sébastien**; Lyons, Brent (2022). *The role of deliberative mini-publics in improving the deliberative capacity of multi-stakeholder initiatives*. In Business Ethics Quarterly 33 (1), pp. 102–145.

**Munzert, Simon**; Ramirez-Ruiz, Sebastian; Barberá, Pablo; Guess, Andrew M.; Yang, JungHwan (2022). *Who's cheating on your survey? A detection approach with digital trace data*. In Political Science Research and Methods, pp. 1–9.

Stoetzer, Lukas F.; **Munzert, Simon**; **Lowe, Will**; **Çalı, Başak**; **Gohdes, Anita R.**; Helbling, Marc et al. (2022). *Affective partisan polarization and moral dilemmas during the COVID-19 pandemic*. In Political Science Research and Methods, pp. 1–8.

**Prasad, Shubha Kamala**; Arora, Maneesh; Sadhwani, Sara (2023). *Attitudes of the Indian-American diaspora towards politics in India*. In Global India. London: Routledge, pp. 208–225.

Koc-Michalska, Karolina; Klinger, Ulrike; Bennett, Lance; **Römmele, Andrea** (2023). *(Digital) campaigning in dissonant public spheres*. In Political Communication.

**Ruhnau, Oliver; Eicke, Anselm; Sgarlato, Raffaele**; Tröndle, Tim; **Hirth, Lion** (2022). *Cost-potential curves of onshore wind energy: The role of disamenity costs*. In Environmental and Resource Economics.

Schmitt, Tugce; Haarmann, Alexander; **Shaikh, Majaheed** (2022). *Strengthening health system governance in Germany: Looking back, planning ahead*. In Health Economics, Policy and Law 18 (1), pp. 14–31.

**Shaikh, Majaheed**; Ota, Elsa; van Gestel, Raf (2023). *Childhood immunization and competing mortality risks in Kenya: A longitudinal analysis for multiparous mothers*. In The Journal of Pediatrics.

**Turkoglu, Oguzhan; Ditzmann, Ruth K.**; Firestone, Berenike (2023). *Commemorating local victims of past atrocities and far-right support over time*. In PNAS 120 (28)

# CENTRES OF COMPETENCE

The Hertie School has substantially expanded its expertise in key policy fields by creating six centres of competence. Our centres focus on key governance challenges in European affairs, international security, fundamental rights, sustainability, digital governance, and data science.



**Centre for Digital Governance**

**Centre for Fundamental Rights**

**Centre for International Security**

**Centre for Sustainability**

**Jacques Delors Centre**

**Data Science Lab**

# CENTRE FOR DIGITAL GOVERNANCE

The **Centre for Digital Governance** is a Berlin-based gateway to the governance of digital transformation. The centre aims to promote digitalisation where appropriate to improve public well-being.

The Centre for Digital Governance promotes discourse linking academic researchers with regulators, policymakers, civil servants and civil society advocates. The centre's goal is to establish positive feedback loops that promote evidence-based policy (design, evaluation and implementation) and to build up academic scholarship inspired by the issues of today.

The centre's activities focus on three areas: how civil servants deal with digital transformation and how governments can adapt new technologies to improve policymaking; how to govern those who provide digital services, with a particular focus on platform governance

and social media; and how trends in digitalisation affect society and how to produce positive outcomes for human development, concentrating on artificial intelligence.

The Centre for Digital Governance strives to engage its master's students and alumni community through its "Careers in Digital Governance" and "Digital Governance in Practice" series of events, which give participants the chance to engage with experts and strengthen the community. The centre translates its research into teaching by offering courses such as "Governance and politics of artificial intelligence", "Social media, democracy and stability" and "Public service in the digital age". The centre also highlights students' work in the form of a thesis prize in the area of digital governance, and awards a Certificate in Digital Governance to students who devote a significant proportion of their studies to coursework relating to issues of digital governance.

## Centre flagship project focusses on the Digital Services Act

In October 2022, Brussels passed into law the Digital Services Act (DSA) to regulate tech companies in charge of social media platforms, yet its implementation remains in the hands of individual countries and Digital Service Coordinators (DSCs). To address this, the centre has embarked on a flagship project that brings together all the centre's researchers. Following a themed workshop in January, the centre published a policy brief, Implementing the Digital Services Act: Empowering European Digital Service Coordinators with Robust Oversight of Social Media.<sup>1</sup>

The authors lay out three recommendations for action. First, the supervisory authority should have the broadest possible access to scholarly research and should draw on it when formulating and implementing its goals and decisions. Second, independent, fast and flexible work is key to the DSC's success: the tech industry is evolving fast, so policymakers need the technical and human capacities to respond quickly and ensure knowledge transfer. Third, because social media corporations are often based in locations where they benefit from low taxation, for instance, national coordinators for digital services need to have sufficient capacities to prevent companies from opting for one location over another.

As part of this project, the centre's researchers conducted interviews with policymakers throughout 2023, and in March some of the centre's staff participated in a



workshop in Amsterdam covering data access in the context of the DSA's provisions. In June, the centre also hosted a discussion featuring a panel of experts, including Svea Windwehr (Google Germany), Helena Schwertheim (ISD Germany), Dr Armin Jungbluth (Bundesministerium für Wirtschaft und Technologie), and centre researchers Professor Joanna Bryson and Dr Philipp Darius.

**Learn more about the Centre for Digital Governance**



<sup>1</sup> Written by Philipp Darius and Daniela Stockmann, Joanna Bryson, Luciana Cingolani, Rachel Griffin, Gerhard Hammerschmid, Maximilian Kupi, Haytham Mones, Simon Munzert, Rónán Riordan and Simona Stockreiter.

# CENTRE FOR FUNDAMENTAL RIGHTS

Founded in 2020, the **Centre for Fundamental Rights** is a hub of academic excellence for research, teaching and public engagement on fundamental rights in domestic, regional and global law and governance. The heart of the centre's work is impactful research and research-informed teaching alongside public engagement. The centre focusses on contemporary and emerging challenges to the protection of fundamental rights and the role of law and governance in addressing these challenges. Research excellence, interdisciplinarity, policy-oriented research, and establishing an inclusive and diverse research environment are the centre's core mission.

Research and teaching activities at the Centre for Fundamental Rights currently focus on four cross-cutting contemporary challenges: asylum and migration, authoritarian practices, the climate crisis, and new technologies. Staff from the centre study these challenges by engaging with the law and politics of institutional responses by the

United Nations, the Council of Europe, the European Union, the Organization of American States, the United Nations High Commissioner for Refugees and the International Organisation of Migration. In doing so, the centre provides extensive expertise on human rights and global governance to Hertie students and those working in the field of human rights policy and practice, both in Berlin and on the wider international stage.

The centre's researchers offer graduate courses on human rights and migration, human rights and new technologies, and human rights and the climate crisis. Thanks to the centre's close relationship with stakeholders and partners, the centre also offers professional development courses on human rights campaigning and open-source investigations relating to human rights issues, equipping Hertie School students with crucial skills for their careers. The centre also organises regular events on the theme of human rights policy and practice.

## High-level events and new research projects

On 13 October 2022, the Centre for Fundamental Rights welcomed Reem Alabali-Radovan, Minister of State to the Federal Chancellor, Federal Government Commissioner for Migration, Refugees and Integration and Federal Government Commissioner for Anti-Racism, who gave a keynote lecture on "Current opportunities and challenges of migration and integration politics in Germany". On 25 May 2023, as part of the CIVICA Excellence Tours, Jacques Delors Professor of European Union Law at the University of Oxford Iyiola Solanke gave a distinguished lecture on "Centering Black Women in EU Equality Law".

The centre also organised a number of events to support early-career scholars. In June 2023, the fourth Annual Workshop on Research Methods in Fundamental Rights took place to provide training to doctoral and early-career legal researchers on a range of methods in human rights research. A total of 17 participants from 13 different universities participated in this three-day workshop.

The year also saw the launch of three new externally funded research projects at the centre: Deep Impact through Soft Jurisprudence, a DFG-funded research project led by Professor Başak Çalı, studies how UN Human Rights Treaty bodies develop international human rights law against the backdrop of old and new human rights challenges; FRAMES, funded by the Volkswagen Foundation and led by Dr Esra Demir-Gürsel, focusses on how the cross-cutting challenges of authoritarianism,

migration and the climate crisis are framed through human rights law in Europe; and ReLiCon, led by Dr Ivo Gruev, investigates how religious arguments are mobilised to serve anti-constitutional ends in eastern and central Europe.



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



**Centre for Fundamental Rights 2022/2023 Annual Report**



# CENTRE FOR INTERNATIONAL SECURITY

The **Centre for International Security** fosters the study of and debate around 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-oriented research on international security. The centre's four major research themes are grand strategy, nuclear policy, states and non-state actors, and digital technology and security.

The Centre for International Security'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. The centre brings together experts from academia, civil society, business and politics. Through its various activities, it is building a community of international security professionals that is continuously growing and becoming increasingly visible and active across different sectors. The centre's focus is squarely on Hertie students and alumni, helping them discover and map out promising, fulfilling and inspiring careers.

## The centre's activities help students explore careers in international security

This year, the Centre for International Security created many opportunities for students to gain insights into careers in international security. Initiating a new series of events, "Hands-On Security", the centre offered a behind-the-scenes look at international politics, hosting Christoph Heusgen, Chairman of the Munich Security Conference, and Hertie alumna Karoline Klose, who spoke on trauma in international development work. The centre also relaunched its podcast, *Berlin Security Beat*, for a second season. This focussed on careers, interviewing guests with experience in journalism, think tanks, government, academia and intelligence services, among other professions.

In March 2023, the Centre for International Security collaborated with NATO Allied Command Transformation (ACT) to organise *Model NATO*, an immersive exercise in which students role-play as Permanent Representatives of NATO member states in a simulated North Atlantic Council session. The centre was the first institution in the world to have students negotiate NATO's posture on the High North in a scenario designed by NATO staff. By integrating the event into core courses, the centre's faculty members were able to involve 75 first-year students.

In concert with the NATO ACT team, the centre also hosted two mentoring sessions for all interested Hertie students. Offering an inside look at careers at NATO, the mentoring sessions proved extremely popular. Many students later applied for jobs at NATO.

Following the simulation's successful first iteration, the centre is already planning the next *Model NATO* with NATO ACT in spring 2024.



Another offering popular among our students was the ongoing mentoring series. The centre organised six mentoring sessions with alumni and other international security professionals, providing tailored, informal settings for students to learn about different career paths and obtain firsthand insights from professionals. The centre also actively collaborated with the Hertie School Security Club to co-host a career networking event and organised four Centre Happy Hours for students to network with centre staff and others interested in the field.

**Learn more about the Centre for International Security**



# JACQUES DELORS CENTRE

The **Jacques Delors Centre** strives to promote a stronger Europe in the spirit of its namesake, recently deceased 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.

Through its events, the centre brings together experts from academia, civil society, business and politics.

Its Policy Fellows make recommendations to decision-makers and the general public and help to drive European policy forward. The centre's analyses provide an independent, non-partisan view of European policy processes and decisions. Meanwhile, the research arm monitors European integration. In close exchange with scholars from all over the world, the research team conducts theoretically grounded empirical research into EU issues from legal, political and economic perspectives.

## A new era for the Jacques Delors Centre

With the war in Ukraine, talks concerning EU enlargement and fundamental questions about the institutional framework of the European Union, the EU stands on the threshold of a new era. The 2022/2023 Academic Year also heralded a season of change for the Jacques Delors Centre. The academic year began with Dr Johannes Lindner joining the centre as Co-Director and as the inaugural Henrik Enderlein Fellow. Under the leadership of Johannes Lindner, the centre has spent the past year forging new paths. The year 2023 saw the Jacques Delors Centre Policy Fellow team expand – Fellows now work on a wider variety of EU policy topics including institutions and democracy, economic policy, foreign and security policy, and sustainability and transformation.

In December 2022, the centre celebrated the first fully in-person iteration of the annual *Pariser Platz Dialogue* event, which brings together top decision-makers from France and Germany to discuss the most pressing issues of our time. This year, guests such as Jörg Kukies (State Secretary, German Chancellery), Enrico Letta (former Prime Minister of Italy) and Benoît Cœuré (President of France's Competition Authority) came together to discuss many

prominent issues facing Europe including the war in Ukraine, coordinating national energy policies, and preparing for EU enlargement.

On the theme of evolving for a new era, centre Senior Policy Fellow Thu Nguyen spent 2023 as a member of the Franco-German Expert Group on EU Institutional Reforms, headed by German Minister of State for Europe and Climate Anna Lührmann and French Secretary of State for European Affairs Laurence Boone. The expert group met multiple times throughout the year to draw up a report on the institutional reforms necessary for a future-ready European Union. For updates on the expert group's report and other EU policy developments, you can read the centre's publications or check out the *EU to go* podcast, hosted by Thu Nguyen herself.

**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. A key focus of the centre's work is the global transition to net zero greenhouse gas emissions, which requires a transformation of energy systems, robust climate policies at all levels of government, and sustainability transitions in many sectors.

The centre takes an international and interdisciplinary approach to research, collaborates with partners from all over Europe, and combines economic approaches with

insights from political science, computer science and engineering. Its two primary research areas are climate policy and energy policy.

The centre prepares master's students to be leaders in the global sustainability transition, combining academically rigorous programmes with practical insights. The centre's faculty members and researchers offer a wide variety of courses, including "The Policy Process: Climate Policy to Carbon Pricing and Energy Economics", alongside extra-curricular activities such as research colloquia, mentoring programmes, and networking and career-focussed events.

## Research and policy advice beyond the energy crisis

In the autumn and winter of 2022, Germany and Europe experienced the most serious energy crisis in a generation, with oil and gas prices skyrocketing, pipelines closed and shortages looming. Researchers from the Centre for Sustainability played a key role in providing research-based advice to policymakers throughout the crisis.

In September 2022, the German federal government appointed Professor Lion Hirth to the Expert Commission for Heating and Gas. The commission drew up a series of recommendations for the government that brought relief to consumers, easing the burden of high energy costs without eliminating incentives for saving energy.

In May 2023, energy policy researchers at the centre published a paper, "[Natural gas savings in Germany during the 2022 energy crisis](#)", in the journal *Nature Energy*.

The study showed that gas consumption in Germany fell by 23 per cent in the second half of 2022 in response to the crisis. The paper was cited by major media outlets and top government officials, reflecting both the academic excellence and the timely policy applications of its researchers' work.

Beyond the energy crisis, the transition to renewable energies and implementation of climate policies remains a key prerequisite for a secure and sustainable future. Led by Professor Christian Flachsland, the Climate Policy team analysed policy and governance options for the net zero transition. They examined the climate policy preferences of German citizens, which highlighted the need for policymakers to understand the views of constituents when shaping and communicating the climate policies of the future.

True to its mission of training tomorrow's leaders, the centre also launched a new [Certificate in Sustainability](#) programme, which allows students who focus on climate, energy and sustainability during their master's studies to enhance and deepen their expertise.



**Learn more about  
the Centre for  
Sustainability**

# DATA SCIENCE LAB

The **Data Science Lab** tackles societal challenges using computational and data-focussed methods. The lab fosters excellence in data science research, education and application to enable more targeted decision-making for the common good. With the Master of Data Science for Public Policy (MDS), 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 Data Science 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; machine learning and deep learning; AI and climate change policy; organisational and political context; and ethics and governance.

The Data Science 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, and the MakerSpace for content creation.

The Data Science Lab also organises regular data science events, meet-ups, seminars and workshops to enrich campus life and contribute to scientific discourse in Berlin.

## First cohort of MDS graduates and new Data Science Lab leadership

One of the most notable accomplishments of the Data Science Lab in the past year was the graduation of the first cohort of the MDS programme. Twenty-two students from the inaugural class graduated from the programme with a Master of Science degree. Many of these have already secured coveted positions in the private and public sectors and have been accepted onto prestigious PhD programmes at Princeton University and the University of Mannheim.

In the 2022/2023 Academic Year, the lab also saw a change of leader as Simon Munzert, Professor of Data Science and Public Policy, took over as Director, succeeding Professor Slava Jankin. Alongside Jankin, Munzert has been instrumental in establishing the MDS programme and developing lab activities. Under Munzert's leadership, the Data Science Lab will continue its mission to further the common good through research, teaching and knowledge-sharing to benefit society in our increasingly data-oriented world.

This past year also witnessed the launch and ongoing research of the [CATALYSE](#) project – helped by a 1 million

euro grant from the prestigious Horizon Europe programme awarded to the Data Science Lab. Using the latest methods in the field of machine learning, project researchers are investigating links between environmental harm and potential health crises in Europe and creating innovative digital tools to aid policymakers in their decision-making. The project involves collaboration among several faculty members, PhD researchers and associates of the lab, in conjunction with five research institutions, nine universities, four SMEs, two government agencies and one civil society organisation, from across Europe.

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





# FACULTY



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**Prof. Joanna Bryson, PhD**  
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**Prof. Dr Christian Flachsland**  
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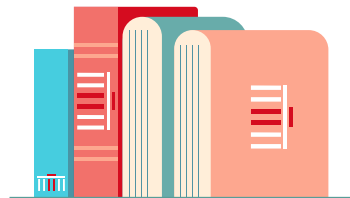
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Assistant Professor of Computer  
Science and Public Policy



**Prof. Dr Simon Munzert**  
Professor of Data Science and Public  
Policy; Director of the Data Science Lab  
(since 17 January 2023)



**Prof. Daniela Stockmann, PhD**  
Professor of Digital Governance;  
Director, Centre for Digital Governance  
(since 1 August 2023)





# 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**
- **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

## Our main exchange partners

Through our networks, the Hertie School offers exchange opportunities with nearly 40 partner institutions worldwide.

### CIVICA

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

### APSIA

The Hertie School is the only German member of 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.



GPPN is 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.



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 and other organisations that provide financial support for the university 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 and outreach activities. A selection of 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





# KEY NUMBERS AND FINANCIAL FIGURES

Students	2022/2023 as of 1 Sept. 2022	2023/2024 as of 1 Sept. 2023
Total number of enrolled students	886	801
MPP students from:	381	324
Germany	31.50%	28.08%
Europe	17.06%	18.52%
Other	51.44%	53.40%
Male	41.47%	43.82%
Female	58.27%	55.56%
Diverse	0.26%	0.62%
MIA students from:	264	266
Germany	40.15%	45.12%
Europe	25.76%	25.56%
Other	34.09%	29.32%
Male	48.48%	44.74%
Female	51.52%	54.13%
Diverse		1.13%
MDS students from:	57	62
Germany	40.35%	30.65%
Europe	15.79%	12.90%
Other	43.86%	56.45%
Male	61.90%	58.07%
Female	38.10%	40.32%
Diverse		1.61%
Executive MPA students from:	67	52
Germany	26.15%	32.69%
Europe	36.92%	28.85%
Other	36.93%	38.46%
Male	61.90%	57.69%
Female	38.10%	42.31%
Exchange Inbound	54	33
PhD researchers:	63	64
BGTS	7	7
Doctoral Programme in Governance	43	44
Dynamics	11	11
Berlin School of Economics	2	2
Graduates	Class of 2022	Class of 2023
MPP	140	177
MIA	71	97
MDS	0	22
PhD defences	18	10
Executive MPA	18	21
Alumni career paths	as of Aug. 2022	as of Aug. 2023
Total number of alumni	2,357	2,713
Public sector	31%	31%
Private sector	46%	46%
Third sector	23%	23%

Number of employees	2022/2023	2023/2024 as of 1 Aug. 2023
Professors	36	35
of whom		
full-time employed	32	32
part-time employed	4	3
Male	19	16
Female	17	19
Employees (including research staff, excluding student assistants)	222	248
Profit and loss statement (K €)	2022/2023	
Revenues	9,691	
Master of Public Policy	3,668	
Master of International Affairs	2,822	
Executive Master of Public Administration	578	
Master of Data Science for Public Policy	499	
Executive Education	1,641	
Contract research	275	
Other revenues	208	
Income from grants		
Shareholder Hertie Foundation		10,300
Grants Executive Education		570
Other grant authorities		7,354
Costs		
Costs of teaching, research and school services		20,338
Costs of administration		7,704
Other income (-), expenses (+)		126
Self-financing ratio (%)		64%
Profit/loss		0

# COMMITTEES

## Hertie School Leadership

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\*as of December 2023



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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 university’s ongoing curricular developments combine

academic excellence and a practical orientation that stays in touch with the demands of the German and international job markets. The council therefore facilitates ongoing exchange between the university and relevant sectors, while promoting contacts between students, alumni and potential employers.

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<b>Anna Heyer-Stuffer</b> Head of Department Z, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ)	<b>Andrea Meyer</b> 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

**Sahil Deo, PhD 2022 and MPP 2014**  
Co-Founder of CPC Analytics

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

### Executive Master of Public Administration (EMPA) representatives

**Dr Torben Frank, EMPA 2018**  
Head of Legal Affairs at Federal Office for Material Research and Testing (BAM)

**Jean-Christophe Nicaise, EMPM 2012**  
Chief Audit Executive at European Union Aviation Safety Agency (EASA)

**Dr Julia Stamm, EMPM 2013**  
Co-Chair of Alumni Council and CEO at The Data Tank

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

### Master of International Affairs (MIA) representatives

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

**Anne Böhme, MIA 2021**  
Blue Book Trainee at European Commission

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

**Salomé Wyns, MIA 2021**  
Senior Analyst at Frank Partners

### Master of Public Policy (MPP) representatives

**Carlos Ahumada, MPP 2019**  
Engagement Manager at Oracle – Partnerships and Initiatives

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

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Management Consultant at Cassini Consulting AG

**Daniel Gyamerah, MPP 2013**  
Chairman of Each One Teach One

**Karina Junqueira de Almeida, MPP 2013**  
Relationship Manager at UL

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

**Bidjan Nashat, MPP 2007**

**Monika Rimmele, MPP 2011**  
Head of Digital Health at Deutsche Telekom Healthcare

**Julia Prats Romeu, MPP 2015**  
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President and Professor of International Political Economy



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