



Understand today.
Shape tomorrow.



Facts and figures

The Hertie School of Governance prepares exceptional students for leadership positions in government, business, and civil society. Interdisciplinary and practice-oriented teaching, first-class research and an extensive international network set the Hertie School apart and position it as an ambassador of good governance, characterised by public debate and engagement. The school was founded at the end of 2003 as a project of the Hertie Foundation, which remains its major partner. The school is accredited by the state and the German Science Council.

Founding year

2003

Founder

Hertie Foundation

President

Henrik Enderlein

Managing Director

Axel Baisch

Permanent core faculty professors

30

Right to award master's degrees

Since 2005

Right to award doctorates

Since 2012

Language of instruction on campus

English

Study programmes offered

- Master of Public Policy (MPP)
- Master of International Affairs (MIA)
- Executive Master of Public Administration (Executive MPA)
- Doctoral Programme in Governance
- Berlin Graduate School for Transnational Studies (BTS)

Management

Prof. Dr. Henrik Enderlein, President

Dr. Axel Baisch, Managing Director

Supervisory Board

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

Prof. Dr. Gunnar Folke Schuppert, Research Professor for New Forms of Governance, Social Science Research Centre Berlin (WZB)

Dr. h. c. Alison Smale, Under-Secretary-General for Global Communications, United Nations

Dr. Katrin Suder, Chairperson, Advisory Council on Digitalisation to the German Federal Government

Dr. Hans-Jürgen Urban, Executive Member of the Managing Board, IG Metall

Dr. h.c. Frank-J. Weise, Chairman of the Hertie Foundation; former Chairman of the Executive Board, German Federal Employment Agency

Welcome

Understand today. Shape tomorrow.

The Hertie School of Governance's mission is summed up in its motto, "Understand today. Shape tomorrow." Students and experienced professionals from 95 nations have come to the school's Berlin campus since it first started with exactly these goals in mind. In an interdisciplinary, intersectoral and practice-oriented environment, they are equipped to understand and tackle real-world policy challenges with innovative solutions that go beyond traditional, discipline-specific approaches. They are taught by some of the top minds in the field of governance research, and regularly engage in debate with leaders from the public, private and civil society sectors—always challenged to connect the dots between the theories they come to understand and their potential for shaping solutions and innovations.

The Hertie Foundation broke new ground in Germany at the end of 2003 with the establishment of a professional school of public policy in Berlin. Today, the Hertie School of Governance is one of the foundation's most successful projects: it is well-positioned in the market, while the quality of the school's research, teaching and outreach has gone from strength to strength. In 2017, the Hertie School was reaccredited by the German Science Council for a 10-year period, the maximum number of years awarded to a private institution. The Science Council emphasised the school's consistent culture of excellence in teaching and research. The Hertie School has established itself as an international centre in Berlin with a sound commitment to fostering good governance. Each year the school's global alumni network expands. We are proud to see Hertie School graduates pursuing leading careers in all sectors around the world, as well as starting their own organisations that tackle policy and governance challenges.



Frank Mattern

Chairman of the Hertie School's Board of Trustees, Managing Director at Frank Mattern Advisory and Investments; Director Emeritus at McKinsey and Company



Bernd Knobloch

Chairman of the Hertie School's Supervisory Board; Deputy Chairman, Hertie Foundation; former Member of the Board, Commerzbank AG

A public policy school in the heart of Europe

Exceptional outreach, research and teaching on international and intersectoral governance challenges are the Hertie School's hallmark.

The Hertie School's mission is to prepare students for leadership positions in government, business and civil society institutions, to produce knowledge for good governance and policymaking via top-notch research, to encourage responsible stewardship of the common good and to make substantial contributions to debates on major governance challenges of our time.

Since its establishment, the school has benefitted from the support of its founder and major partner, the Hertie Foundation, as well as the ongoing input of its board members, all leaders in their own fields. We are delighted that the Hertie Foundation recently decided to considerably increase their generous support. This will enable us to embark on a new path of growth, which will strengthen and build the school's expertise on critical governance challenges of the future. Our strategic plan envisages five Centres of Competence and a Data Lab. The centres will focus on five key areas: International Security, Europe, Fundamental Rights and Democracy, Sustainability, and Digital Governance. They will build on the school's established strong core focus on governance and complement its many other integral research projects and initiatives.

An interdisciplinary focus and policy orientation characterise the school's research agenda. Internationally recognised scholars make up the faculty. Together with adjuncts, guest lecturers and researchers from academia and practice, they explore a broad spectrum of issues and share their findings with colleagues across the globe through the school's network of academic partnerships. The Hertie School belongs to the Global Public Policy Network (GPPN), a group of the world's leading public policy schools.

In addition to the Master of Public Policy (MPP) and Master of International Affairs (MIA), the Hertie School offers an Executive Master of Public Administration (Executive MPA), with around 600 students currently

enrolled at the school.. More than 50 PhD students are enrolled in its Doctoral Programme in Governance. The Hertie School's Executive Education programme has welcomed over 1,700 participants since it began in 2004.

Some 1,500 graduates since the Hertie School's founding in 2003 now pursue careers in policymaking, corporate strategy, public and regulatory affairs, development and academia, to name a few. Global issues like climate change, energy, urbanisation and security increasingly require professionals who can tackle problems involving multiple layers of governance. Graduates are equipped with the tools to do this, and are supported by a diverse, international, professional network.

Through its many events, and backed by the international, cultural and political resources of Berlin, the Hertie School is a vital platform for public debate in a capital of ever-growing importance in Europe. The school regularly convenes experts, public leaders, faculty and students to discuss current governance challenges.

We warmly invite you to read more about the Hertie School. We hope to welcome you on our campus in the near future.



Henrik Enderlein
President



Axel Baisch
Managing Director



Graduate programmes

Equipping future leaders

The Hertie School's graduate programmes bridge cutting-edge research and current policy and public management challenges.

Master of Public Policy

The Master of Public Policy (MPP) provides tomorrow's decision-makers with the tools they need to analyse policies, critically assess policy innovations and evaluate solutions. It is a hands-on programme, giving students not only knowledge but experience they can use to promote good policies in all sectors.

The two-year, English-language degree programme takes a hands-on, practice-oriented approach. It is ideal for those who want to understand and get involved in public affairs and learn analytical and managerial skills. Courses in economics, political science, statistics, public management, and law give

students a strong interdisciplinary foundation. Participation in a project course, usually taught together with a public policy institution, confronts students with the challenges of a real-world project.

The MPP offers a concentration in Policy Analysis or Management and Organisation. Policy Analysis focuses on methods and tools such as statistics, econometrics or behavioural economics. Management and Organisation explores competences such as strategy, change management or organisational design. Students also choose from a wide portfolio of electives to deepen their expertise in a policy field. These courses convey the knowledge, concepts and tools students need to write their

master's thesis on a concrete policy problem. MPP graduates pursue careers in all sectors, with a third finding employment in public, a third in private, and a third in civil society sectors. Students come from over 50 countries.

Master of International Affairs

The Master of International Affairs (MIA) programme welcomed its first students in September 2015. It equips outstanding students with the tools of international policymaking, so they can tackle global challenges and devise sound policy proposals in a global, multi-level system. Understanding how to navigate this complex landscape of diverse actors and disciplines is at the core of the programme.

The two-year, English-language degree programme combines academic excellence with practice orientation to equip students for positions that require a profound understanding of today's policy challenges in government, diplomacy and international organisations, and in the corporate and civil society sectors.

MIA students take courses in international politics, international economics, international law and security policy. A practical course on international conflict management and mediation supplements the curriculum. Students choose a concentration in either Security and Sustainability or Finance and Trade. Finance and Trade focuses on the interaction between national and international economic institutions and their impact on growth, competition, trade or other factors such as energy supply. Security and Sustainability is based on a comprehensive notion of security that includes issues such as poverty, human rights, climate change, alongside old and new geopolitical and military challenges.

Professional experience and study abroad opportunities

MPP and MIA students complete a summer internship between their first and second years of study. In addition, they have the opportunity to gain more substantial work experience

Governance is about how those who are legitimately entrusted to do so manage public problems. Those who study governance do not only look at the public sector, but also at private and civil society actors.

But what does Governance really mean—in theory, practice and real life? In this brochure, faculty members and alumni of the Hertie School share their professional and personal views on a complex matter.



during a Professional Year. The Hertie School has established relationships with a range of institutions to help students find internship and Professional Year placements. The school's globally expanding alumni network is a valuable resource for students looking for career advice, while the Hertie School also regularly hosts events where students can meet with potential employers. Academic exchanges and dual degree programmes allow students to expand their horizons and personal networks at over 25 leading partner institutions around the world, including Columbia University and the London School of Economics and Political Science.

Doctoral programmes

The Doctoral Programme in Governance puts students at the cutting edge of social science knowledge in one of the most dynamic fields of inquiry. It brings together perspectives from economics, political science, law and sociology, and nurtures excellence in qualitative and quantitative methodologies.

With a focus on governance and public policy, the three-year English-language programme offers rigorous academic training in research design and familiarises students with cutting-edge theories, methods and concepts.

The programme is targeted at applicants with a strong foundation in economics, law, political science, sociology, public administration, management or related fields. Students are encouraged to pursue interdisciplinary research and explore comparative perspectives in an international context. PhD students work closely with faculty members on research projects and in colloquia, and they benefit from a unique support structure for their independent research.

The PHD GLOBAL project is promoted by the German Academic Exchange Service (DAAD) and funded by the Federal Ministry of Education and Research. It supports the internationalisation of the Hertie School's doctoral programmes by providing funding for travel abroad, career development workshops, visiting PhD students, and cooperation with doctoral programmes abroad.

The Hertie School is also part of the Berlin Graduate School for Transnational Studies (BTS), a PhD programme in the field of transnational and international relations. Students in the Doctoral Programme in Governance and the BTS mutually benefit from shared research and expertise networks.



How healthcare offered a promise of trust in the Colombian peace process

When the Colombian government and rebel FARC fighters declared a cease-fire after some five decades of civil war, many combatants hadn't seen a real doctor in years. If one were hit by a bullet in battle, each rebel unit had a fighter with medical knowledge who would immediately treat and bandage the wound. Other medical problems were treated with similar urgency—or not at all.

One of the first measures in implementing the peace deal was to grant rapid medical access to those who were very ill or pregnant. Since late 2016, the Colombian health system estimates it has granted around 16,000 medical procedures to former fighters.

Camilo Sánchez Meertens, who received his Master of Public Policy in 2014, was working for the Colombian Ministry of Health when the High Commissioner for Peace called looking for a liaison to develop a health strategy for former combatants. Camilo, who was already helping prepare policies for a possible post-conflict era, was chosen for the job.

The idea was that healthcare could be a conduit for reincorporating the former guerrillas into mainstream society, and also to help close the gap between rural and urban Colombia. “I think we all underestimated the importance of health for guaranteeing a sustainable peace. Why is that? Because healthcare is maybe the

best way to build trust,” Camilo says. It is through the health-care system that former fighters have their first contact with the Colombian state outside the military. “This involves the whole society and has an immediate effect,” he says.

The main governance challenge, however, arose from the fact that former fighters were accustomed to operating in a system where there was no state. Even though the quality of medical care was now vastly better, the new patients were not used to waiting for treatment—making an appointment, taking diagnostic exams, getting a referral, consulting a specialist, scheduling surgery, for example. “There are different governance structures in the formal healthcare system,” he says.

Camilo found that success in his new job rested largely on communication—meeting with people both inside and outside the government to explain the system, the benefits and the policy choices. “I am lucky that I was properly trained for that at the Hertie School,” he says. “I think I also learned a particular skill in communication—be smart at condensing in three pages what the major issues are.”

Camilo frequently looks back on his time at the Hertie School for inspiration in his job, especially in his understanding of how the public and private sectors

and civil society interact. “We need them all,” he says—the private sector to create jobs in rural areas, state services that won't turn a profit but fill gaps the private sector can't, and civil society in its watchdog role. Input from all three is necessary to ensure policymakers have the right incentives, he says.

“I think in a culture like Colombia, governance has to take place via meeting people physically—especially when it comes to a peace deal,” says Camilo. “A lot of public policy-making involves getting in touch: meeting former commanders, explaining what you want to do, dealing with agencies, with civil society. From a strictly operational view, maybe this is inefficient, but in terms of trust-building, it is absolutely necessary.”

Camilo Sánchez Meertens is Manager of the Postconflict Health Policy in Colombia, acting as a liaison between the Office of the High Commissioner for Peace and the Ministry of Health. The Hertie School Alumni Council honoured him with its annual Alumni Achievement Award in 2017, which celebrates an outstanding alumnus on their innovation and dedication to the principles of good governance.



Executive Education

Take your career to the next level

A flexible Executive MPA and short-term, intensive programmes offer professionals fresh concepts, innovative tools and networking opportunities to boost their careers.

Executive Master of Public Administration

For mid-career professionals who want to expand their qualifications, the Hertie School offers the Executive MPA degree. Designed to accommodate the schedules of working professionals, participants can tailor their studies to fit individual needs and interests. Graduates join a network of professionals who are shaping how business, government and society interact globally.

Since 2008, the programme has drawn students from across Europe, and as far away as the Americas, Australia, Asia and the Middle East. Many hold full-time jobs, travel great distances, and support families at home. The flexible programme may be completed in one or two years, and participants may switch between full- and part-time options, based on their career demands. The average student is 36 years old and has ten years of professional experience. Participants complete 14 courses in Berlin and one four-day workshop in Brussels

or London. A total of 43 days of attendance are required, along with a master's thesis. The curriculum comprises core courses in governance and management, electives in an area of concentration, and skills training for professional development.

Executive seminars and certificates

Executive Education is a practical way for mid-career professionals to hone their expertise without participating in a full master's programme. Since 2004, participants from public administration, academia, politics, civil society and business have benefitted from the Hertie School's specifically tailored programmes, combining cutting-edge academic concepts with practical tools. Courses are taught by leading scholars and international experts with inter-sectoral experience and know-how, and the programme itself is a forum for professional exchange and networking.

In addition to a broad range of open enrolment seminars, the school offers seven public management certificates. The certificate programmes consist of three seminars and a skills training. Courses are offered in a compact format, accommodating the demanding schedules of busy professionals. Credits may be transferred to the Executive MPA.

Customised education

Working closely with clients, customised programmes are developed to ensure an ideal fit with specific interests and needs. Customised workshops, seminars, study visits and academies combine the latest academic research with practical application. Among the themes offered are public and financial management, leadership, communication and public affairs, social innovation and entrepreneurship, sustainable development and good governance.

ROBERT STEMMLER

Windows of opportunity



As Innovation Manager at McKinsey & Co. in Frankfurt, Robert Stemmler leads a team of researchers in 25 locations around the world, bringing together their knowledge and experiences to find new and creative ways of doing business for their clients.

“The next frontier of innovation is not just through your own capabilities, but also through building ecosystems with tech startups and scale-ups. This is what we are doing,” he says. Robert's teams mine not only the company's global internal knowledge, but also keep a close watch on local tech startups and innovations.

Robert had been working at McKinsey for several years, focusing on how to boost the performance of public sector institutions and state-owned enterprises, when he decided to pursue his Executive MPA, in 2008. “I was 30, and it was just the right time,” Robert says.

He brought both public and private sector experience to the programme, having worked in Europe and the Middle East, where he designed a new mobility programme for an oil and gas company and set up an in-house employment agency for a large public institution. He was especially interested in public finances, the allocation of funds, accountability and performance management, one of the key reasons he chose the Hertie School.

Working closely with Professor of Public Administration Gerhard Hammerschmid, Robert explored the governance of Germany's three-tiered federal system. “From my perspective there is a major gap in the way the German government operates across three layers—federal, state and municipal, and how it allocates funding and investment and how they manage that for performance—for success,” he says. “There are accountability gaps, management gaps and most certainly performance management gaps.”

Working full time while pursuing his degree, Robert completed the programme after two years, in 2010. Like many Executive MPA graduates, Robert says peer learning was one of the key assets of the programme. “In our group the average age was around 38, and we had 10-plus years of experience,” he says. “Most people had worked in the federal administration, and some were at really high-profile agencies, like the federal aid agency, public health insurance and banking agencies.”

“You may not have control over resources, but you can lead by the right moves—by bringing the right coalition together, by exploring win-win, and then capturing the windows of opportunity,” Robert says. “This is what an innovation manager is about.”

Robert Stemmler is Innovation Manager at McKinsey & Co in Frankfurt.



Students and alumni

Enriching campus life through diversity

Campus life is much more than a classroom experience. Our students' rich and diverse backgrounds are reflected in many initiatives.

Berlin is an off-beat European city humming with contemporary culture. It is also Germany's capital, centre stage for some of the most important policy debates shaping Europe today. The city's palpable buzz has a profound appeal for students at the Hertie School, who come from around the globe to explore what makes good governance and to gain knowledge and tools for effecting change. Hertie School students have backgrounds in political science, business, law, international relations, economics, natural sciences, engineering, the arts and journalism, among others.

An average MPP student speaks four languages, holds two degrees and has lived in three countries. MPP graduates pursue careers in business (35%), public administration (23%), international organisations (12%), NGO/foundations (13%) and research (17%). The average Executive MPA participant has 10 years of professional experience. Executive MPA participants pursue careers in all fields: German administration (25%), NGO/foundations (16%), non-German administration (22%), private sector (16%) and international organisations (21%).

Students contribute their ideas and energy to events, discussions, research projects, and student-led initiatives. The school's student association represents student interests and oversees the funding and operation of events, gatherings and student clubs and organisations. Student representatives from each of the degree programmes serve as academic representatives and advocate on behalf of students in the Academic Senate and other school governance bodies.

Hertie School students regularly contribute to public discussions with heads of state, ministers, leading academics, CEOs, and representatives of international organisations. Through *The Governance Post*, an online student magazine on modern governance, and through informal discussions with ambassadors, student and alumni lectures, and international conferences such as the European Public Policy Conference and the GPPN Student Conference, Hertie School students foster a culture of ongoing exchange on public policy and governance.

Students have also founded a wide range of clubs catering to cultural, political and social interests. Whether it's playing football on the field or on the kicker table, discussing social innovation, sustainability and international political economy, or learning a new language, their diverse interests and backgrounds are what makes the school so vibrant.

And this doesn't stop when they graduate: The Hertie School's alumni network is an integral part of life at the school, benefitting both students and graduates in their personal and professional lives. The Alumni Council ensures that graduates are actively involved in new developments at the school, through scholarship initiatives, networking events and Alumni Reunions.

MONIKA RIMMELE

Shaping the healthcare system of the future



Soon, people will actively be involved in their healthcare every step of the way. Already in some digitally advanced systems, patients are notified on their mobile phones whenever a doctor or hospital administrator accesses their healthcare records. In some countries like Estonia, health records are secured through “blockchain” technology, a kind of digital ledger that keeps a secure and transparent protocol of records. Digitalisation not only makes healthcare systems more transparent, it also prevents fraud that drives up costs. But mainly it protects and empowers patients, says Hertie School Master of Public Policy graduate Monika Rimmele, who works in government affairs for Siemens Healthineers.

“If you look at digitalisation in healthcare, we have several governance issues. One that is particularly sensitive in Germany is data protection and privacy,” Monika says. “But there are several technologies that also make healthcare safer—for example, if you can know who saw your documents, at what time and in which hospital.”

Monika's job is to look at such state-of-the-art developments and help determine what they will mean for healthcare in general, for patients, for lawmakers and, of course, for the technology company Siemens Healthineers.

Monika knows both sides of the story. Between her first and second years at the Hertie School, she worked in the German Ministry of Health through the Professional Year programme. There, she got to observe first-hand how healthcare legislation works and was able to start building a network of contacts in the private and public healthcare sector. “I think my experience at the Hertie School gave me a solid understanding of what matters to states, what governments provide for their citizens and how it influences the policies they make,” she says.

In her current job, she spends a lot of time talking to members of parliament or contacts in ministries about new technologies, or policies in other countries and what Germany can learn from them. She is also involved in fostering research and development projects, which Siemens Healthineers conducts on its own, with hospitals, or with government ministries, especially for widespread healthcare challenges like diabetes, cardiac diseases or cancer.

Monika Rimmele, MPP 2011, is the Senior Director Government Affairs at Siemens Healthineers.



Academic partners

A global network

The Hertie School is part of an international group of renowned institutions advancing excellence in research and teaching.

Tokyo. London. Singapore. New York. São Paulo. Beijing. Canberra. The Hertie School offers more than just a degree. Partnerships with leading institutions give students the opportunity to broaden their horizons through academic exchange and faculty the chance to cooperate in research, inspiring new thinking around the globe.

MPP and MIA students can study and earn credits at one of over 25 partner institutions. They can apply to study abroad during their third semester or pursue a dual degree. The exchange programme is available at several foreign universities. Our dual degree partnerships offer MPP and MIA students the opportunity to spend their second year of study at selected institutions around the world. Following the year abroad, students receive a degree from both institutions.

Executive MPA participants can attend courses offered by three partner schools: the Copenhagen Business School (CBS), ESCP Europe and the University of Bern (UniBe). They also have access to a wide variety of courses and expertise in different sector practices through cooperation with many public, non-profit and private sector programmes.

As the only German member of the Global Public Policy Network, a group of the world's seven top public policy schools, the Hertie School actively participates in joint research projects, studies and publications. In Germany, the school is affiliated with some of the top research organisations, such as the Social Science Research Centre Berlin (WZB), the Free University and Humboldt University and the German Institute for Economic Research (DIW).

Beijing ●
 ● Tokyo
 ● Shanghai
 ● Singapore
 ● Canberra

Dual degrees

- London School of Economics and Political Science*
- School of International and Public Affairs at Columbia University, New York**
- Università Bocconi, Milan*
- Graduate School of Public Policy, University of Tokyo*

* For MPP students

** For MIA and MPP students

We also have special dual degree programmes with the School of Public Affairs at Sciences Po (MPP) and the Maxwell School of Citizenship and Public Affairs at Syracuse University (MIA and MPP).

CAROLINA RIUS



Upcycling to serve social, environmental and business goals

The price of rice has fallen dramatically in recent years, curtailing the earnings of many farmers in poor regions of the world. With no alternative source of revenue, many people move from rural areas to cities to find work, sometimes for an even more tenuous livelihood. Carolina Rius, a social entrepreneur who completed her Executive MPA in 2014, supports innovative businesses that serve the public good in places where people often struggle to make ends meet. In 2016, she founded a business that takes rice husk, which had until now gone to waste, and sells it for upcycling into other products.

Early in 2017, Carolina and a partner were scouting around for a new social enterprise project. “We wanted to work in a developing country, we wanted it to be an inclusive business, it should be in a rural area, not urban, and we wanted to upcycle something they already had—and we wanted it to have a social and environmental impact.”

Three-quarters of the world’s poor live in rural areas and work mainly in agriculture, with a billion people dependent on rice for their income. “Rice was a product that appealed to us for this reason,” Carolina says. Around 20% of the harvest is made up of the by-product rice husk, with around 150 million tonnes cast aside every year. Carolina’s busi-

ness, “Husk”, transforms this into a biomass fuel: rice husk pellets, a clean cooking fuel for households, restaurants and schools.

Carolina already had considerable experience launching enterprises in South Asia. She started a trade consultancy, InQuve, in India in 2007 and expanded the business to eight Southeast Asian markets. InQuve has helped SMEs and social enterprises to scale up their business in these markets.

Governance plays a crucial role in benefitting the farmers she works with. “If profits remain in the cooperative, the farmers will have a vote on what to do with it. It’s very important to have a governance structure that allows sharing the profits with the farmers and their families, otherwise our business will not achieve the intended impact.”

What is the long-term goal? “In social business normally you have to create a market and work to replace the behavior of consumers—like using rice pellets and clean cookstoves instead of firewood. It’s very hard for a single small enterprise to change that. You need lot of stakeholders involved in this purpose,” she says.

Carolina Rius is co-founder of HUSK VENTURES and founder of INQUVE. She completed an Executive MPA at the Hertie School in 2014.

Find the best programme for you

Programme	Master of Public Policy (MPP)	Master of International Affairs (MIA)
Who's it for?	Students and young professionals who are passionate about shaping positive change and seek the tools needed for tackling today's most pressing policy problems.	Students and young professionals who seek to understand today's global policy challenges and deepen their knowledge of the actors and levels of governance involved.
What can I specialise in?	<ul style="list-style-type: none"> • Policy analysis • Management and organisation <p>Students complete three electives from their chosen concentration.</p>	<ul style="list-style-type: none"> • Finance and trade • Security and sustainability <p>Students complete three electives from their chosen concentration.</p>
What else does the curriculum cover?	<p>Core:</p> <ul style="list-style-type: none"> • Public management • Policy process • Law and governance • Economics • Statistics <p>Besides attending core courses and concentration electives, students choose an additional three electives from a wide array of subject areas (e.g. European governance, climate and energy, innovation and regulation).</p>	<p>Core:</p> <ul style="list-style-type: none"> • Global governance • International organisations • International law • Security policy • Conflict management <p>Besides attending core courses and concentration electives, students choose an additional three electives from a wide array of subject areas (e.g. European governance, climate and energy, innovation and regulation).</p>
What kind of professional development opportunities does it offer?	<ul style="list-style-type: none"> • Internship • Professional Year programme • Skills workshops • Career events 	
Can I also study abroad?	<p>MPP and MIA students can apply for study abroad opportunities with over 20 partner schools around the world:</p> <ul style="list-style-type: none"> • Dual degree programmes • Exchange semesters 	
How long does it take?	2 years	2 years
How much does it cost?	32,500 EUR	32,500 EUR
Are there any scholarships or funding options?	<ul style="list-style-type: none"> • Partial tuition waivers (around 50% of students receive some sort of funding directly from the school) • Special focus scholarships for students with specific profiles • Advice on acquiring external scholarships, traditional student loans and making use of other "study now, pay later" programmes 	
What kind of careers do participants and graduates pursue?	<p>Graduates pursue careers in all sectors. Here are a couple of examples:</p> <ul style="list-style-type: none"> • Google Inc., Public Policy and Government Relations Analyst • Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Senior Technical Advisor and Programme Country Manager • German Ministry of Economic Affairs and Energy, Private Secretary to the State Secretary • The World Bank, Strategy and Operations Officer • Siemens Healthineers, Senior Policy Advisor Healthcare • Save the Children, Board Member • Civocracy, Co-Founder and CEO 	

Executive Master of Public Administration (Executive MPA)	Doctoral Programme in Governance	Programme
Mid-career professionals from all sectors who want to improve and develop their analytical and managerial skills	Excellent students interested in a structured doctoral programme focusing on governance and public policy	Who's it for?
<ul style="list-style-type: none"> • Leadership and management • Economics, finances, methods • Intersectoral management <p>Participants complete three courses from their chosen concentration.</p>	<ul style="list-style-type: none"> • Economics • Law • Political science • Sociology • Public administration • Management 	What can I specialise in?
<p>Core:</p> <ul style="list-style-type: none"> • Understanding governance • Management: Concepts, instruments and finances <p>Besides attending core and concentration courses, participants choose an additional two courses from a wide array of subject areas (e.g. change management, leadership, digital government). Furthermore, they attend an immersion workshop in Brussels or London and complete skills workshops.</p>	In addition to working on their thesis, PhD candidates complete courses on research design and methods and visit research colloquia. The curriculum is complemented by skills workshops.	What else does the curriculum cover?
<ul style="list-style-type: none"> • Skills workshops • Professional development workshops • Individual coaching • Networking events 	<ul style="list-style-type: none"> • Skills workshops • Career events • Networking events 	What kind of professional development opportunities does it offer?
<p>Executive MPA participants can attend courses offered by our three Executive MPA partner schools:</p> <ul style="list-style-type: none"> • Copenhagen Business School (CBS) • ESCP Europe • University of Bern (UniBe) 	Academic exchanges are not part of the PhD curriculum but students can go abroad for field research, conferences, method training, and research visits. Funding is available.	Can I also study abroad?
1 year (full-time), 2–4 years (part-time)	3 years	How long does it take?
32,500 EUR	No tuition fees	How much does it cost?
<ul style="list-style-type: none"> • Partial tuition waivers • Special focus scholarships for participants with specific profiles • Employees of the higher civil service („höherer Dienst“) working for German federal ministries and their agencies are eligible for funding from their employer. 	<ul style="list-style-type: none"> • Living cost stipends • Support in applying for external funding 	Are there any scholarships or funding options?
<p>Former participants work in leadership and expert positions in all sectors. Here are a couple of examples:</p> <ul style="list-style-type: none"> • Office of the President of the Federal Republic of Germany, Personal Advisor to the President • UK Department of Health, Deputy Director Provider Efficiency • European Space Agency, Head of the Staff Administration Service • German Federal Ministry of Finance, Speech Writer • Deutsche Post DHL Group, Head of International Relations 	<ul style="list-style-type: none"> • Research and teaching at universities or research institutions • Political institutions such as ministries, international organisations • NGOs • Foundations • Consulting 	What kind of careers do participants and graduates pursue?



Faculty and research

Academic excellence, real-world applications

At the Hertie School, research, teaching and real-world experience go hand in hand.

The Hertie School produces outstanding, interdisciplinary research in a wide range of policy-relevant fields. The school's faculty members, adjunct and visiting faculty, researchers and doctoral students work on diverse real-world problems, like combatting corruption, regulating the sharing economy, public sector reform, security issues, and the future of the euro. Many projects are designed to engage directly with the public and private sectors and civil society. Faculty publish in leading international journals, contribute to academic and policy conferences, and are regularly asked for their expertise by government and media.

The Hertie School's core focus, governance, requires interdisciplinary, intersectoral and international perspectives. Hertie School faculty—a third from outside Germany—bring together their expertise in economics, law, political science, public management and sociology to collaborate frequently on numerous research projects and initiatives. The aim is to create novel approaches to governance challenges that straddle academic disciplines.

In addition to its core focus on areas governance, covered by the Hertie School's faculty, the school will substantially expand its expertise in key policy fields by creating

five new Centres of Competence. The centres will focus on five governance challenges that are pivotal for the coming decades. One will explore ways to provide a social, environmental and economic balance for future generations (Sustainability), a second will focus on challenges to human rights (Fundamental Rights), and a third will focus on security—already commenced in the Centre for International Security Policy (CISP) founded in 2016 under the leadership of Wolfgang Ischinger. The centre on Digital Governance will focus on the impact and potential of digitalisation and technological processes. The fifth centre will integrate the Jacques Delors Institute Berlin think tank work and the school's academic research on European governance. In addition, the Hertie School Data Lab will provide state-of-the-art methodological expertise for researchers, policy makers and others, and make data more accessible through visualisations.

Other research areas are also essential and integral to the Hertie School's scholarship. Researchers work on numerous major collaborative projects and initiatives. The Dahrendorf Forum, for example, is a joint initiative with the London School of Economics and Political Science and the Mercator Foundation, which aims to offer European perspectives on global challenges. The European Research Centre for Anti-Corruption and State-Building (ERCAS) studies state-building and corruption. The Knowledge Initiative on Organizations and Society (KIOS) researches how different types of organisations tackle societal challenges. Interdisciplinary seminar series with themes such as Political Economy, Organisation and Management Research, and Social Policy provide a platform that brings researchers and students from the Hertie School together with other leading experts in these fields. The Hertie School faculty is successful in attaining prestigious research grants from major funders in competitive calls. These include two European Research Council starting grants and major research projects sponsored by the German research funding organisation DFG, the European Union, German federal ministries, the Volkswagen Foundation and others.

Research profile

The Hertie School's Centres of competence focus on five governance challenges that are pivotal for the coming decades:

- Centre for International Security Policy
- Digital governance
- Fundamental rights
- Jacques Delors Institute Berlin, Centre for European Affairs
- Sustainability

Major research initiatives at the Hertie School include:

- Dahrendorf Forum
- European Research Centre for Anti-Corruption and State-Building (ERCAS)
- Governance Report
- Knowledge Initiative on Organizations and Society (KIOS)

Guiding Executive MPA students on a learning journey towards social innovation



“Is innovation the holy grail? What is social innovation?” asks Johanna Mair at the start of a three-day Executive MPA seminar, convening professionals from government, business and social sectors for a marathon brainstorming session—an innovation lab of sorts, on innovation itself. “There are no set-in-stone theories,” the Professor for Organization, Strategy and Leadership at the Hertie School of Governance tells the group. “Your participation is part of knowledge creation.”

The seminar explores social innovation, a way of establishing new solutions for society’s “grand challenges”. Via guest lectures, workshops and discussions, participants discover how to adapt its tools in practice—tackling problems like access to health-care and education, the effects of climate change or extreme poverty.

With very different purposes in mind, the students embark on what Mair dubs a “learning journey.” Mid-career students travel to Berlin from around world to attend intensive seminars, working towards an Executive Master in Public Administration (Executive MPA) or one of three Executive Certificates. The school also offers open enrolment for some classes, like this one, for professionals not in the degree programme.

The students reflect on how to define innovation, how

organisations demonstrate impact through performance measurement and on “innovation pathologies” to understand the relevance for their own work. Guest speakers, such as corporate social responsibility managers at major multi-national firms, or a casual fireside chat with a social entrepreneur, allow them to learn from experienced practitioners.

“It’s really a mix of state of the art practice that we expose them to—a deeper knowledge that we have generated by working over the years with organisations that carry out social innovation—and a number of diagnostics, such as the innovation pathologies, that we provide,” says Mair, who, together with Hertie School adjunct Christian Seelos, co-authored the award-winning 2017 book, *Innovation and Scaling for Impact: How Effective Social Enterprises Do It* (Stanford University Press).

Mair also brings a wealth of experience from business, having worked in finance prior to her academic career, as well as from her fieldwork. She has developed social innovation strategies applicable to issues in many sectors and regions, culminating in the Global Innovation for Impact Lab (GILL) at Stanford University and the Hertie School in 2017. She regularly meets with influential social entrepreneurs and impact investors to better understand the issues they face.

This is rich stock for her seminar, where Mair and students debate how to create an “enabling ecosystem” for social innovation. “Perhaps we even put too much emphasis on innovation,” says Mair. “After all, it’s the hard work of doing things, the routine work, the twisting and tweaking that creates more impact than constantly disrupting.”

Johanna Mair is Professor for Organization, Strategy and Leadership at the Hertie School. She co-directs the Global Innovation for Impact Lab at the Stanford Center on Philanthropy and Civil Society (with Christian Seelos) and serves as the Academic Editor of the *Stanford Social Innovation Review*.

Faculty

Helmut K. Anheier, Professor of Sociology, past President

Kerstin Bernoth, Professor of Economics

Başak Çalı, Professor of International Law

Luciana Cingolani, Assistant Professor for Public Administration

Mark Dawson, Professor of European Law and Governance

Henrik Enderlein, President, Professor of Political Economy

Christian Flachsland, Assistant Professor of Climate and Energy Governance

Lukas Graf, Assistant Professor of Educational Governance

Mark Hallerberg, Dean of Research and Faculty, Professor of Public Management and Political Economy

Gerhard Hammerschmid, Professor of Public and Financial Management

Anke Hassel, Professor of Public Policy (on leave)

Lion Hirth, Assistant Professor of Governance of Digitalisation and Energy Policy

Klaus Hurrelmann, Professor of Public Health and Education

Thurid Hustedt, Professor of Public Administration and Management

Leonardo Iacovone, Professor of Economics (from 01.02.2019)

Wolfgang Ischinger, Professor for Security Policy and Diplomatic Practice

Markus Jachtenfuchs, Professor of European and Global Governance

Mark Kayser, Professor of Applied Methods and Comparative Politics

Claudia Kemfert, Professor of Energy Economics and Sustainability

Mareike Kleine, Professor of European and Global Governance (2018/2019)

Michaela Kreyenfeld, Professor of Sociology

Johanna Mair, Professor for Organisation, Management and Leadership

Alina Mungiu-Pippidi, Professor of Democracy Studies

Jean Pisani-Ferry, Professor of Economics and Public Management

Christine Reh, Dean of Graduate Programmes, Professor of European Politics

Andrea Römmele, Dean of Executive Education, Professor for Communication in Politics and Civil Society

Hanna Schwander, Professor of Public Policy

Daniela Stockmann, Professor of Digital Politics and Media

Christian Traxler, Professor of Economics

Kai Wegrich, Professor of Public Administration and Public Policy

Julian Wucherpfennig, Assistant Professor of International Affairs and Security

Senior fellows

Rolf Alter, Director for Public Governance with the Organisation for Economic Co-operation and Development (OECD)

László Andor, former EU Commissioner for Employment, Social Affairs and Inclusion

Arjun Appadurai, Paulette Goddard Professor of Media, Culture, and Communication at New York University

Franz Baumann, former Assistant Secretary-General and United Nations Special Adviser on Environment and Peace Operations at the United Nations Secretariat

Donatella della Porta, Professor of Political Science and Dean of the Institute for Humanities and the Social Sciences, Scuola Normale Superiore, Florence

Jobst Fiedler, Research Fellow in Residence

Christian Kastrop, Director of the Policy Studies Branch, Economics Department, OECD

Christine Landfried, Professor emerita of Political Science at the University of Hamburg

Thomas Losse-Müller, Economist and public sector policy advisor

Norbert Röttgen, MdB, Chairman of the Foreign Affairs Committee, former German Minister for the Environment, Nature Conservation and Nuclear Safety

Doris Schaeffer, Professor of Public Health, Bielefeld University

Javier Solana, former EU High Representative for Foreign and Security Policy

Michael Zürn, Social Science Research Center Berlin

Adjuncts, guest lecturers and researchers from academia and practice, research assistants, postdoctoral researchers and doctoral candidates contribute to the Hertie School's teaching and research.



Governing security when borders are no bulwark

European nations have long left trade negotiations to the European Commission so it can speak with one voice, representing about 500 million European Union citizens, when talking to the United States, China or others. Many Europeans use the same currency, the euro, and follow standards and regulations decided in Brussels. Integration binds countries together in nearly every policy area. Yet defence ultimately remains in the hands of nation-states, even though the EU's Lisbon Treaty requires mutual assistance in case of armed aggression.

“This is one of the last governance areas of the European Union that tends to be dealt with as if we were living in the 19th century, namely exclusively national decision-making,” says Wolfgang Ischinger, Senior Professor for Security Policy and Diplomatic Practice and Director of the Centre for International Security Policy (CISP) at the Hertie School. Yet security threats such as cybercriminality, mass migration or epidemics know no borders and thus require international solutions.

Ever since the failed European Defense Community in the 1950s, conventional wisdom has it that political will for a common European defence policy is stymied by national interests. On the one hand, sending soldiers into harm's way is a matter for

nationally elected governments. On the other, joint procurement means the consolidation of defence industries and potential job losses. “Turning institutions that have been and continue to this day to be entirely national into part of an emerging and evermore united European Union—that's the big governance issue,” says Ischinger.

Indeed, the 28 members of the European Union fund their national armed forces separately, each with its own national defence budget, its own chain of command, and its own weapons. Weapons systems are often incompatible or redundant. In his capacity as Chairman of the Munich Security Conference (MSC), Ischinger has advocated for greater coordination and pooling of resources.

“We buy six times more weapons systems than the Americans,” Ischinger says. “While the US military uses just one kind of battle tank, European NATO members field 17 different types, although almost no European nation engages anywhere on its own. Pooling and coordination of procurement and training harbours enormous potential for cost-savings and efficiency,” says Ischinger. “

Europe now faces a “unique historical opportunity,” he says. Signs of a renewed Franco-German leadership can drive the EU project forward, he says.

At the same time, “Europeans have come to understand that the unnatural situation we have had now for half a century—that we expect major security concerns to be handled by, taken care of, and largely financed by our transatlantic partner, who is by no means much richer or more prosperous ... that should be changed. We should take up a larger share of what has been called the defense burden.”

Taking up the burden is not just about money, but also about political will. Faced with a growing number of crises in its immediate neighbourhood, Europe's “awareness of the need to be capable of defending our interests, if need be even by military means, has grown,” he says.

Wolfgang Ischinger is Senior Professor for Security Policy and Diplomatic Practice and Director of the Centre for International Security Policy (CISP) at the Hertie School. He has been Chairman of the Munich Security Council since 2008 and previously served as Germany's Ambassador to the United States and as Ambassador to the United Kingdom.

LION HIRTH



Understanding policy choices in a rapidly evolving energy world

Already, Germany produces nearly 40% of its electricity using renewables—and the government is considering ways to make mobility into its clean energy transition, with the aim of putting a million e-cars on the *Autobahn* by 2020. But this fast-changing technological world can be daunting for policymakers aiming to cut emissions and meet climate targets. How can they know whether today's policy choices will remain effective, cost-efficient and relevant in the future?

Lion Hirth, Assistant Professor of Governance of Digitalisation and Energy Policy says this is indeed difficult to predict—and electricity systems in many places around the world are undergoing profound changes. The pathway for change is in many ways still quite uncertain. “Guiding this transformation from a policymaker’s perspective - with sufficient foresight but acknowledging the deep uncertainty about the future, and with the right degree of regulation and prescription as well as trust in market forces and innovation—that’s the difficult balance that this generation of policymakers needs to consider.”

Hirth teaches courses on electricity systems and markets, as well as renewable energy policy. As he sees it, the challenge for students is to understand how the policymaking tools they are learning about can be applied in vastly

different contexts. “The interesting aspects are universal,” he says. “They don’t depend on whether you are American or German or Columbian. The fundamental economic actions and principles—how incentives work and how they don’t, how market prices are formed, and how people behave strategically in certain situations—that’s 95% the same anywhere.”

Government efforts to tackle climate change is a rapidly evolving area in which policymakers need an understanding of not only markets and economics, but also technology and the engineering behind it, he says. In Germany, for example, the country’s electricity grid needs to become more flexible to accommodate wind and solar energy. “Any of the relevant consequences can only be understood if you understand how electricity flows through electrical power grids, and how flexibly certain types of power plants can respond to requests to change their outputs, while others cannot. All this is heavily technical—in the sense that you need to understand the engineering and physics. This is what sets energy policy apart from other policy areas.”

An asset for students is Hirth’s experience as an energy policy consultant, advising the government on crafting policy that aims to integrate renewable energy and improve how electricity markets function. He routinely sits down with people who draft laws and

discusses their problems, and also does research to inform policymakers. “This gives the discussion in class a lot of credibility,” he says, as he brings real-life insights into his lectures. Hirth’s main research interests lie in the economics of wind and solar power, energy policy instruments and electricity market design, as well as open data and open-source modelling.

One of his more hands-on courses gives students a chance to try their hand at modelling electricity markets—to teach them some skills and to “demystify” this complex technique. Policymakers frequently outsource modelling to project how markets might develop under varying conditions. “The point is to help students later when they are involved in policymaking, to be able to assess such studies when confronted with it,” he says.

Hirth joined the faculty in 2017 and was awarded an Excellence Award for teaching in 2018 by the Hertie School’s Academic Senate, based on top marks from students for his hands-on engagement and insightful lectures.

Lion is Assistant Professor of Governance of Digitalisation and Energy Policy at the Hertie School, Research Fellow at the Mercator Research Institute on Global Commons and Climate Change (MCC) and Director of the consulting firm Neon.



Partner with us

Help shape tomorrow

As a privately funded university, the Hertie School relies on external partners who share its vision and wish to contribute to its success.

The Hertie School has established itself as one of the leading professional public policy schools in Europe through its exceptional students and degree programmes, unique research agenda and regular public debates promoting good governance.

As a private, non-profit institution, it does not earn from its students, nor does it receive state funding. One third of its financing comes from tuition, but the rest depends on private contributions. The school's founding partner, the Hertie Foundation, remains its most important benefactor.

Support our students

The Hertie School's exceptional students are one of its greatest assets. Supporting them is a step that would benefit both the students and your organisation. MPP, MIA and Executive MPA graduates, equipped for future leadership positions in the public and private sectors and in civil society organisations, are highly sought after in the global job market.

The Hertie School aspires to offer all highly qualified students the opportunity to study, regardless of their financial situation. Scholarships to cover tuition fees for the two-year MPP and MIA programmes are vital to achieve this aim. Currently, about half of the enrolled

students receive some form of financial aid, and the Hertie School wants to expand its offering. A number of partners have supported the Hertie School's New Perspectives Scholarship for MPP students, including the Commerzbank Foundation, Landesbank Baden-Württemberg (LBBW), Deutsche Bank and McKinsey & Co Inc.

The scholarships are aimed at applicants whose socio-economic situation might otherwise deter them, at international applicants who cannot accept a place without financial support, or students with non-traditional academic backgrounds, such as those from the natural sciences.

The Friede Springer Foundation also supports MIA students with a number of scholarships.

The school seeks to offer as many doctoral scholarships as possible in order to attract the most talented doctoral candidates, regardless of their financial circumstances. The school is grateful for the generosity of partners such as philanthropist Dieter Rosenkranz and the Stiftung ökonomischer Fortschritt, which support several doctoral students.

Support our research and teaching

At the Hertie School, research, teaching and real-world experience go hand in hand. There are many ways in which partners can support the Hertie School to address the most pressing public policy challenges of our time. The school appreciates the financial backing for its professorships, such as the Professorship in Governance of Energy and Infrastructure, funded by the Karl Schlecht Foundation, and the Assistant Professorship of International Affairs and Security, funded by the Friede Springer Foundation. Partners also support our research centres and a wide range of international research projects. Examples include the Mercator Foundation which sponsors the Dahrendorf Forum. The Hertie School is grateful to its partners and welcomes the support of others who want to help advance academic excellence and good governance.

BAŞAK ÇALI

A global compact on refugees



In autumn 2017, more than a half a million Rohingya fled Myanmar, crossing the border into Bangladesh. Living in one of the largest refugee camps in the world, their future and prospects for return are uncertain. The plight of the Rohingya echoes that of 65.6 million forcibly displaced people around the world, the greatest migrant crisis since World War II, according to the UN.

Under current UN refugee law, states are responsible for protecting refugees that arrive in their territories. Yet their treatment varies widely, says Başak Çalı, Professor of International Law at the Hertie School. Non-refoulement protections—laws that prevent countries from returning asylum seekers to places where they might face persecution due to religion, race or political views, among others, mean countries must deal with refugees once they arrive.

Currently, there is no global institution to fairly distribute this burden among states and ensure equal treatment wherever refugees flee, she says. Instead, there is a patchwork of ad hoc arrangements. “In some parts of the world there is no right to asylum at all,” says Çalı. “And those countries that do have asylum protections are often the hardest and most difficult to reach.”

Due to policies requiring airlines to vet passengers or military

patrols on the high seas to turn back migrants' boats, asylum seekers often only make it to a neighbouring country. They may spend years in detention centres that raise serious human rights concerns. “Geographical happenstance means some countries take a larger share of refugees or other forcibly displaced persons than others,” she says.

Global upheaval and the discrepancies of the current regime led the UN to call for a refugee and migration compact in 2016, to be concluded by 2018. In her course, International Law and Global Governance: Contemporary Challenges, Çalı and her students take a close look at how such a compact might work.

Establishing a fair regime of burden sharing should make seeking asylum safer. It would also offset the perception that refugees appear suddenly and chaotically, posing a threat to stability or security, which has fuelled the recent political ascendancy of right wing reactionaries in many countries, Çalı says.

Başak Çalı is Professor of International Law at the Hertie School of Governance. She is a Council of Europe expert on the European Convention on Human Rights and Fundamental Freedoms.



Hertie School in dialogue

An ambassador of good governance

Debate and public dialogue complement the Hertie School's research and teaching.

By engaging in public debate, the Hertie School plays a vital role as an ambassador of good governance. It addresses a wide audience through lectures, conferences and podium discussions. Heads of state, ministers, academics, CEOs, diplomats and representatives of international organisations are among our guests.

The Hertie School places a high value on public dialogue as an extension of its research and teaching. Through lively exchange with leading thinkers and decision-makers, the school gives impetus to innovation in gover-

nance, bringing the knowledge it generates to bear on real-world issues.

Hertie School faculty members and researchers are frequently cited in the international media, and assume advisory roles for government and other institutions.

The Debate section of the Hertie School website features news, commentary and stories on the school's contribution to current public policy thinking. Some recent top research stories included a wide-ranging study comparing public administration in Europe, led by Professor of Public and Financial Management

Gerhard Hammerschmid, a study on gender equality in the arts headed by Hertie School President Helmut K. Anheier, news about a new digital database on European public contracts created by the DIGIWHIST anti-corruption project, led by Alina Pippidi-Mungiu, or a story about concrete recommendations for the National Action Plan for Health Literacy in Germany, made by Professor of Public Health and Education Klaus Hurrelmann and a team of experts.

Professors also contribute their expertise in opinion pieces, such as a series of articles in 2018 by Helmut K. Anheier about the German election and ensuing coalition talks; commentaries on human rights law and the Turkish constitution by Professor of International Law Basak Çali, and several op-eds on Eurozone politics by Professor of Economics and Public Management Jean Pisani-Ferry.

Read more stories under **Debate** on the Hertie School website: www.hertie-school.org/debate

Together with its many partners from academia, media or the public sector, the school hosts many events, sponsoring public debates, lectures and symposia.

Recently, the Hertie School welcomed as speakers at its many events: French President (then candidate) Emmanuel Macron, President of the Central European University in Budapest Michael Ignatieff, Canadian Justice Minister and Attorney-General Jody Wilson-Raybould, Bulgarian thinker and writer Ivan Krastev, UNFCCC Executive Secretary Patricia Espinosa, German legal scholar Dieter Grimm and Anne-Marie Slaughter, President and CEO, New America to name just a few.

Students, too, have a chance to test out how their work at the Hertie School can contribute to solving real-world issues. They attend international competitions, such as the Global Public Policy Conference in New York or they participate in the Jessup International Moot Court competition, where students in 2018 beat some of the world's top law schools at the world championship in Washington, DC, to place among the top three in memorial writing.

DANIA RÖPKE

Generating energy policy for a generation



Just how Germany weans itself from fossil fuels onto renewable energy is a closely watched project in other parts of the world, where governments are considering their own policies for meeting global climate protection goals. Dania Röpke, Hertie School Master of Public Policy graduate, says she hopes they will be encouraged by Germany's ambitious efforts.

Dania's office is at the epicentre of the country's biggest policy project of a generation—the Energiewende, or energy transition. As the Private Secretary to State Secretary Rainer Baake in the German Ministry for Economic Affairs and Energy, she is like a chief of staff, fielding the day-to-day affairs of high-level policy-making.

“We are running into a climate catastrophe and it will cost many lives unless we act now. The earth will still be here even if it gets hot, but we won't,” Dania said. “This is why I wanted to contribute to making the German energy transition a success and to show that it can be both an ecological and economic success.”

Dania joined the office in 2014, just three years after the government embarked on its commitment to run the German economy largely on renewable energy by 2050. In 2016, renewables like sun and wind already made up over 30% of Germany's electricity mix, but the Energiewende goes much

further. Germany is exiting nuclear power, working to cut carbon emissions, and extending the transition to transport and buildings as well.

Dania studied political science at the Freie Universität Berlin and graduated from the Hertie School of Governance and the London School of Economics and Political Science (LSE) with a dual Master of Public Policy and Public Administration in 2010. Around 20% of Hertie School graduates pursue such public sector careers. Dania was ranked among “Top 40 under 40” working in the public sector by the German business magazine Capital in both 2015 and 2016.

Among the ministry's accomplishments during her tenure have been a major reform of the Renewable Energy Sources Act, which introduced a bidding system for renewable energy support, and the largest electricity market reform since the liberalisation of the energy market in the 1990s.

Studying at the Hertie School gave her both the methodological and economic tools to perform in her job, Dania says. “It helped me to question standard procedures and to approach topics not dogmatically, but to have a goal in mind and see which policies would fit best.”

Dania Röpke graduated from the Hertie School and the LSE with a dual Master of Public Policy and Public Administration in 2010.

RIZWAN BAJWA

Governance on the humanitarian front lines



Along with a handful of colleagues from the United Nations, Rizwan Bajwa spent the last four years organising school feeding and education programmes for the World Food Programme (WFP) in war-torn Syria and Iraq.

In Aleppo, where transporting supplies became nearly impossible in late 2016, the Pakistani native worked with colleagues to organise a kitchen that relied on whatever local economy existed. The kitchen employed women, now the breadwinners and heads of households, to make food for schoolchildren. In Homs, he supported a voucher incentive project that paid families in groceries so kids could make up school they had missed. In 2017, he moved to Iraq to assist people displaced by war and forced to cross the desert to reach camps and informal settlements.

Rizwan is a member of the Hertie School's first Master of Public Policy (MPP) class, graduating in 2007. "At Hertie, I learned to proceed logically, think analytically, establish a needs analysis, a situation analysis, get your sources, get your references right, identify the gap and how to fill it. These are basically the first steps of programme design, which is what I do now professionally."

In developing programmes, Rizwan helps build governance capacities at the local, provincial, and national levels. Institutions

that enable good governance are the pillar upon which these programmes are built, he says.

Registering the displaced, identifying the needy, getting help from police and finding NGO partners are much easier when tried-and-tested structures are available, even in emergency situations.

He and his colleagues frequently have to negotiate for access—to authorities, places, or supplies. He often finds himself reaching into his MPP toolbox.

"The soft skills we developed in seminars with professionals, like networking and negotiating, come in very handy at the field level where there are no set rules and no set structures," said Rizwan. "You basically have to work with local representatives and local partners, with community movers and shakers. At Hertie, we had very good negotiation simulations—both business and conflict resolution. I keep thinking about those exercises, and it helps me understand various actors' positions: who's in it for what."

Fieldwork was not something Rizwan Bajwa aspired to until he found himself behind a desk after graduation. "When I graduated, I was sure I wanted to work in policy-making—for the Asian Development Bank (ADB), the World Bank or the IMF," he said. After a couple of years at the ADB, he joined WFP. For those

who want hands-on experience, he says, the best way to start out is to build up technical expertise locally, working on projects right at home, or raising your hand when there is a crisis. "I wouldn't wish that on anyone, but that is when people are needed quickly."

Rizwan Bajwa graduated from the Hertie School in 2007, the school's first MPP class.

KARINA CAMPOS

Using a technical and policy background to end food waste



Nearly 40 percent of food produced worldwide is wasted, yet millions of people go hungry every day. While coordinating a World Bank initiative in Argentina in 2015 to fight food waste, Karina Campos was inspired to do more, using her engineering background and expertise in policy and governance. “I became passionate about the topic and was sure that I wanted to be part of the solution...and I knew that technologies were crucial to solving the problem” says Karina. That’s how Nilus was born.

The NGO’s first pilot is an app that uses crowd-sourcing, geolocation technology and algorithms to connect community kitchens and enterprises with a surplus of food. The model applies circular economy principles and hires drivers to pick up and deliver donations, generating new jobs. Community kitchens pay per kilo of food significantly less than market prices, yet enough to pay for drivers and maintenance of the system, making the business sustainable.

Right now, it’s being piloted within the food bank of one Argentinian city (Rosario). But Karina hopes to scale up the project over the next four years to benefit 10,000 community kitchens in four countries, serving 1.5 million people. Nilus is working in partnership with the Argentinian Food Bank Network,

as food banks are one of the main beneficiaries of the technology.

But Nilus wants to be much more than an app. “My policy background quickly led me to realise that if we want to be part of the solution to the food waste scandal, we need to influence policy,” she says. “In Argentina, for example, we do not have laws that encourage food donations or improvements in production to reduce food waste. We are also working in that field to develop technology tools and policy frameworks, and we are confident this will impact the volume of food waste.”

For Karina, who graduated with a Master of Public Policy in 2013, this professional challenge perfectly melds her background in engineering and the policy tools she gained at the Hertie School. To really make a difference, “You need the technology, but also the institutions, the policies and the right legislation,” she says. “Only in this way can a system and rules ensure good governance—one that encourages that food ends up feeding people instead of garbage bins.”

Now Karina is moving ahead with Nilus. In 2017, Google awarded Karina and her Argentina-based team a prize of \$350,000 to invest in the project. This will help them to accelerate and continue improving the technology.

But she is taking it one step at a time. “In technology development, iteration is key and learning from failure is crucial,” she says. “In this case, we have very different actors—drivers, donors, food banks, community kitchens). Listening to all of them and understanding their needs is one of the main challenges.”

Karina Campos is a 2013 MPP graduate of the Hertie School.



The Hertie Foundation

The Hertie Foundation carries on the life's work of Georg Karg, owner of the Hertie department stores. Founded in 1974, it is one of today's largest foundations in Germany, with assets in the order of over 800 million euros. In 1998, the foundation sold its shares in the company, and has been independent since.

The Hertie Foundation sees itself as a reform body sounding out new solutions and helping towards their practical implementation. It focuses its work on the fields of preschool and school, university and neurosciences, scholarship programmes and the compatibility of work and family. In 2003, the Hertie Foundation founded the Hertie School of Governance to institutionalise research and teaching on new forms of statehood and societal governance.

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