



2019/2020

Annual Report

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Part 1





Dear Members of the Hertie School Community,

Throughout 2019/2020 we have been greatly inspired by the spirit of our community in facing the unprecedented challenges of a truly remarkable Academic Year. Our embrace of #hertielove meant that we came together to reimagine how we taught, how we collaborated and how we celebrated.

The COVID-19 pandemic fundamentally changed our daily lives and perspectives, putting into question many things we took for granted. This includes our view of higher education and research, which seemed unthinkable without direct, in-person exchanges or interactions. Throughout the year, we were reminded of the vital role of public policy in confronting complex, global problems – and the need to prepare the next generation of leaders who will shape the “new normal” of tomorrow.

One of the many effects of the pandemic was the postponement of large-scale events, including our traditional graduation ceremony in early June. The resilience, optimism, and determination shown by the Class of 2020 is nothing short of remarkable. We are immensely proud of our graduates for finishing their degrees under such extraordinary circumstances, and we look forward to welcoming them back to Berlin in 2021 for a proper graduation ceremony.

We have been continually inspired by the energy of our administrative team and faculty, who, over a matter of weeks during the middle of our spring semester, moved courses online to ensure the semester could continue. Our community came together in meeting both personal and professional challenges –caring for loved ones, providing childcare at home, coping with isolation, or managing the pressures of remote work, learning and teaching online.

Despite all these incredible challenges, this Academic Year can be characterized by the closeness, togetherness and entrepreneurial spirit that our Hertie School community is known for.

We came together in new alliances across Europe, through CIVICA – The European University of Social Sciences, and globally, through our membership in the Association of Professional Schools of International Affairs (APSIA). We formed new exchange programmes abroad and expanded our scholarship offerings to students, such as that with the Indo-German Young Leaders Forum. And we collaborated with some of the world’s leading corporations to offer specialised Executive Education programming and equip young professionals with the skills they need to navigate crises.

Our widening academic network was matched by our increasing contribution to informing public-policy making at the highest levels of government. At the Munich Security Conference (MSC) in February, for example, Hertie School faculty and researchers contributed extensively to this year’s report on “Westlessness”, and the School hosted a high-level breakfast at the MSC with French President Emmanuel Macron. Our faculty were published countless times in the media, in top peer-reviewed journals and were recognized through prizes for their insights in contributing to the public debate.

As we reflect on this year of achievements and hurdles, we feel a deep appreciation to our ever-expanding community, one that makes the Hertie School a place of rich exploration and open debate – a place for active engagement for the common good.

With warm regards,
Hertie School Leadership

A public policy school meets a public policy crisis

In the last week of March 2020, Mashal Hashem, a first-year student at the Hertie School, fired up her computer for online classes, alongside 687 Master of Public Policy, Master of International Affairs, PhD and Executive MPA students scattered across 21 countries around the globe. “I’m really glad the semester is progressing as it is,” Hashem said shortly after returning to Washington, DC, to continue her studies from home during the COVID-19 pandemic.

At the end of February, several weeks before most countries went into lockdown, Hertie School President Henrik Enderlein asked faculty and administration to assess their needs for an off-site contingency plan. One month later, the School was running more than 100 classes online – a move that would allow the Class of 2020 to graduate on time.

“I think this was a pivotal moment for our institution: How do you respond to a public policy crisis as a public policy school?” said

Christine Reh, Dean of Graduate Programmes and Professor of European Politics. “It’s a huge effort – it’s not just that suddenly you put everything online that was offline.”

Devising a strategy for “putting things online” was the task of Annika Zorn, Director of PhD Programmes and Digital Learning. Zorn, who had founded a school for digital education and edited a book on the topic, had already been working with faculty to devise joint online courses for the School’s new CIVICA alliance.

“One of my very first projects was with Lion Hirth, Assistant Professor of Governance of Digitalisation and Energy Policy, trying out a ‘flipped classroom’ – pre-recording lectures to create more class time for discussion or group work, she said. Such video lectures are now seen by many educators as a feature likely to stick in the “new normal” of higher education.

Social distancing, physical distancing and distance learning

But the move online was more than a technical feat. As Henrik Enderlein wrote to the community on 20 March: “All of us are realising that the current situation can lead to increased uncertainty, stress, and sometimes fear, as well as mental health challenges.” While recognising that students were coping with all kinds of hardships, the School also wanted to make it possible for them to finish the semester.

Hertie School Student Representation (HSR) conducted two surveys to learn more about students’ experiences and needs. Many respondents said they needed time to adjust to the new situation and were worried about how the pandemic would impact their lives. “I think students saw that it was somehow important

to continue the courses. But I do believe there has been a lot of anxiety,” said HSR President Tania Gitler Ortega, a second-year MPP student from Mexico.

Back in DC, Mashal Hashem got help from a professor in rescheduling a class that started for her at 3 am. And although she felt lucky to return home, it wasn’t always easy juggling student life and family life, she said. In Berlin, Mahima Shah Verma’s flatmates left to quarantine in their hometowns, leaving the second-year MPP student from California to finish up her studies alone. A handful of students took up the School’s offer to postpone their studies until the fall, but the vast majority decided to complete the semester.

Our students participate from four continents and 21 countries*



*Spring 2020

Screen time

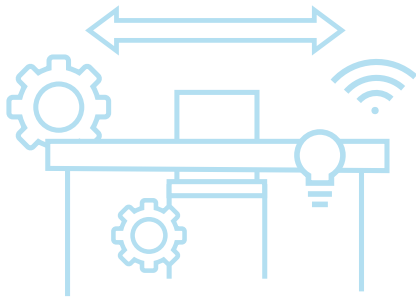
To get classes up and running, Annika Zorn's Digital Learning Team worked evenings and weekends training faculty, adjuncts and assistants. Zorn produced a podcast on the digital classroom, and around 75 student assistants and faculty researchers were hired to help manage online classes.

Professor of Public Policy Anke Hassel said it was strange at first to lecture into what felt like "a black hole". She found herself asking more questions of students as a way of getting them to engage on screen. Anita Gohdes, Professor of International and Cyber Security and Julian Wucherpennig, Professor of International Affairs and Security divided their introductory class on

international security into 50% lecture and 50% seminar, pre-recording videos and splitting the 100-student class into smaller groups of 15 for discussions.

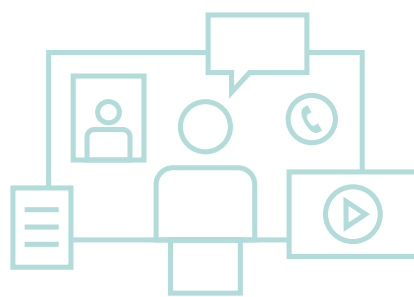
Dean Christine Reh says she expects "more blended forms of learning" in future. But she also notes the importance of university communities as places where people gather to share experiences beyond the classroom. In May, before the spring semester ended, Henrik Enderlein announced the School would return to presence-based teaching with a hybrid element in September.

Move To online teaching



Beginning of preparations

Saturday, 29 February 2020



First pilot class with 80 students

Friday, 6 March 2020



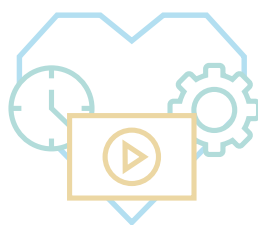
Participation with all students

End of March

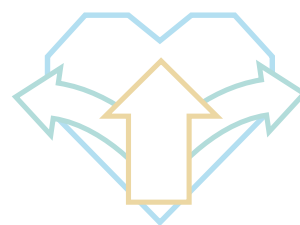
The move online was made possible by



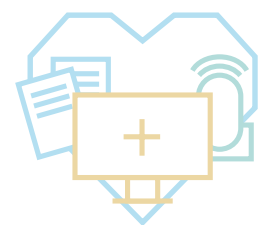
The engagement of five dozen **in-class supporters** (students, staff, researchers)



More than 100 hours of **training classes** and **one-to-one tutorials** for faculty and in-class supporters



Flexibility from our faculty and students



Video tutorials, written manuals and podcasts for **technical support**

PhDs build academic and professional skills through courses in a broad European network

In spring 2020, the Hertie School organised a series of online trainings for PhD researchers across its various networks, including European partners from the CIVICA alliance and local partner universities in Berlin. The workshops offered almost 250 researchers a chance to develop their skills in key areas related to their professional development. From “How to write with policy impact” to “Introduction to teaching in higher education”, the courses were designed to offer PhDs practical experience to augment their academic work.

“These courses not only help our researchers make a greater impact, they also support the creation of networks among PhDs and academic collaboration,” says Dr. Annika Zorn, Director of the Hertie School’s PhD programmes.

In “How to write with policy impact”, students drafted opinion pieces targeting media outlets, wrote policy briefs and learned to communicate key messages clearly to reach policymakers, editors and business leaders.

More than half of the participants came from the Hertie School’s CIVICA partners: Bocconi University, Central European University, European University Institute, National University of Political

Studies and Public Administration, Sciences Po and LSE. The other half came from university partners in Berlin.

These networks also widen the learning exposure for Hertie School PhDs, who have access to numerous social science methods courses and seminars at partner universities, such as the Berlin Graduate School of Social Sciences (Humboldt Universität) and in our joint PhD programmes with the HU through DYNAMICS, and at the Freie Universität through the Berlin Graduate School for Global and Transregional Studies (SCRIPTS-BGTS) and Dynamics, in addition to opportunities within CIVICA.

Anne-Clémence Le Noan, who attended two workshops in spring 2020, said it was a great advantage for PhD researchers to have access to workshops at partner institutions. “This vastly broadens the offer available to us,” she says. “For instance, I intend to work rather qualitatively and I had the opportunity to strengthen my skills on software such as MAXQDA and on interviewing techniques during these seminars.”

In 2019/2020 the Hertie School offered 16 PhD positions to promising international applicants who will begin their doctoral journey in September 2020 in one of our three doctoral programmes.

Contributing to research and debate on the COVID-19 pandemic

PhD researcher Sahil Deo, from Mumbai, India, contributed extensively to the debate and research on how to use data to better understand the COVID-19 pandemic. He wrote more than a dozen research papers, and participated in podcasts, media appearances and videos, including a special report for Observer Research Foundation on the effectiveness of lockdown measures in India. In 2019/2020, Deo won the Best Paper Award at the SEBI-NISM Conference for a co-authored piece on financial advisory apps (so-called robo advisors). The paper forms a part of his PhD thesis. In his dissertation, Deo is working on the under-appreciated regulatory challenges posed by algorithms in FinTech. He seeks to better understand interactions among users, firms, algorithm decision systems and regulators of robotic financial advisors.



Sahil Deo, PhD researcher

Structured doctoral education

Doctoral education at the Hertie School is organised as a structured programme. During the first year, PhDs prepare for their research and thesis writing with dedicated methods, research design and skills seminars. During the following years an increasing amount of time is allocated to independent work on the thesis. Researchers regularly present their findings at colloquia or international conferences. To connect with leading scholars in their field of studies they may undertake research stays abroad.

Throughout the doctoral journey, we offer workshops to our PhD researchers to support their thesis writing, publishing of journal articles and career planning. We also offer trainings

on writing grant applications, teaching in higher education, and public speaking, among many others. Our PhDs also regularly meet to discuss their research in their “Work in Progress Seminar” where they give feedback and advice on each other's work.

Our Doctoral Programme is closely integrated into the Hertie School's research structure. PhDs receive training in research design and methods and are linked to research colloquia where they work closely with faculty members. They can also be affiliated with one of the Hertie School's Centres of Competence.



Maria Uttenthal, Research Fellow | PhD researcher



The Hertie School is a university in rapid development, and it's exciting to be part of the journey. The academic faculty is not only impressive and unique, but also determined to create the best environment for their students and PhD researchers.



Latest publications: Peer-reviewed journal articles by our PhD researchers

Mejía, Luis E. (2020): Judicial review of regulatory decisions: Decoding the contents of appeals against agencies in Spain and the United Kingdom. *Regulation & Governance*, first published: 29 January 2020.

Eicke, Anselm; Khanna, Tarun; Hirth, Lion (2020): Locational investment signals in electricity markets: How to steer the location of new power generation capacity. *The Energy Journal*, 41:6, 281-304.

Brüggmann, Daniel (2020): Women's employment, income and divorce in West Germany: A causal approach. *Journal for Labour Market Research*, 54, 5.

Flonk, Daniëlle; Jachtenfuchs, Markus; Obendiek, Anke S. (2020): Authority Conflicts in Internet Governance: Liberals vs. Sovereignists? *Global Constitutionalism*, 9:2, 364-386.

Haas, Jörg S.; D'Erman, Valerie J.; Schulz, Daniel F.; Verdun, Amy (2020): Economic and fiscal policy coordination after the crisis: Is the European Semester promoting more or less state intervention? *Journal of European Integration*, 42:3, 327-344.

Oswald, Lisa; Ernst, Andreas (2020): Flying in the Face of Climate Change: Quantitative psychological approach examining the social drivers of individual air travel. *Journal of Sustainable Tourism*, 29:1, 68-86.

A transformational week for Brazilian public sector executives

Public sector leaders from Brazil gathered at the Hertie School in September 2019 for one of Executive Education's many customised programmes. The week-long, immersive programme focused on leadership, digital transformation and public management.

Participants were 18 winners of Brazil's Espírito Público (Public Spirit) award – a prestigious award that recognises public sector professionals in Brazil for demonstrating exemplary leadership and discharging their duties with distinction.

The managers took seminars on public innovation, digital governance, human resource management and more, visited German ministries like labour and social affairs, transport and digital infrastructure, and they toured Berlin's museums and historic sites.

"I am taking what I have learned back home to the Minas Gerais State and to Brazil to improve digital transformation in the region," said Rodrigo Diniz Lara, a staff member at Brazil's State Secretariat for Planning and Management (MG – SEPLAG). "One big challenge I face at state-level government is to implement policies that provide better services for citizens. Throughout the week I have taken part in lectures and discussions on digital transformation that have highlighted best practices in this field."

Jorge Amaro de Souza Borges, a manager at Brazil's Secretariat of Environment was also inspired by the programme. "Being here at the Hertie School has enabled me to discover new perspectives on public policy and to think about mechanisms and ways to improve my practice in the Mostardas municipality and in Brazil," he said.



Nicolas Sifas, Secretary Rapporteur of the Commission of Modernisation, Citizen Participation and Technological Innovation of the Senate of the Province of Buenos Aires



We had a great time in Berlin, learning how to apply innovations in the cities of Latin America. It was an excellent opportunity to generate collaboration between different stakeholders who are shaping smart cities in Europe.



Life-long – and career-enhancing – learning at the Hertie School

Customised programmes, like the specialised course designed for Brazil's public sector leaders, are part of the practice-oriented programming our Executive Education team offers mid-career professionals and institutional clients.

In 2019/20, the team created 31 tailored programmes for partner organisations, hosting 526 participants in both our open enrolment and customised courses. This included

training programmes on anti-corruption practices for a group of senior Indian government officials, and in response to the pandemic, a Certificate programme on Governing in Global Crises.

These are just a small part of Executive Education's broad offerings for executives from all parts of the world who work in the public and private sectors and civil society.



Equipping decision-makers with the power of data science to tackle public policy challenges

Data science is expected to have significant impact across all sectors of the economy and society within the coming decade. But how can we apply the potential of machine learning, deep learning or natural language processing to challenges in business, public policy or civil society?

In February 2020, the Hertie School Executive Education team hosted Data Week, a series of courses teaching executives in both the public and private sectors how to engage with data and utilise it effectively. Over three courses, participants gained a

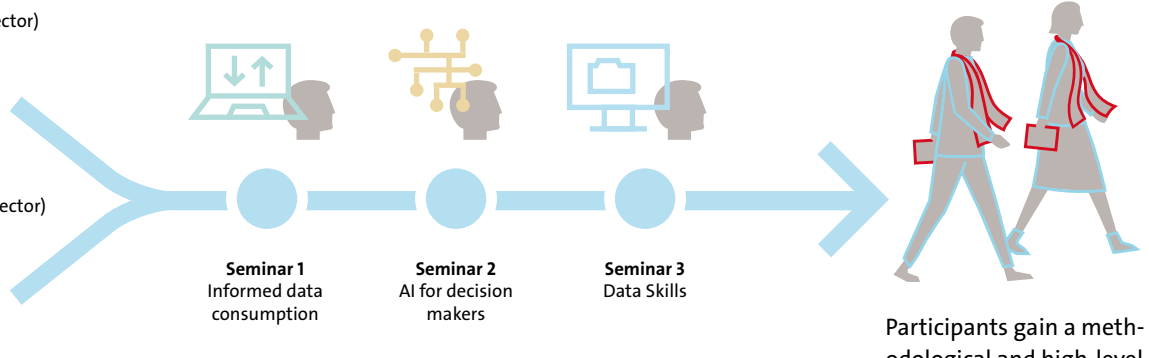
methodological and high-level understanding of artificial intelligence (AI) and data science technology.

Participants were instructed by Slava Jankin, Professor of Data Science and Public Policy, Mark Kayser, Professor of Applied Methods and Comparative Politics, and the Hertie School's new Professor of Ethics and Technology, Joanna Bryson. Not only did participants end the week with a better idea of when to believe the numbers, but they also gained insight into what to do with them.

Executives (Public sector)



Executives (Private sector)



Participants gain a methodological and high-level understanding of artificial intelligence (AI) and data science technology

Crisis as opportunity: Starting your career in the midst of a pandemic

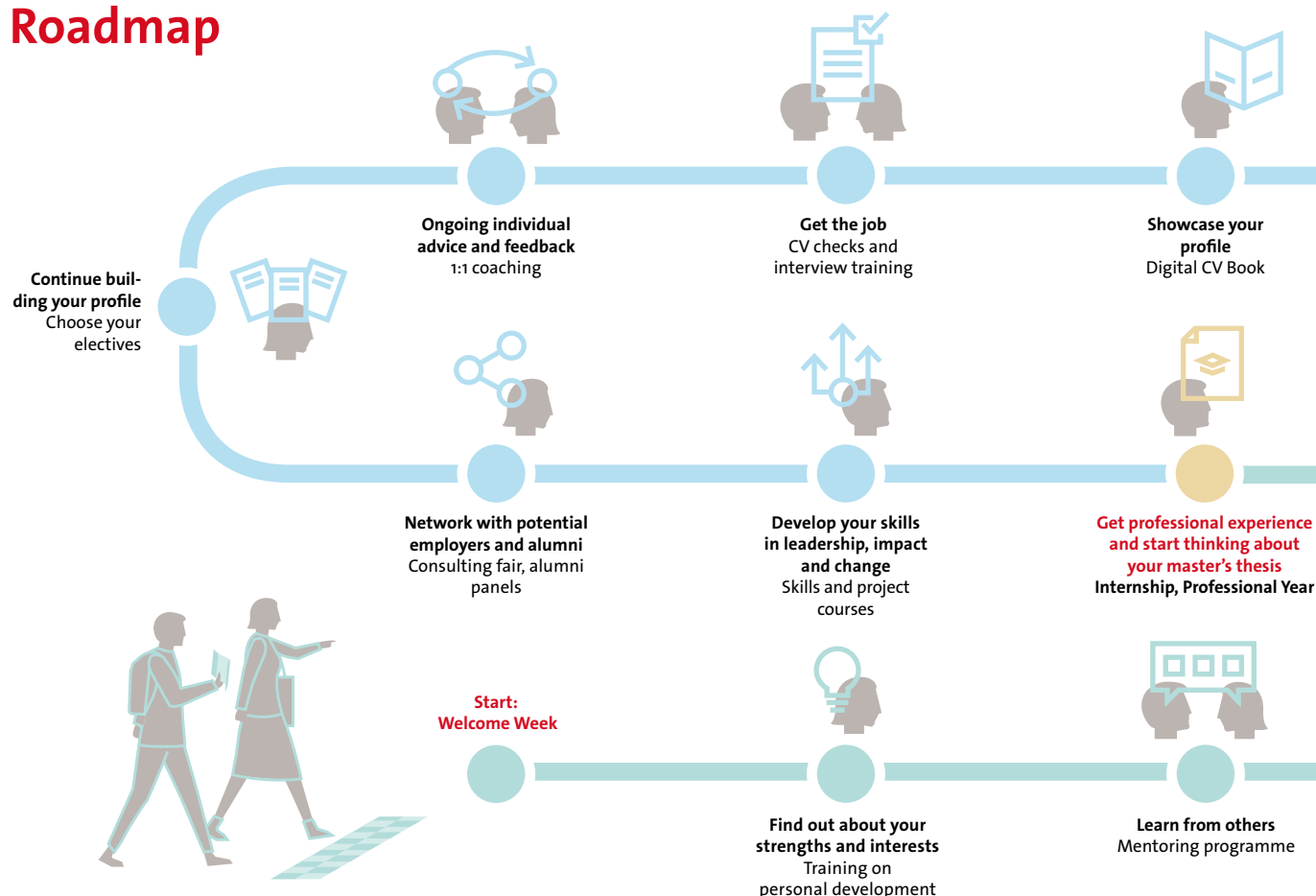
One of the Hertie School's greatest assets is the quality, dedication and diversity of its students who come to Berlin from all over the world. The Career Development team ensures that students and alumni receive the necessary support during their journey at the School and after graduation: through career workshops, mentoring programmes, networking events, and annual recruitment fairs.

When the coronavirus pandemic hit Berlin in March 2020, the team quickly adjusted to support students who were beginning to think about their next step following graduation. Coaching sessions were moved online and webinars replaced the usual on-

site workshops. A new format, digital Alumni Coffee Chats, was launched with alumni from all over the world – from Copenhagen to Chad – and allowed students to learn from the career paths of alumni worldwide, not just Germany.

To offer support and words of encouragement to the graduating cohort, Career Development also launched a new interview series, Alum-spiration. The series featured Hertie School alumni from the Classes of 2008 and 2009, who reflected on what it was like to enter the job market following the financial crisis and offered advice and words of wisdom to the Class of 2020.

Hertie School Career Development Roadmap



Alum-spiration highlights



Emilia Roig, MPP 2009

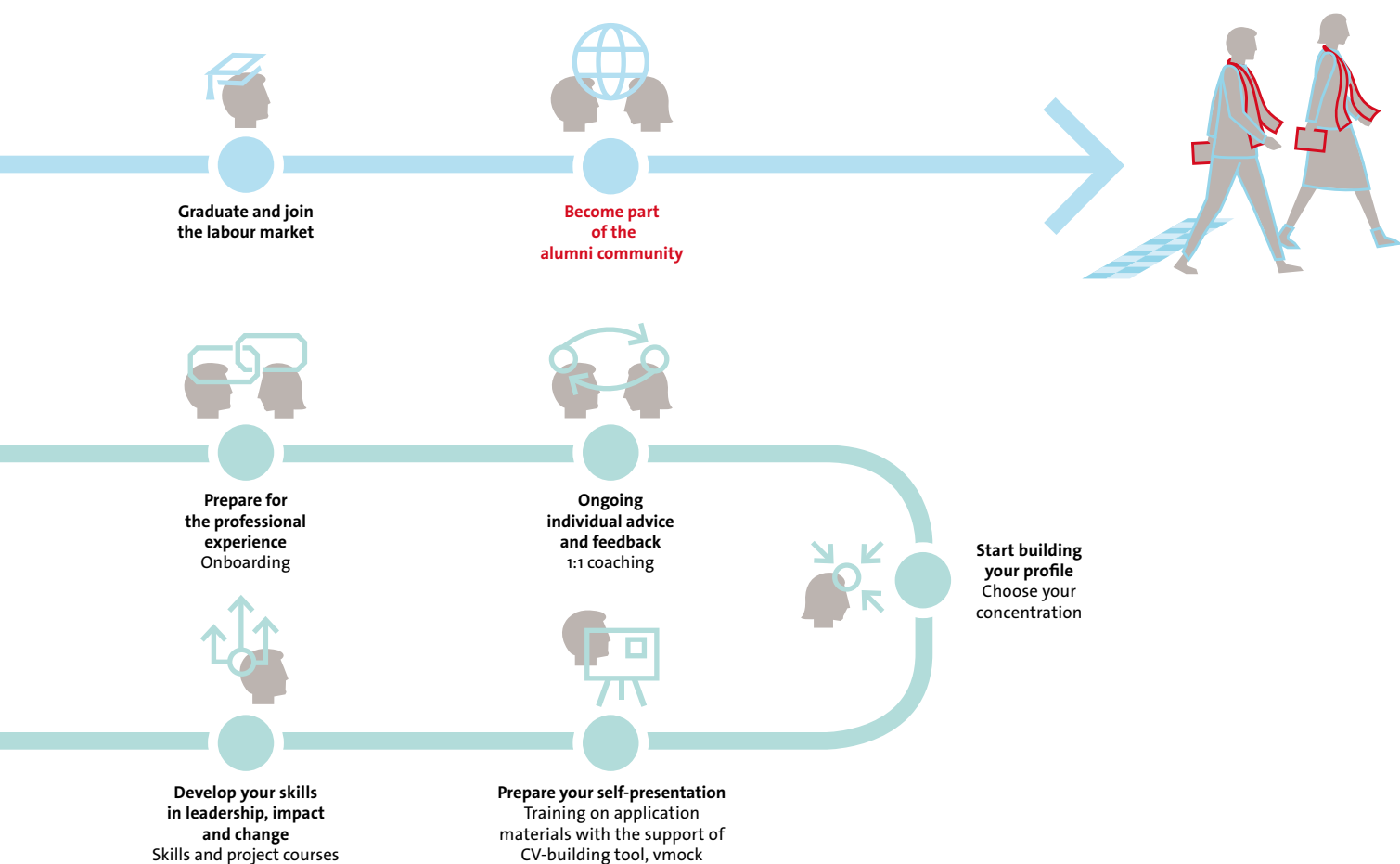
The best advice I can give you is to let go and trust that everything will turn out for the best. I know that this advice can sound passive and may be difficult to follow for high-achieving young people, but letting go is actually a very hard and courageous thing to do. It requires a good deal of humility to accept that we cannot control everything. Letting go is more powerful than trying to control something that cannot be controlled. Letting go doesn't mean giving up: on the contrary, it means trusting the process and having faith in the future.



Felix Ruebcke, MPP 2008



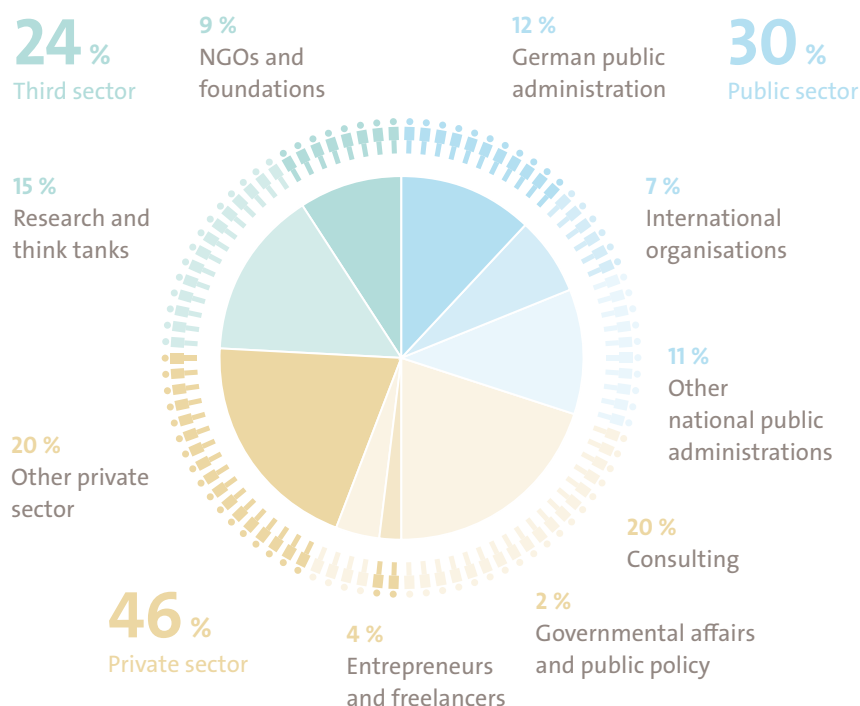
Be a good captain on your sailboat. Crises come and go. Use the opportunity to discover and learn more about your true nature. While it is natural and OK to acknowledge your own anxiety, this can also be a chance for personal development. Consider this tension as energy that you can transform into a good development for yourself and others.



A global network for the common good

Our alumni community is ever-growing with graduates from the Hertie School all over the world. A cornerstone of our global network and dynamic community are 13 Alumni Chapters, which aim to foster and stimulate the relationship between the Hertie School and our community of alumni from Brussels to Bogota, and from New Delhi to New York.

The Alumni Council serves as an advisory body to the management of the Hertie School. As a reflection of the diversity of our graduates, the Council consists of members from all programmes and cohorts, each appointed to a three-year term. They meet at least once a year to discuss strategic issues.



Intersectoral: Careers in all fields*

After more than a decade of equipping our students with strategies for forging new frontiers in governance, our graduates are working at the cutting edge of policymaking in government, business and international organisations.



Ephraim Abwe Diabe, MPP
2009, Head of MONUSCO, UN
Department of Peace Operations



I will not easily forget the seminars with Stein Kuhnle, who helped to bring in professionals and practitioners from around the world to share perspectives, practical lessons and hands-on experience. Most of them remain my references until today. At the Hertie School, I learned to serve and to be more results-oriented.



*Total number of alumni: 1844
Statistics from 90% of alumni





Hertie School Centres of Competence

Over the next years, the Hertie School will substantially expand its expertise in key policy fields through its five Centres of Competence. The Centres focus on governance challenges that are pivotal for the coming decades.

In addition to the Centres, the Hertie School Data Science Lab leverages and amplifies breakthroughs in data science and artificial intelligence to tackle major societal problems.

- Centre for Digital Governance
- Centre for International Security
- Centre for Fundamental Rights
- Jacques Delors Centre
- Centre for Sustainability (launching 2021)
- Data Science Lab

The Centre for Digital Governance is a hub for research, teaching and outreach exploring the implications of digital transformations on governance. We take a European governance approach to digitalisation, contributing to the development of good statesmanship in the digital age. The Centre conducts research on the opportunities and challenges posed by digitalisation, particularly in the public sector.



The Centre for Fundamental Rights is a beacon for impactful scholarly research, teaching, and outreach concerning the current and future challenges to human and fundamental rights. The Centre engages with fundamental rights across local, domestic, regional and global governance. At the heart of the Centre's work is interdisciplinary and policy-relevant research focusing on the resilience and relevance of fundamental rights under changing political and economic conditions and on future-proofing fundamental rights.



The Centre for International Security, aims to advance our understanding of the complex security challenges of the 21st century, particularly in Germany and Europe. Research conducted at the Centre for International Security focuses on the fundamentals of war and peace; that is the use, or threat of use, of force by state and non-state actors. The Centre covers traditional security topics such as alliance politics, great power competition, nuclear arms control, interstate and civil war, as well as topics that have gained prominence only in recent decades (e.g. terrorism and cyber-and hybrid warfare).



At the **Jacques Delors Centre**, academic research goes hand in hand with the development of concrete ideas for future-oriented EU policies. The synergies between academic and policy analysis make the Jacques Delors Centre a unique place for European research, debate, and visions. By integrating the two, the Centre brings facts and analysis to the discussions on European policy and drives them forward. This way, the Centre strives to promote a strong Europe in the spirit of their namesake Jacques Delors.

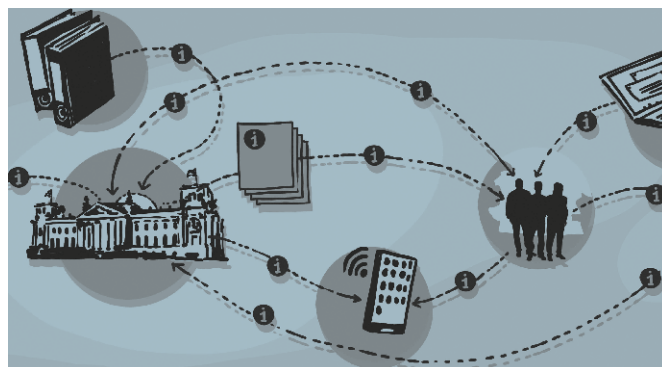


Centre for Digital Governance – The governance of digital networks: Convergence or fragmentation?

In November 2019, the Centre for Digital Governance co-organised a high-level policy dialogue in Berlin on “The Governance of Digital Networks: Convergence or Fragmentation?” together with the European University Institute (EUI) and the Oxford Internet Institute. The meeting took place in parallel with the 2019 Internet Governance Forum, allowing for a valuable exchange between the two events. It brought together renowned experts on internet regulation from academia and practice to discuss the policy implications of digital transformation, including the Centre's Director, Gerhard Hammerschmid and Daniela Stockmann, Professor of Digital Governance.

During the two-day seminar, participants debated new policy challenges such harmful content and hate speech, cybersecurity, digital sovereignty or the increasing power of tech companies – all raising calls for new internet regulation. They assessed what it meant for the power of data and information to be concentrated in the hands of a few private actors and agreed on the need for new forms of governance.

Participants discussed how policymakers and regulators should address security concerns related to the internet's decentralised structure. For example, what policies could best address privacy and law enforcement issues when data are stored outside their country



of origin? Governance challenges posed by hate speech, fake news, and international advocacy in the internet era were a further focus.

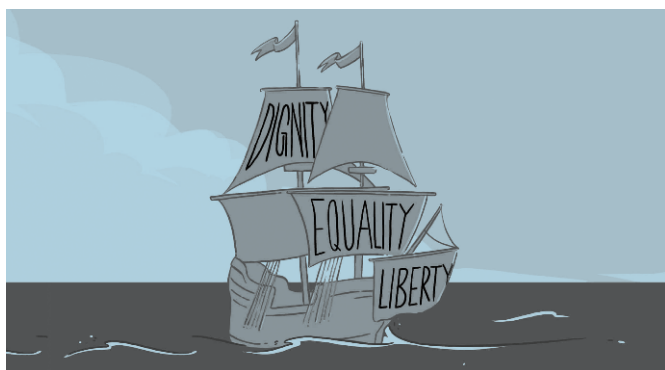
The discussion made clear that digital governance is a pressing problem, in light of limited competition in the digital sphere, democracy and security concerns, and the increasingly vocal involvement of civil society. It brought together renowned experts on internet regulation from academia and practice to discuss the policy implications of digital transformation, including the Centre's Director, Gerhard Hammerschmid and Daniela Stockmann, Professor of Digital Governance.

Centre for Fundamental Rights – Strengthening the UN Treaty Bodies for victims of human rights abuses

Each year, more and more victims of human rights violations are filing individual complaints directly with the United Nations Treaty Bodies. The rapid rise in cases has also brought challenges to these “soft courts”, which have become an important pillar of the human rights system. In 2020, the UN set out to assess ways of making the Treaty Bodies more effective. Throughout the year, scholars at the Hertie School’s Centre for Fundamental Rights contributed to this discussion through workshops, research, papers and public debate. In November 2019, the Centre hosted a workshop with Pluri-

Courts, University of Oslo, and the University of Hamburg to consider concrete ways to bolster the Treaty Bodies. They delivered their recommendations to the UN in the report, “Strengthening and Enhancing the Effective Functioning of the UN Human Rights Treaty Body System of Individual Complaint Mechanisms”.

Researching specific issues, Başak Çalı, Hertie School Professor of International law and Co-Director of the Centre, and Alexandre Skander Galand, Postdoctoral Researcher, examined in how far the eight separate Treaty Bodies were producing a coherent body of case law. Were they showing signs of collective institutionalisation or might they be sending mixed signals? Their findings were published in January in the *International Journal of Human Rights*. Centre Co-Directors Çalı and Cathryn Costello, who recently joined the Hertie School as Professor of Fundamental Rights, along with Research Associate Stewart Cunningham, also looked at how the Treaty Bodies have approached non-refoulement, which protects people from being sent to countries where they could face a serious human rights violation. The researchers created a dataset of over 500 non-refoulement cases from 1990–2020. Their research was published in a special issue of the *German Law Journal*, co-edited by Costello. The Centre’s year-long engagement with the UN Treaty Bodies review reflects their contribution to international debates on the protection of human rights.



Centre for International Security collaborates with Stanton Foundation

In 2020, the Centre for International Security received a major grant from the US-based Stanton Foundation for a research project on nuclear security. It is the foundation’s first foray into Europe. Marina Henke, the Director of the Centre for International Security and Professor of International Relations, explains why this project has become the centrepiece of the Centre’s research work.

Why is a research project about nuclear security so important?

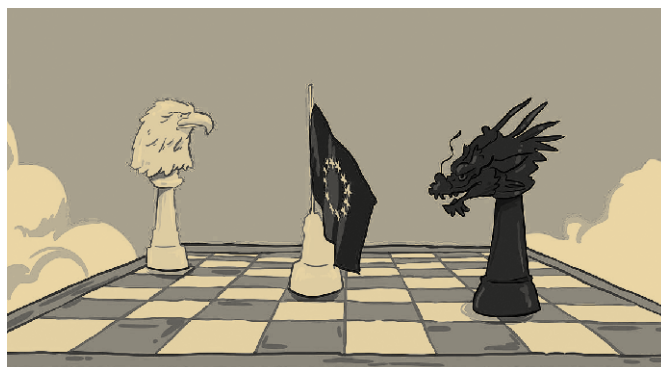
There is no denying that nuclear security issues are again – for better or worse – gaining in political importance. Most major nuclear powers are in the process of modernising their nuclear arsenals. At the same time, arms control treaties are falling apart – for example, the Intermediate-Range Nuclear Forces (INF) Treaty, which was of particular importance to Europe.

As academics and researchers at the Centre, we feel it is important that our students, alumni and the general public gain a better understanding of the issues at play. What is happening in the nuclear security field and why? Our collaboration with the Stanton Foundation will develop a uniquely European perspective on ongoing political and academic debates in the nuclear field.

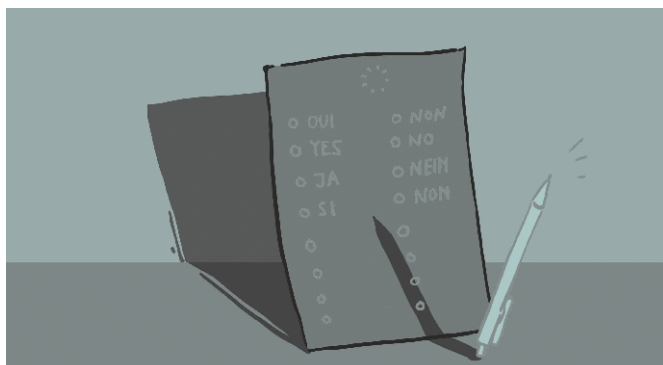
What will be the main areas of research?

The project spans across four research areas. First, we will look at

the role of US-deployed nuclear weapons in Europe and examine how they affect security policy of their host states. Second, we investigate what type of nuclear deterrence doctrine NATO should adopt in the post-INF era. What are concrete challenges and solutions? Third, we work on scenarios that involve the breakdown of US nuclear guarantees. What are realistic alternative options for a purely European nuclear posture and deterrence? And finally, we investigate possible advertent and inadvertent escalation scenarios between NATO and Russia and how they can be prevented. Together, these questions are both theoretically and empirically relevant, and are at the heart of current European nuclear security debates.



Jacques Delors Centre – A pandemic recovery fund for the EU



Just as Europe went into lockdown to contain the COVID-19 virus in March, researchers at the Jacques Delors Centre weighed in on how to prevent permanent economic scars from the crisis. They called on the European Union to implement a joint recovery plan to accompany national stimulus. Member states would all benefit from sharing the burden of the pandemic's costs, they argued.

In one of several publications, Deputy Director Lucas Guttenberg and Affiliate Policy Fellow Johannes Hemker called on the EU to build a safety net so member states wouldn't lose access to bond markets due to speculative attacks. National governments should

provide targeted stimulus, while the EU would support them with a number of other measures, such as borrowing instruments.

As a recovery plan emerged, the Centre weighed in again in April, proposing a Pandemic Solidarity Instrument to support government measures and help shore up businesses across Europe. Their Chart of the Week series offered a visual representation of why some of Europe's most austerity-friendly countries had a vital interest in a joint recovery plan. The Netherlands and Austria, for example, are among the biggest exporters to other EU countries, while Denmark and Sweden export more than the average to hard-hit member states, their most popular chart of the year pointed out.

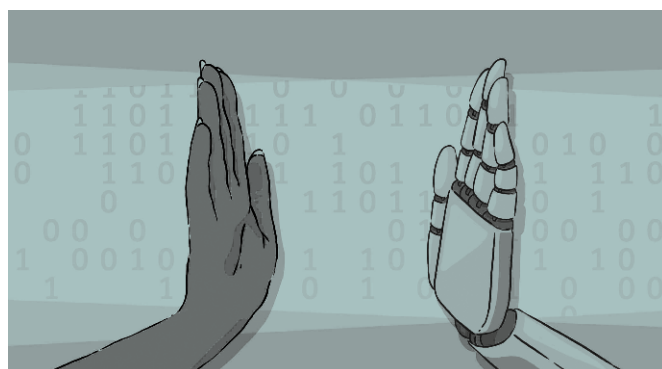
Throughout the pandemic, the Centre continued to provide relevant policy research and ideas that informed public debate and helped shape Europe's fiscal response.

Data Science Lab – Using machine learning to address health effects of climate change

How is climate change affecting health around the world? In November 2019, experts from the Hertie School Data Science Lab helped tackle this question by tracking and analysing trends in their contribution to the renowned Lancet Countdown on Health and Climate Change. The international, multidisciplinary report is published by the UK peer-reviewed medical journal The Lancet and is funded by the Wellcome Trust.

In the report, Slava Jankin, Director of the Data Science Lab and Professor of Data Science and Public Policy, provided recommendations for Germany, as one of 120 leading experts collaborating in the Countdown. The authors warned that a growing number of heatwaves could affect the health of elderly people, infants, those with chronic illnesses or who do heavy physical work outdoors. As many as five additional heatwaves per year in northern Germany and up to 30 in southern Germany are expected by the end of the 21st century, they said.

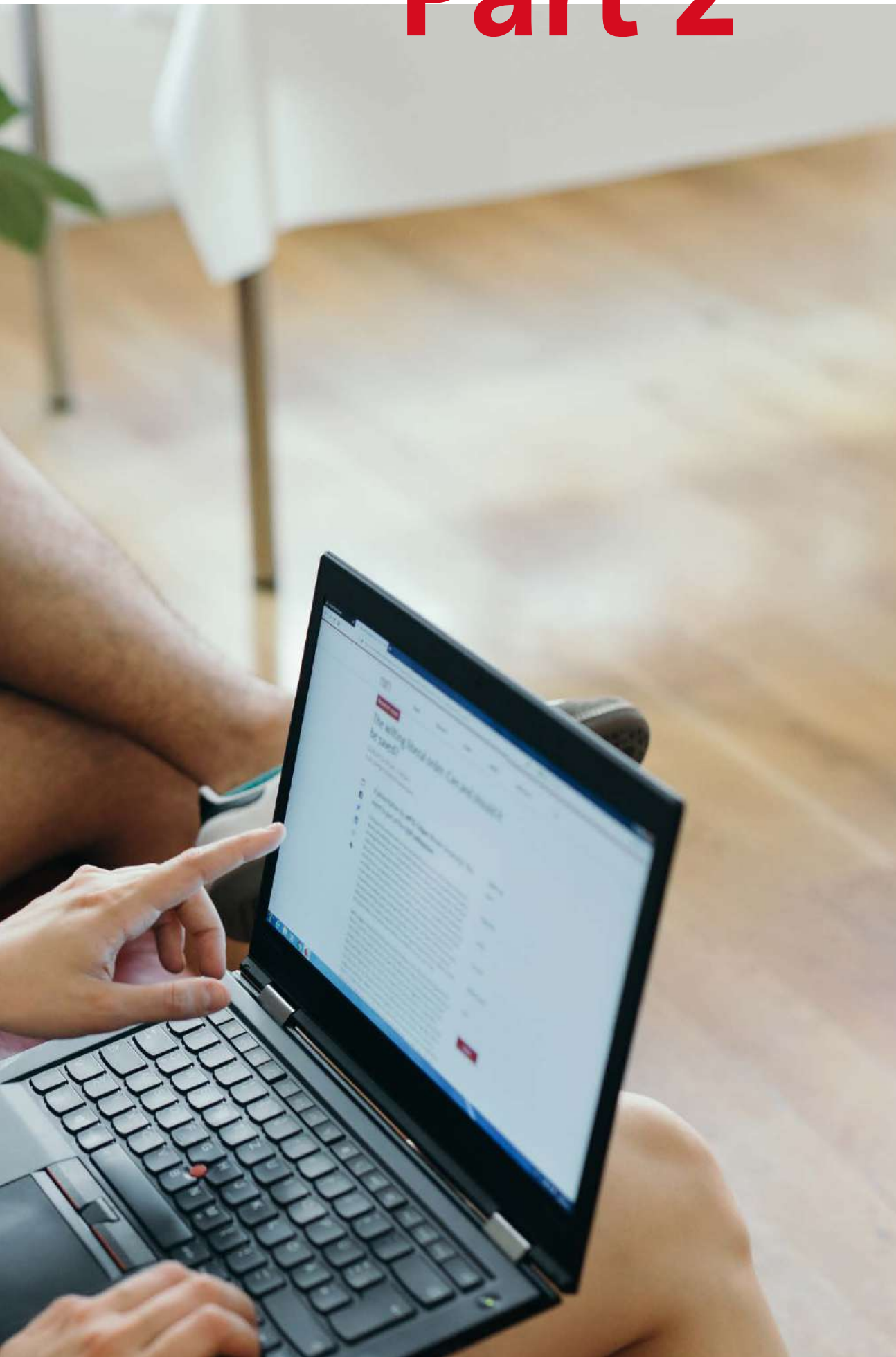
"Monitoring not only helps us to map the dynamics of how health and climate change are inter-related, we also want to provide a reliable basis for political decisions," Jankin said. Hertie School Assistant Professor of Data Science and Public Policy Simon Munzert also contributed to the larger Lancet report, which pro-



vides an independent assessment of how governments are delivering on their commitments made under the Paris Agreement. Climate and health are just two of the areas in which the Data Science Lab contributes to current policy debates.



Part 2



Hertie School at a glance

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

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

Students and alumni

**687**

students from over
77 countries

**526**

participants in our Executive
Education programmes

**1844**

alumni worldwide

Faculty and research

**35**

faculty members

**63**

PhD researchers

**69**

articles in peer-
reviewed journals

**4**

Centres of Competence

Budget

**22**

million euros
overall budget

**9.2**

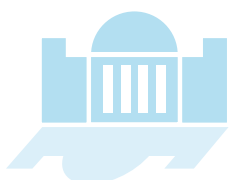
million euros contribution
of the Hertie Foundation

**3.3**

million euros in
third-party funding



Alumni careers in all sectors



30 %
public sector



24 %
third sector



46 %
private sector

Outreach: media and events



2644
appearances in the media



141
public and research events

Accredited by
ACQUIN



Year at a glance – Highlights

1

September

- President Henrik Enderlein officially welcomes students, new faculty and staff at the Opening of the Academic Year 2019/2020.
- Graduation celebration of the Executive Master of Public Administration.
- Professor Julian Wucherpfennig's publication "Trojan Horse, Copycat, or Scapegoat? Re-examining the Refugee-Terrorism Nexus" is awarded "Best Paper" by the American Political Science Association (APSA).

2

October

- Dr. Jeffrey D. Sachs, world-renowned economics professor and author, delivers the Kapuscinski Development Lecture.
- Artist Kader Attia addresses how today's understanding of the term fascism has now been normalised, during a lecture on "Remembering the future" co-hosted by the Federal Foreign Office.
- Masood Ahmed, President of the Centre for Global Development, delivers a presentation on the financing challenges related to achieving the Sustainable Development Goals (SDGs).

5

January

- Hertie School joins the Association of Professional Schools of International Affairs (APSIA) as the thirty-ninth member and first German university.

6

February

- President Henrik Enderlein hosts discussion with French President Emmanuel Macron at the Munich Security Conference, bringing together 30 leaders from politics, business and research to discuss the Franco-German relationship.
- The official launch of the Centre for Fundamental Rights is the basis for a panel discussion on the question "Are fundamental rights losing or gaining ground?"
- Professor Marina Henke takes over from Ambassador Wolfgang Ischinger as Director of the Hertie School's Centre for International Security.

9

May

- The European Research Centre for Anti-Corruption and State-Building (ERCAS), led by Professor Alina Mungiu-Pippidi, launches the "Public Integrity Forecast" aimed at curbing corruption.
- Director of the Centre for Digital Governance, Professor Gerhard Hammerschmid and his co-authors receive 2019 International Review of Administrative Science (IIAS) award for best article.

10

June

- 194 Master of Public Policy and Master of International Affairs students graduate as part of the Class of 2020; a postponed in-person ceremony for the Class of 2020 is scheduled for 2021.
- The Hertie School's Jacques Delors Centre and Sciences Po Paris host a web conference to launch the Franco-German dialogue series funded by the German Federal Foreign Office.
- Forbes.com lists research on inequality in organisations by Professor Johanna Mair among its "Top Five Must-Read Articles For Every Business Leader".

3

November

- German Federal Minister of Health Jens Spahn delivers a keynote at the launch of the 2019 Governance Report.
- Hertie School becomes a founding member of CIVICA—the European University of Social Sciences alongside eight leading European higher education institutions.
- Visiting Professor Adrienne Héritier is awarded the 2019 Michael Endres Prize.

4

December

- Hertie School celebrates the 80th birthday of the constitutional lawyer and political thinker Professor Emeritus Ulrich K. Preuß through a symposium on “the people – a problem of democracy?”

7

March

- Due to the COVID-19 lockdown, the Hertie School shifts all teaching online.

8

April

- Centre for Fundamental Rights discusses the fundamental rights dimensions of measures taken in response to the COVID-19 pandemic within the Council of Europe.
- Professor Marina Henke wins “Best Book Award” from American Political Science Association for her book *Constructing Allied Cooperation*.

11

July

- Visiting Professor Frank Schimmelfennig is awarded the 2020 Michael Endres Prize and joins the Hertie School as a visiting professor.
- Professor Joanna Bryson is one of nine experts nominated by Germany to contribute to the “Global Partnership on Artificial Intelligence”. Bryson, an expert in artificial intelligence (AI), joined as Professor of Ethics and Technology in February 2020.

12

August

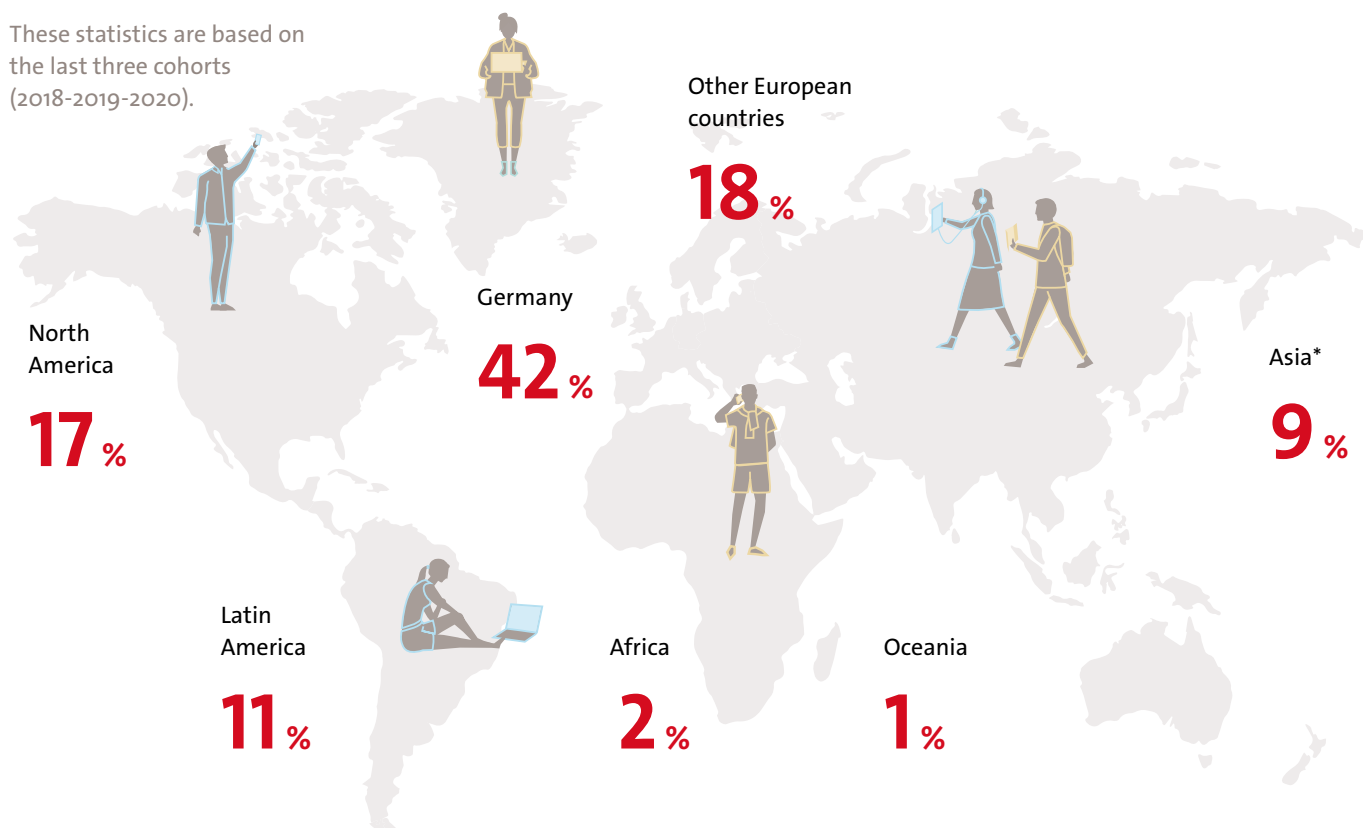
- Professors Johanna Mair and Miriam Wolf awarded 2019 “Best Paper” by the journal *Voluntas*.

Graduate programmes (MPP/MIA)

The Hertie School's graduate degree programmes prepare exceptional students for leadership positions in government, business, and civil society. Our Master of Public Policy, Master of International Affairs and Executive Master of Public Administration equip students and young researchers to work at the cutting edge of governance and public policy. The Hertie School's greatest asset is our students.

Since the School was established, we have welcomed students from over 95 countries. Their rich and diverse backgrounds find expression in a host of initiatives, making campus life much more than just a classroom experience.

These statistics are based on the last three cohorts (2018-2019-2020).



Rina Hajdari (Kosovo),
MIA 2019

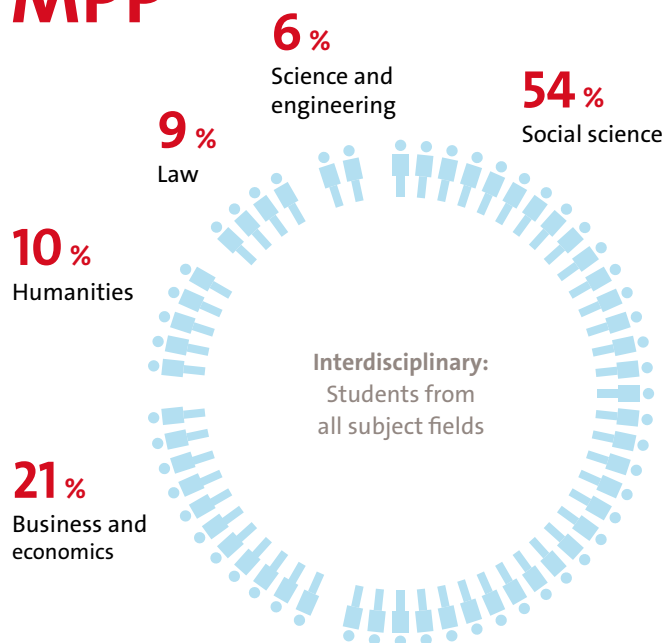


Having the opportunity to do a Professional Year between my first and second year of studies gave me the chance to reassess my priorities and gain concrete experience at a think tank, a UN body and the German parliament.

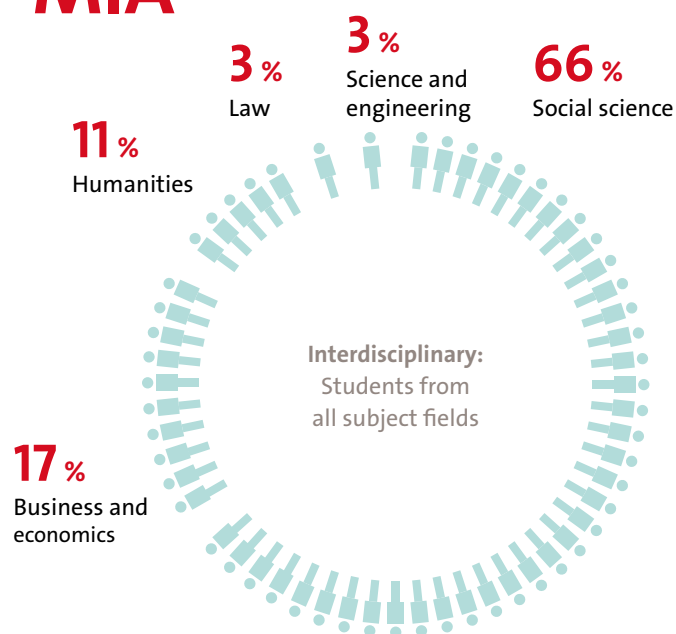


*Thereof 55 % from India

MPP



MIA



New: Master of Data Science for Public Policy (MDS)

With the start of the Academic Year 2020/2021, the Hertie School has launched a new degree programme, the Master of Data Science for Public Policy.

Under the leadership of Dean of Graduate Programmes, Christine Reh, and the Data Science Lab, the School has created a programme that combines the worlds of public policy and data science. Students from both technical and policy backgrounds will learn to tackle some of the most complex

challenges of our time with data-driven solutions for government, civil society and business.

The goal of the programme is to create well-rounded data scientists that can look at a data problem and envision the solution, maybe even the policy interventions to solve such a problem.

The first MDS cohort will begin their studies in fall 2021.



Public policy

Domain knowledge of policy, management and data-driven decision-making



Data science

Extract insights and understanding from data



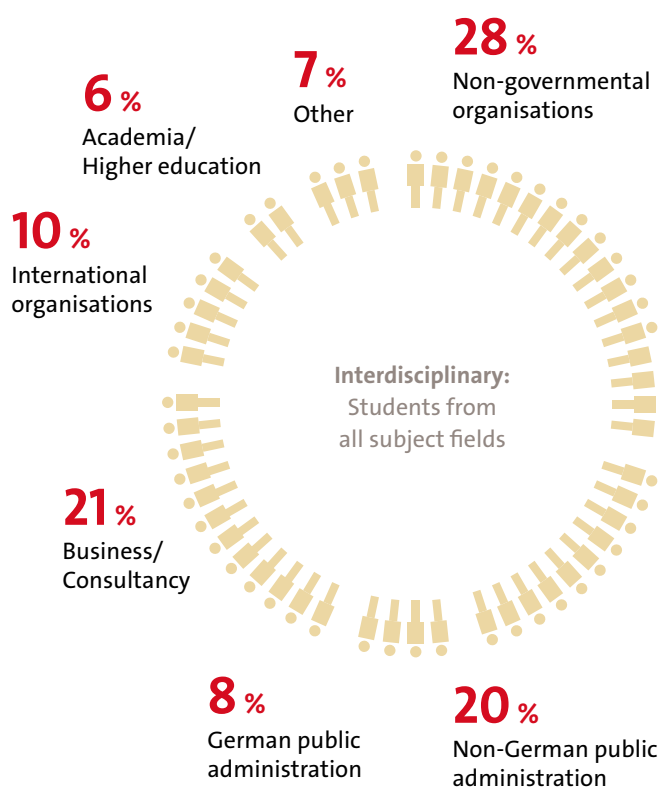
Solution engineering

Deliver concrete solutions and results to stakeholders

Executive Master of Public Administration (EMPA)

As an Executive MPA student at the Hertie School, our students join a dynamic group of leaders united by a desire to improve policy-making worldwide. The expertise each programme participant brings to the classroom is invaluable to the Executive MPA experience, and students learn not only from renowned

international faculty and practitioners, but also from their peers. Participants choose one of three areas of concentration, which cover subjects with ever-increasing relevance for managers, decision-makers and leaders working in the public sector, business and civil society:



Leading innovation and managing change

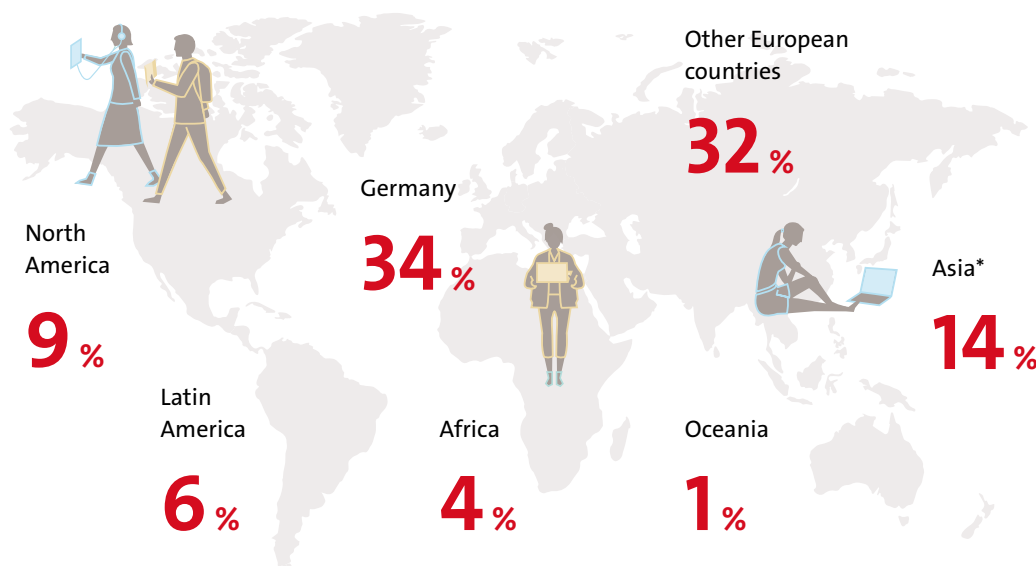


Digitalisation and big data



Global governance frontiers

These statistics are based on the last three cohorts (2018-2019-2020).



*Thereof 80 % from India

Research structure

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

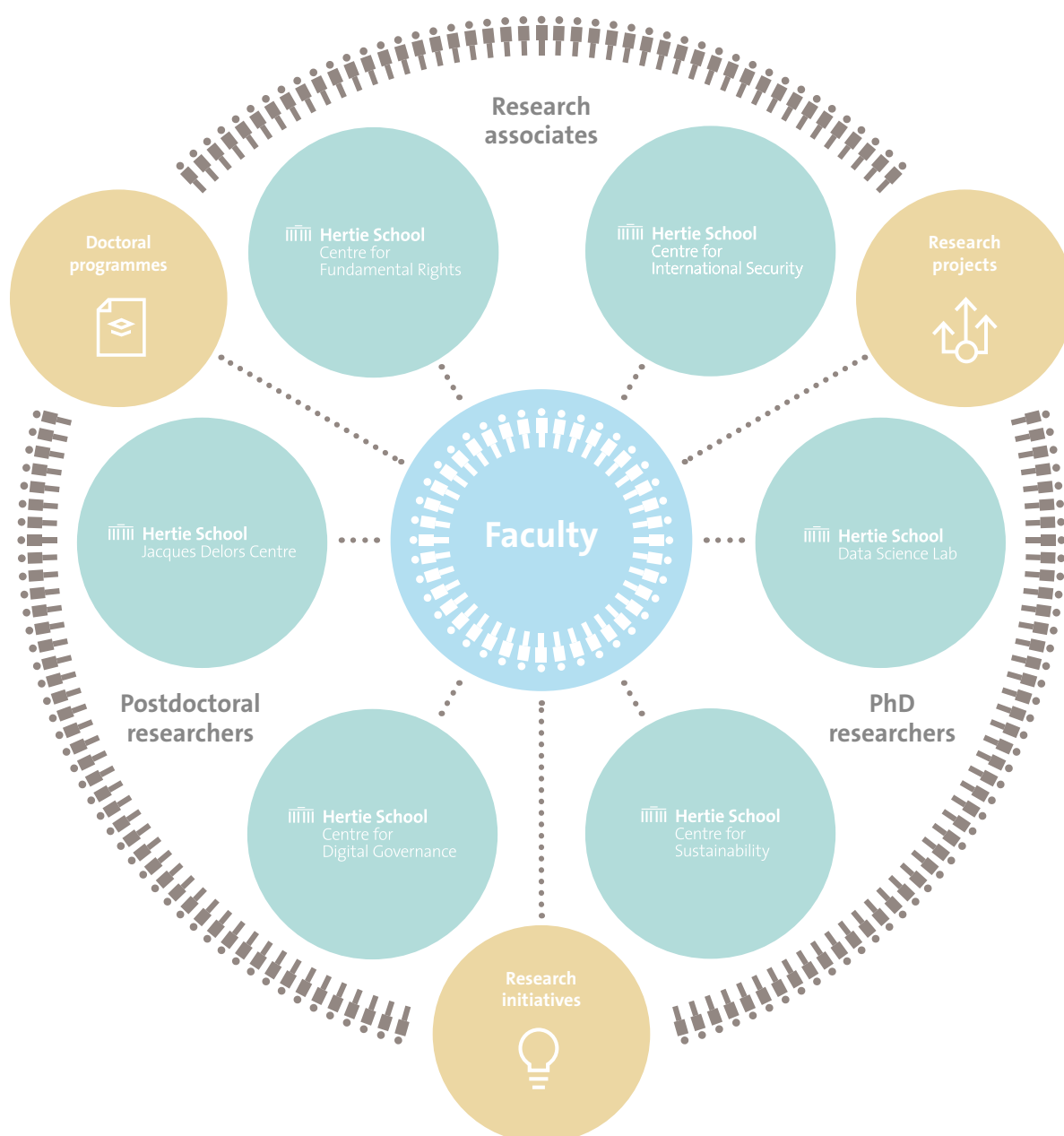
The School's faculty members, adjunct and visiting faculty, researchers and doctoral students work on diverse problems, like combatting corruption, regulating the sharing economy, public sector reform, security issues, and the future of the euro. Many projects are designed to engage or collaborate directly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

Our 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 closely cooperates with top PhD programmes in the social sciences in Europe in the context of the EU-funded CIVICA project (Bocconi University, Central European University, European University Institute, Sciences Po, Stockholm School of Economics, and London School of Economics).

Major research and outreach initiatives:

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



Faculty



Prof. Helmut K. Anheier, PhD
Senior Professor of Sociology,
past President



Prof. Arjun Appadurai, PhD
Senior Professor of Anthropology
and Globalisation



Prof. Joanna Bryson, PhD
Professor of Ethics and
Technology
since February 2020



Prof. Başak Çalı, PhD
Professor of International
Law and Co-Director Centre
for Fundamental Rights



Prof. Dr. Luciana Cingolani
Assistant Professor of Public
Administration



Prof. Cathryn Costello, PhD
Professor of Fundamental
Rights, Co-Director Centre for
Fundamental Rights
since July 2020



Prof. Mark Dawson, PhD
Professor of European Law
and Governance



Prof. Dr. Henrik Enderlein
President and Professor of
Political Economy



Prof. Dr. Christian Flachsland
Professor of Sustainability



Prof. Dr. Anita Gohdes
Professor of International
and Cyber Security



Prof. Dr. Lukas Graf
Assistant Professor of
Educational Governance



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



Prof. Dr. Gerhard Hammerschmid
Professor of Public and Financial
Management and Director
Centre for Digital Governance



Prof. Dr. Anke Hassel
Professor of Public Policy



Prof. Marina Henke, PhD
Professor of International
Relations and Director Centre
for International Security



Prof. Dr. Lion Hirth
Assistant Professor of
Governance of Digitalisation
and Energy Policy



Prof. Dr. Klaus Hurrelmann
Professor of Public Health
and Education



Prof. Dr. Thurid Hustedt
Professor of Public
Administration and
Management



Prof. Dr. h.c. Wolfgang Ischinger
Senior Professor of
Macroeconomics and
Sustainability



Prof. Dr. Markus Jachtenfuchs
Professor of European and
Global Governance and
Director Jacques Delors Centre



Prof. Slava Jankin, PhD
Professor of Data Science and
Public Policy



Prof. Mark Kayser, PhD
Professor of Applied
Methods and
Comparative Politics



Prof. Dr. Michaela Kreyenfeld
Professor of Sociology



Prof. Johanna Mair, PhD
Professor of Organization,
Strategy and Leadership



Prof. Dr. Sébastien Mena:
Professor of Organization
and Governance
since September 2020



Prof. Alina Mungiu-Pippidi, PhD
Professor of Democracy
Studies



Prof. Dr. Simon Munzert
Assistant Professor of Data
Science and Public Policy
since September 2019



Prof. Dr. Christine Reh
Dean of Graduate
Programmes and Professor
of European Politics



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



Prof. Dr. Mujaheed Shaikh
Assistant Professor of Health
Governance



Prof. Dennis Snower
Senior Professor of
Macroeconomics and
Sustainability



Prof. Daniela Stockmann, PhD
Professor of Digital
Governance



Prof. Dr. Christian Traxler
Professor of Economics

**The following members
left the School during
2019/20:**

Kerstin Bernoth
Professor of Economics

Jean Pisani-Ferry
Professor of Economics
and Public Management

Leonardo Iacovone
Professor of Economics



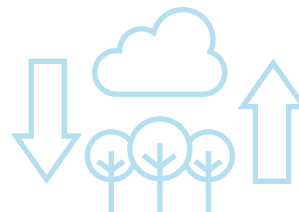
Prof. Dr. Kai Wegrich
Professor of Public
Administration and
Public Policy



Prof. Dr. Julian Wucherpennig
Professor of International
Affairs and Security

Selected research projects

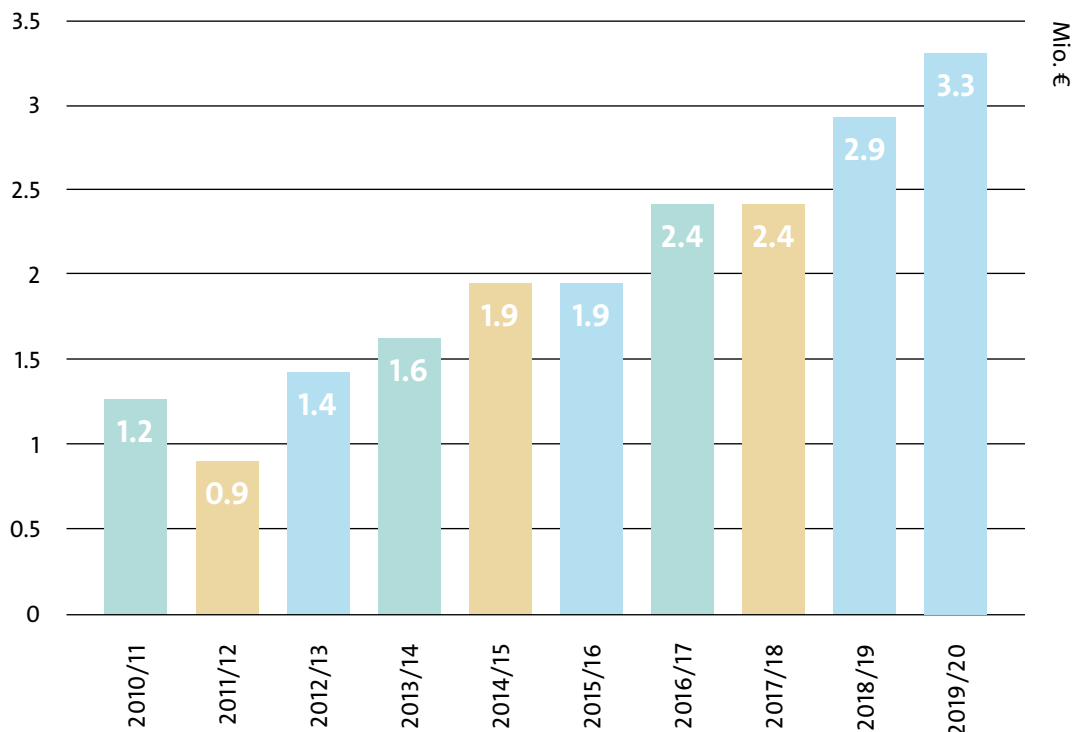
In July, the Hertie School was selected as one of 26 leading research institutions from around Europe as part of the **Ariadne “Kopernikus” project**. Supported by the German research ministry (BMBF), the Hertie School will receive 1.3 million euros over three years as part of the 30-million-euro initiative, which will provide policy advice to help further the European energy transition and help make Germany climate-neutral by 2050. We joined this ambitious endeavour under the guidance of **Christian Flachsland, Professor of Sustainability**, and **Lion Hirth, Assistant Professor of Governance of Digitalisation and Energy Policy**. In addition, there are four postdoctoral positions at the Hertie School to work on Ariadne over the course of three years.



Anke Hassel, Professor of Public Policy and **Markus Jachtenfuchs, Professor of European and Global Governance**, were awarded just under 1 million euros over three years by the German research ministry (BMBF) for their project, **“Cohesion in Europe – Perception and Fields of Action”**. The study will ask: How is cohesion perceived in the EU and how can it be strengthened under conditions of high political and institutional heterogeneity? Hassel and Jachtenfuchs will work in cooperation with Ellen Immergut from EUI Florence and Bruno Palier from Sciences Po Paris alongside colleagues from the European Trade Union Institute, Brussels.



Third party funding



Publication highlights

Theodorou, Andreas; **Bryson, Joanna**; Bandt-Law, Bryn (2019): The Sustainability Game: AI Technology as an Intervention for Public Understanding of Cooperative Investment (IEEE CONFERENCE ON GAMES (COG) [8848058] IEEE).

Çalı, Başak; **Costello, Cathryn**; Cunningham, Stewart (2020): Hard Protection through Soft Courts? Non-Refoulement before the United Nations Treaty Bodies. In: German Law Journal (21), S. 355–384.

Cingolani, Luciana; Fazekas, Mihály (2020): The role of agencification in achieving value-for-money in public spending. In: Governance - An International Journal of Policy, Administration, and Institutions, S. 1–19.

Dawson, Mark (2020): How Can EU Law Respond to Populism? In: Oxford Journal of Legal Studies 40 (1), S. 183–213.

Flonk, Danielle*; **Jachtenfuchs, Markus**; **Obendiek, Anke*** (2020): Authority conflicts in internet governance: Liberals vs. sovereigntists? In: Global Constitutionalism, 9(2), 364–386.

Gohdes, Anita R. (2020): Repression Technology: Internet Accessibility and State Violence. In: American Journal of Political Science. Online verfügbar unter <http://dx.doi.org/10.1111/ajps.12509>.

Di Maio, Gina; **Graf, Lukas**; Wilson, Anna (2020): Embedded flexibilization and polite employer domination: the case of short-track apprenticeships in Switzerland. In: Empirical Research in Vocational Education and Training 12 (2), S. 1–21.

Hallerberg, Mark; Wehner, Joachim (2020): When Do You Get Economists as Policy Makers? In: British Journal of Political Science 50 (3), S. 1193–1205.

Bach, Tobias; **Hammerschmid, Gerhard**; Löffler, Lorenz (2020): More delegation, more political control? Politicization of senior-level appointments in 18 European countries. In: Policy and Administration 1, S. 3–23.

Naczyk, Marek; **Hassel, Anke** (2019): Insuring individuals ... and politicians: financial services providers, stock market risk and the politics of private pension guarantees in Germany. In: Journal of European Public Policy 26 (4), S. 579–598.

Henke, Marina (2019): Constructing Allied Cooperation: Diplomacy, Payments and Power in Multilateral Military Coalitions. Ithaca, New York: Cornell University Press.

Hirth, Lion (2019): Open data for electricity modeling: Legal aspects. In: Energy Strategy Reviews. Online verfügbar unter <http://dx.doi.org/10.1016/j.esr.2019.100433>.

Trein, Phillip; Biesbroek, Robbert; Bolognesi, Thomas; Cejudo, Guillermo M.; Duffy, Robert; **Hustedt, Thorid**; Meyer, Iris (2020): Policy Coordination and Integration: A Research Agenda. In: Public Administration Review. Online verfügbar unter <http://dx.doi.org/10.1111/puar.13180>.

Levi, Sebastian; **Flachsland, Christian**; Jakob, Michael (2020): Political Economy Determinants of Carbon Pricing. In: Global Environmental Politics 20 (2), S. 128–156.

Munzert, Simon; **Jankin, Slava**; et al., (2019): The 2019 report of The Lancet Countdown on health and climate change: ensuring that the health of a child born today is not defined by a changing climate. In: The Lancet 394 (10211), S. 1836–1878.

Köppen, Katja; **Kreyenfeld, Michaela**; Trappe, Heike (2020): Gender Differences in Parental Well-being After Separation: Does Shared Parenting Matter? In: Parental Life Courses after Separation and Divorce in Europe. Life Course Research and Social Policies, vol 12: Springer, Cham, S. 235–264.

Hehenberger, Lisa; **Mair, Johanna**; Metz, Ashley (2019): The Assembly of a Field Ideology: An Idea-Centric Perspective on Systemic Power in Impact Investing. In: Academy of Management Journal 62 (6), S. 1672–1704.

Mungiu-Pippidi, Alina (2019): Europe's Burden: Promoting Good Governance Across Borders. Cambridge: Cambridge University Press.

Bressanelli, Edoardo; Koop, Christel; **Reh, Christine** (2020): EU Actors under pressure: politicisation and depoliticisation as strategic responses. In: Journal of European Public Policy 27 (3), S. 329–341.

Shaikh, Mujaheed; Del Giudice, Pietro; Kourouklis, Dimitrios (2020): Revisiting the Relationship Between Price Regulation and Pharmaceutical R&D Investment. In: Applied Health Economics and Health Policy. Online verfügbar unter <http://dx.doi.org/10.1007/s40258-020-00601-9>.

Stockmann, Daniela; Luo, Ting; Shen, Mingming (2019): Designing authoritarian deliberation: how social media platforms influence political talk in China. In: Democratization 27 (2), S. 243–264.

Drago, Francesco; Mengel, Friederike; **Traxler, Christian** (2020): Compliance Behavior in Networks: Evidence from a Field Experiment. In: American Economic Journal: Applied Economics 12 (2), S. 96–133. DOI: 10.1257/app.20170690.

Drápalová, Eliška*; **Wegrich, Kai** (2020): Technocratic Populism and Subnational Governance. Government and Opposition, 1–21.

Key networks and alliances



Our dual degree partners

Our dual degree programmes offer students to spend one year at the Hertie School and another year at a partner institution around the world. In the process, students earn a degree from both institutions.

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

In October 2019, the Hertie School announced a new dual degree with the University of Toronto's Munk School of Global Affairs. Students from Canada's premiere public policy school will begin their two-year studies in Berlin in September 2020 as part of this exciting new partnership.

Our exchange partners

The Hertie School offers exchange opportunities with more than thirty partner institutions worldwide – from Canberra to Cairo, and from Bogota to Barcelona.

CIVICA

The European University funded by the EU Commission from 2019 to 2022, CIVICA brings together eight leading institutions, such as Sciences Po and LSE, with a focus on the social sciences from across Europe. Cooperation across many Hertie School activities, including research initiatives for professors and PhDs and joint teaching with fellow members.



Network of seven top public policy schools from around the world, including SIPA at Columbia University and the Lee Kuan Yew School of Public Policy at the National University of Singapore.

APSIA

Hertie School joined as full member of the association in December 2019; we are the only German member alongside 39 top International Affairs programmes from the US (24), Europe (7) and Asia (8). Fellow members include Yale University, Georgetown University, Harvard University and the University of St. Gallen.

Funding partners

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

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

Core funders

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

Project partners

- Alexander von Humboldt-Stiftung
- Ernst & Young GmbH
- International Policy and Leadership Institute (IPLI)
- KPMG AG Wirtschaftsprüfungsgesellschaft
- Mangold Consulting GmbH
- McKinsey & Company, Inc.
- Santander Consumer Bank AG



Key numbers and financials

Students	2019/20	2020/21 (Status: as of 01 Sept 2020)
Total number of enrolled students	687	651
MPP students	335	376
from:		
Germany	32.11 %	37.12 %
Europe	13.71 %	12.18 %
Other	54.18 %	50.70 %
Male	40.13 %	39.89 %
Female	59.87 %	60.01 %
MIA students	202	205
from:		
Germany	53.75 %	51.55%
Europe	20.63 %	22.70%
Other	25.63 %	25.71%
Male	48.13 %	52.06%
Female	51.88 %	47.93%
Executive MPA students	50	54
from:		
Germany	40.82 %	36.89%
Europe	24.49 %	24.66%
Other	34.69 %	38.40%
Male	63.27 %	50.70%
Female	36.73 %	49.30%
Exchange inbound	40	16
PhD researchers	63	66
BTS (from 2019 BGTS)	8	9
Doctoral Programme in Governance	50	50
DYNAMICS	5	7
Graduates	Class of 2020	
MPP		120
MIA		74
Doctoral programmes		6
Executive MPA		7
Alumni career paths	(Status: as of 01 Sept 2020)	
Total number of alumni		1844
Public sector		30 %
Private sector		46 %
Third sector		24 %

Number of employees	2019/2020	2020/2021* **
Professors	35	35
thereof:		
full-time employed	28	30
part-time employed	7	5
Male	22	21
Female	13	14
Employees	196	200
(incl. research staff; excl. student assistants)		
Profit and loss statement (K €)	2019/2020	Budget 2020/2021*
Revenues	7,571	9,087
Master of Public Policy	3,430	3,893
Master of International Affairs	2,348	2,440
Executive Master of Public Administration	536	597
Executive Education	858	1,900
Contract research	157	226
Other revenues	242	31
Income from grants		
Shareholder Hertie Foundation	9,189	9,167
Other grant authorities	4,657	4,865
Costs		
Costs of teaching, research and school services	14,521	16,198
Costs of administration	7,064	6,895
Other income, expenses	-169	115
Self-financing ratio (%)	58 %	60 %
Profit/Loss	0	-89

*Status as of 01 September 2020

**In 2020/2021, the Hertie School is recruiting 5 new Professors

Committees

Hertie School Leadership

Management of the Hertie School gGmbH



Prof. Dr. Henrik Enderlein
President and Professor of Political
Economy; Academic Director of the School;
Director, Jacques Delors Centre



Dr. Axel Baisch, MBA
Managing Director

Deans



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



Prof. Dr. Christine Reh
Dean of Graduate Programmes and
Professor of European Politics



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

Supervisory Board

Bernd Knobloch

Chairman; Deputy Chairman,
Hertie Foundation; former Member of
the Board, Commerzbank AG

Elizabeth Niejahr

Member of the Supervisory Board;
Managing Director, Hertie Foundation

Prof. Dr. Sascha Spoun

Deputy Chairman of the Supervisory
Board; President, Leuphana University

Dr. h. c. Frank-J. Weise

Chairman of the Hertie Foundation;
Former Chairman of the Executive
Board, German Federal Employment
Agency

Board of Trustees

Frank Mattern

Chairman of the Board of Trustees;
Managing Director at Frank Mattern
Advisory and Investments; Director
Emeritus at McKinsey and Company

Prof. Lisa Anderson, PhD

Past President, The American University
in Cairo; Dean Emerita, The School
of International and Public Affairs,
Columbia University

Franz Baumann, PhD

Assistant Secretary-General (ret.),
United Nations, New York

Prof. Dr. Kurt Biedenkopf

Honorary Chairman of the Board of
Trustees; Former Minister President of
Saxony

Prof. Dr. Catherine E. de Vries

Professor of Politics at Bocconi
University in Milan

Dr. Michael Endres

Honorary Chairman of the Board of
Trustees of the Hertie Foundation;
former Member of the Board of
Deutsche Bank AG

Prof. Marcel Fratzscher, PhD

President of DIW Berlin (German
Institute for Economic Research);
Professor of Macroeconomics and
Finance at Humboldt-University Berlin

Dr. Peter Frey

Editor-in-chief, ZDF

Dr. Anna Herrhausen

Executive Director of the Alfred
Herrhausen Gesellschaft

Janina Kugel

Chief Human Resources Officer and
Member of the Managing Board,
Siemens AG

Prof. Brigid Laffan

Director and Professor at the Robert
Schuman Centre for Advanced Studies,
European University Institute

Prof. Dr. Christoph Möllers

Professor of Public Law and
Jurisprudence, Faculty of Law,
Humboldt-University Berlin and a
Permanent Fellow at the Institute for
Advanced Study Berlin

Claudia Müller

Founder at Female Finance Forum

Dr. Norbert Röttgen

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

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

Advisory Council on German Federal Administration and Civil Society

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

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

Prof. Dr. Hans Hofmann

Chairman of the Advisory Council on German Federal Administration and Civil Society; Director-General for Public Law, Constitutional Law and Administrative Law of the Federal Ministry of the Interior, Building and Homeland (BMI)

Nicola Brandt

Head of OECD Berlin Centre

Dr. Achim Dercks

Deputy Managing Director, Association of German Chambers of Commerce and Industry

Dr. Thomas Gerhardt

Head of Department Z, Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ)

Maria Margarete Gosse

Director-General for Central Services, Federal Foreign Office

Thomas Haldenwang

President of the Federal Office of the Protection of the Constitution (BfV)

Lanna Idriss

Managing Director, Amnesty International Germany

Dr. Bruno Kahl, President of the German Federal Intelligence Service (BND)

Susanna Krüger, CEO and Member of the Board, Save the Children Deutschland

Thomas Krüger, President of the German Federal Agency for Civic Education (bpb)

Dr. Anna-Maija Mertens, Managing Director, Transparency International Germany

Dirk Meyer, Head of Department Z, German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU)

Dr. Volker Meyer-Guckel, Deputy Secretary General and Member of the Executive Board, Stifterverband für Deutsche Wissenschaft

Eva Schmierer, Head of Department Z, Federal Ministry of Justice and Consumer Protection (BMJV)

Dr. Hans-Eckhard Sommer, President of the German Federal Office for Migration and Refugees (BAMF)

Anne von Fallois, Executive Director, Kienbaum Consultants International GmbH

Lieutenant General Klaus von Heimendahl, Head of HR, German Federal Defence Ministry (BMVg)

Dr. Wolfgang Wonneberger, Director-General for Central Services, German Federal Ministry of Labour and Social Affairs (BMAS)

Lutz Zimmermann, Director of the Human Resources Department, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Alumni Council

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 that 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.

Julia Black

Missing Migrants Project Coordinator,
International Organization for Migration
MIA Class of 2017

Johannes Boege

Chief Revenue Officer, NZZ
Mediengruppe
MPP Class of 2007

Elias Brumm

Desk Officer for the Policy Planning Unit,
German Federal Foreign Office
Doctoral Programme in Governance
Class of 2012

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Environmental Culture Lead, Directorate
for Citizen Culture, Secretariat for
Culture, Recreation and Sports Colombia
MPP Class of 2015

Christoph Gusovius

Head of Department, Ministry of
Education of the state of North Rhine-
Westphalia
Executive MPM Class of 2008

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Partners for Impact (PFI)
MPP Class of 2007

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