

# THE FUTURE OF PUBLIC POLICY SCHOOLS IN THE 21ST CENTURY

## CONFERENCE REPORT



INAUGURAL CONFERENCE  
23-24 APRIL 2012, BUDAPEST

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## CONFERENCE AGENDA

### SUNDAY — 22 April

Arrival of participants in Budapest

19.30            Pre-Conference Dinner  
(Vén Hajó Restaurant, 1052 Budapest, Vigadó square ship station)

### MONDAY — 23 April

9.00            Welcome by John **Shattuck**, Rector & President, CEU  
and Wolfgang **Reinicke**, Dean, SPPIA  
(Auditorium, ground floor)

9.30–11.00    **PANEL 1** (Auditorium, ground floor):  
► **What Future for Schools of Public Policy and  
International Affairs in the 21<sup>st</sup> Century?**

Opening address by Anne-Marie **Slaughter**,  
Bert G. Kerstetter '66 University Professor of Politics  
and International Affairs, Woodrow Wilson School of  
Public & International Affairs, Princeton University

Followed by a discussion with

- Helmut **Anheier**, Dean,  
Hertie School of Governance, Berlin
- Christopher **Stone**, Director,  
Hauser Center for Nonprofit Organizations & Daniel  
and Florence Guggenheim Professor of the Practice  
of Criminal Justice, Harvard Kennedy School of  
Government
- Lan **Xue**, Dean,  
School of Public Policy and Management,  
Tsinghua University

**CHAIR:** Kati **Marton**, Member,  
Board of Trustees, CEU

11.00–11.30   Coffee break

# Conference Program

- 11.30–13.00 **PANEL 2** (Auditorium, ground floor):
- **Learning for Leading?  
Which Knowledge and Which Skills?**
- A discussion with
- Thomas **Carothers**, Vice President,  
Carnegie Endowment for International Peace,  
Washington DC & Visiting Professor, SPPIA
  - Ingrid **Srinath**, Former Secretary General & CEO,  
Civicus World Alliance for Citizen Participation
  - Heather **Grabbe**, Director, OSF Brussels
  - Adam **Graycar**, Professor of Public Policy,  
Australian National University
  - William **Burke-White**, Deputy Dean,  
University of Pennsylvania Law School
- CHAIR:** Aleh **Cherp**, Academic Secretary & Research  
Director, CEU
- 13.00 Lunch (Gellner room, 1st floor)
- 15.00–17.00 **PARALLEL WORKSHOPS**
- **New Economic Thinking and Public Policy Schools**  
(Gellner room, 1st floor)
- Eric **Beinhocker**, Executive Director,  
INET@Oxford
  - Anil **Duman**, Assistant Professor,  
Department of Political Science, CEU
  - Achim **Kemmerling**, Associate Professor,  
Department of Public Policy, CEU
  - Miklós **Koren**, Assistant Professor,  
Department of Economics, CEU
- CONVENOR:** Dorothee **Bohle**, Head of Department  
& Associate Professor, Department of  
Political Science, CEU

► **Developing and Teaching Skills for Social / Political Entrepreneurship**

(Senate room, 1st floor)

- Matthias **Birk**, Co-Founder, Institute for Personal Leadership & Guest Lecturer, Columbia Business School
- Alex **Fischer**, Head of Public Affairs, WWF Switzerland & Associate professor, Department of Public Policy, CEU
- Heather **Grabbe**, Director, OSF Brussels

**CONVENOR:** Viola **Zentai**, Director, Center for Policy Studies, CEU

► **Rising Powers and the Future of Public Policy Schools**

(Popper room, 1st floor)

- Mark **Leonard**, Director, European Council on Foreign Relations
- Partha **Mukhopadhyay**, Senior Fellow, Center for Policy Research New Delhi
- Oliver **Stuenkel**, Professor of International Relations, Fundação Getulio Vargas, São Paulo
- Lan **Xue**, Dean, School of Public Policy and Management, Tsinghua University

**CONVENOR:** Thomas N. **Hale**, PhD candidate, Princeton University Department of Politics

► **The New Frontiers of the Learning Community: Innovating Teaching and Learning in Professional Schools**

(Room 203, 2nd floor)

- James **Groccia**, Director, Biggio Center for the Enhancement of Teaching and Learning, Auburn University
- Hannes **Klöpfer**, Co-Founder & Managing Director, iversity.org

# Conference Program

- Liviu **Matei**, Senior Vice President & Chief Operating Officer, CEU
- David **Reingold**, Professor and Executive Associate Dean, School of Public & Environmental Affairs, Bloomington, Indiana University

**CONVENOR:** Wolfgang **Reinicke**, Dean,  
School of Public Policy and International  
Affairs, CEU

(coffee available throughout workshops)

17.00–18.00 **PLENARY DISCUSSION ON WORKSHOPS**  
(Auditorium, ground floor)

**CHAired by** Wolfgang **Reinicke**, Dean,  
School of Public Policy and International  
Affairs, CEU

20.00 **Dinner** (Academy Club Restaurant, Hungarian Academy of  
Sciences, 1051 Budapest, Széchenyi István square 9)

## DINNER ADDRESS

Aryeh **Neier**, President, Open Society Foundations

## Tuesday — 24 April

9.00–10.00 **DEBATE** (Auditorium, ground floor)

### ► **Civil Society, Learning and Leadership**

- Ivan **Krastev**, Chairman,  
Centre for Liberal Strategies, Sofia & Permanent  
Fellow, IWM Institute of Human Sciences Vienna
- Sisonke **Msimang**, Executive Director,  
Open Society Initiative for Southern Africa
- Ghassan **Salamé**, Dean,  
Paris School of International Affairs, Sciences-Po

**CHAIR:** István **Rév**, Director,  
Open Society Archives at CEU

10.00–10.20 Coffee break

10.20–11.45 **PANEL 3** (Auditorium, ground floor):

► **Making a Difference for Making a Difference?  
The Value of a Public Policy School Education  
in Practice**

A discussion with

- Joe **Colombano**, Senior Officer & Economic Advisor,  
Executive Office of the Secretary-General, United  
Nations (Harvard Kennedy School graduate)
- Nick **Grono**, Deputy President & Chief Operating  
Officer, International Crisis Group (Woodrow  
Wilson School graduate)
- Rebecca **Hamilton**, Journalist,  
Human Rights Lawyer & Author of *Fighting for  
Darfur* (joint Harvard Law School & Harvard  
Kennedy School graduate)
- Mirna **Jusic**, Co-Founder and Member of the Board,  
Analitika, Sarajevo (CEU graduate)
- Helaway **Tadesse**, Senior Vice President,  
Zemen Bank (Woodrow Wilson School graduate)

**CHAIR:** Liviu **Matei**, Senior Vice President & Chief  
Operating Officer, CEU

12.00–13.00 ► **A Global Public Policy School for the 21<sup>st</sup> Century  
—My Vision**  
(Auditorium, ground floor)

A conversation with

- George **Soros**, CEU Founder and Honorary  
Chairman, CEU Board of Trustees

**MODERATED by** Leonard **Benardo**, Associate Director,  
Open Society Foundations

13.00 **Concluding remarks followed by lunch**  
(Gellner room, 1st floor)

## PANEL 1

### WHAT FUTURE FOR SCHOOLS OF PUBLIC POLICY AND INTERNATIONAL AFFAIRS IN THE 21ST CENTURY?

In her opening address, **Anne-Marie Slaughter**, professor at Princeton University's Woodrow Wilson School of Public and International Affairs and a former dean of that school, focused on key elements the ideal school of public policy would possess. This school should include modular teaching that would allow for engaging senior practitioners and roving world-class faculty, exposure to the social, public, and private sectors, and an opportunity for students to develop an additional professional competence in, for example, law, public health, business, medicine or other fields through the pursuit of joint degrees.

At first she touched upon aspects of the current network of schools of public policy, one that is characterized by its diversity and perpetual evolution. In debating whether an American model dominates the design of the many programs of study worldwide, she argued that the American setting incorporates a wide range of programs and styles and that any grouping would arbitrarily leave certain schools out. In the US, schools have branched out onto different areas of policy-making and do not constitute an 'American model' altogether. Some will focus in the administration of regional and national governments, others in the diagnosis of policy problems, solutions and their implementation, and others on international affairs. In a decade, programs of study could be looking very different to what they are now, since there is room for constant innovation and mutual reinforcement through the ever-growing network of schools of public policy.

Slaughter later introduced the key topics of her speech, in which she elaborated on the pivotal importance of a trans-disciplinary education. Deepening the trans-disciplinary character of the public policy curriculum would enable the student to think of problems and solutions from the corners of different disciplines of thought. In the form of joint degrees, schools can begin an enterprise to teach people to identify, analyze and solve problems exhaustively and from whatever angle the student chooses. She explained the many advantages of, for example, a medicine/MPP degree in the health sector, the cultivation of judgment derived from the humanities, or the strong relationship of theory-practice obtained from engineering and the natural sciences; all of which can add an immeasurable value to any public policy degree.

Additionally, Slaughter put forward the notion of a 'modular education'. She questioned whether the current tradition of teaching through the span of a semester truly maximizes the time and value spent during the two years usually spent in the accomplishment of a public policy degree. Modular education means the delivery of knowledge through small modules that can cover any subject and last whatever necessary.



The high-degree of flexibility resulting from this method would allow the school to welcome guest practitioners, experts, and academics to devise creative courses and therefore expand the catalogue of options offered to its students.

Schools can also harness the advancement of technology and devise exciting educational methods that incorporate, for example, the use of communication technologies across classrooms in different parts of the world. Modular courses can be happening in classrooms in China and the US at the same time and thus deepen the transfer of knowledge between schools of public policy. People learn the best by talking to each other and there is always room for new methods of teaching and interaction.

Another of Slaughter's key-points was the expansion of the public policy education to the private sector. A program of study that would have their students spend time across the public, social, and private sectors would expose them to each of their distinguishing cultures and organizational logics. As an example, Obama's national security strategy mentions public-private partnerships over thirty times and highlights the importance of harnessing the power of private investment in the processes of development. The success of schools of public policy will depend on their ability to mobilize all three sectors in the identification of problems and their solutions. This point was strongly echoed by **Helmut Anheier**, Dean of the Hertie School of Governance in Berlin.

During the discussion, panelist **Christopher Stone**, Director of the Hauser Center for Nonprofit Organizations, the Daniel and Florence Guggenheim Professor of the Practice of Criminal Justice at the Harvard Kennedy School of Government, and incoming Head of the Open Society Foundation, drew a parallel between public policy schools and schools of medicine and the performing arts. In both those cases, teachers are embedded in clinical enterprises known for rigorous on-the-job training. In this sense, the role of schools of public policy and organizations like the Open Society Foundations should be as 'clinical educators'. "We should", Stone said, "serve as the teaching hospitals of our discipline."

**Lan Xue**, Dean of the School of Public Policy and Management at Tsinghua University, discussed public policy in China in a global context. According to Lan Xue, China is also trying to move along the path of political reform so the experiences of other countries – whether they are in North America or Europe – are very useful for China to learn. "We can see that the Western system has its own pitfalls as well so how can China learn from those experiences? SPP's experience will be very useful and we're very happy to have a great partner."

SPP represents a thrilling enterprise in which these and other concrete innovations can be implemented. It enjoys a wonderful geographical

location, bridging the East and the West of Europe and is exposed to a myriad of policy complexities given the uprising of Eastern European nations. In Slaughter's words "SPP should be an institution where passion is corralled and distilled by reason much like the musicians and mathematicians that Hungary has created". A purpose beyond power and an education that would generate a zeal for the advancement of civil society should be a prerogative not only for SPP but also for other schools.

## **PANEL 2**

### **LEARNING FOR LEADING? WHICH KNOWLEDGE AND WHICH SKILLS?**

The discussion was launched by **Ivan Krastev**, Chairman of the Centre for Liberal Strategies, Sofia and Permanent Fellow of the IWM Institute of Human Sciences Vienna, as he outlined the challenges of integrating a "passion" component into an education that also focuses on the development of depth of knowledge and skills. But which skills are most needed in the public policy sector? How can SIPPIA best prepare its future students for the challenges of the modern age?

**Thomas Carothers**, Vice President of the Carnegie Endowment for International Peace and Visiting Professor of SPP spoke of the paradoxical relationship between a brilliant public policy education and a government apparatus that fails to generate sound policy-making in the United States. Currently, the panorama of American schools of public policy is excellent at providing a strong emphasis on critical thinking, policy development and learning, and practical experience through internships while, at the same time, "the US has arguably the worst and most dysfunctional policies of established democracies [...] ones which have done little to foster fiscal responsibility, environmental protection, and the expansion of successful foreign relations".

Carothers explained that this asymmetrical state of affairs is due to the inherent nature of US politics, where good policy-making is diluted in the overall political process. In a policy arena where it is increasingly difficult to discern policy from politics and self-interest, schools are responsible for equipping its students with the appropriate skills to muddle through these complex policy-making settings.

Carothers also expressed his reservations regarding programs of study that overemphasize "leadership". He illustrated his point by explaining that the US Congress is probably the biggest melting pot of leaders in the US, where highly ambitious personalities clash together and amount to be "the most dysfunctional organization in the country". Schools of public policy need to rather prepare for innovative, responsible, and effective graduates that can work in teams and add value to their future organizations.

**Heather Grabbe**, Director of the Open Society Institute (Brussels), provided an overview of the process of policy-making at the European level that, in her experience, is dominated to a certain extent by multiple compromises, a strong path-dependency, and a clash of organizational cultures at the regional vis-à-vis the supranational level. In what appears to be a political environment of somewhat chaotic outcomes, Grabbe discussed the challenges that her organization faces when coping with a process dominated by the clash of political self-interests, career-oriented decision-making and often-irreconcilable narratives.

In her view, the academic understanding of policy-making must thus be coupled with a strong grounding on these political realities, where the nature of power is “relational” rather than “locational”. The understanding of how policy networks work across different levels of governance is therefore imperative and only acquired with substantial experience. Grabbe sees a lot of potential in experiential training, preferably in the form of mid-career training. Once an awareness of the challenges is gained and internalized, individuals can decide to go back to the classroom and update their skills accordingly.

Adding to this, **Ingrid Srinath**, Former Secretary General and CEO of Civicus World Alliance for Citizen Participation, emphasized the significant role that civil society is gaining in world governance and the new modes of governance that result out of this phenomenon.

The last decade has witnessed an unprecedented decline in public trust in both markets and institutions alike, which has made people (particularly the younger generations) unwilling to outsource policy-making to politicians and experts alone. This has made us especially sensitive to political mobilization and generated new and interesting opportunities for civil engagement. In her view, our global system is obsessed with the interests of political and economic elites, where policies are designed by and for them. This creates a representational vacuum in global governance that is best filled by civil society itself.

Harnessing the power of civil society and gaining a deeper inclusion is, however, no easy task. The study of transnationalism and norm-creation certainly provides important breakthroughs that could be assessed by innovative public policy programs. SPP has therefore a big opportunity to train leaders that will foster transparency, accountability and greater inclusiveness in the policy process and, hence, curb a current trend in policy-making where civil society is increasingly constrained. In her records, ninety governments have presently passed laws that went in this direction.

“How do we move pass this governance illusion? How do we find a new governance paradigm that is attuned to these new forms of transparency, accountability and leadership? How do we shape

institutions that were conceptualized, designed and created for old and completely different times?” were the questions put forward by Srinath. While answers will be developed over time, Srinath identified “leaving behind the state-centric paradigm” as the right approach.

Srinath further explained that the political process has failed to capture emerging forms of governance, such as those that have arisen from the advancement of modern communication technologies. Facebook, for example, serves as a meeting point for corporate owners, world-scattered advertisers, and a worldwide audience: a true global contractual arrangement. Thanks to the Internet, the provision of services transcends national borders and is not fully captured by any of our institutions. There is great value in understanding and seizing the power of technology and the role it can play in the advancement of civil society and the inclusiveness of our global system.

“The Internet is therefore the political space of the 21<sup>st</sup> Century”, Srinath argued, and yet “well-established democracies such as the US or the UK are passing undemocratic laws to restrict their use”. For her, there is surprisingly insufficient understanding and debate on the Internet and a wide space to be filled-in by the future of public policy education. Creating a civil-friendly policy eco-system, where knowledge and skills from people across multiple sectors can interact and produce outcomes of common value is the only path towards creating a world that is more just, equitable, and free.

For **William Burke-White**, Deputy Dean of the University of Pennsylvania Law School, marrying knowledge and skills in a public policy curriculum constitutes a great challenge. “How can depth of knowledge be conciliated with necessarily practical solutions?”. Burke-White provided a solution to the paradigm by echoing Slaughter’s argument of a joint-degree education. Burke-White went further and recommended offering short degree-based diplomas for the mid-career professional that would like to gain a deeper insight on policy-making.

Schools of public policy must also be wary to allocate enough weight and importance to professional skills courses, which are often considered as second-class by their students. “Integrating professional training into substantive teaching in the form of a clinical education can be a way”, Burke-White said. This can be done by adding a stronger emphasis to internships and clinical training and by bridging the expert to the student through the use of modern technologies and mentorship programs.

To add a pragmatic perspective to the abstract, **Adam Graycar**, Professor of Public Policy at the Australian National University insisted that whatever set of skills given to students during their public policy-training should be grounded on what they will actually need as they join or return to the workforce in entry- or mid-level-positions.

Graycar exposed a “pyramid of skills”, where administrative, budgetary and analytical skills best represent entry-level jobs, whereas leadership, strategy and planning skills are best allocated to its organizational leaders. While preparing students exclusively for either set of skills is not the appropriate way, it is important that SPP makes an effort to offer a comprehensive catalogue of skill courses and adjust to the professional needs of its students.

## WORKSHOP

### DEVELOPING AND TEACHING SKILLS FOR SOCIAL / POLITICAL ENTREPRENEURSHIP

**Matthias Birk**, Associate Faculty at the Institute for Personal Leadership, New York and Guest Lecturer, Columbia Business School, provocatively insisted that to talk about leadership one must first define what “leadership” is and how the concept can be interpreted according to different organizational contexts.

Drawing a parallel to Amartya Sen, Birk explained that public policy is about changing outer conditions and aiming for a happier society. To speak about leadership is to speak about bridging the interests of multiple stakeholders under a common strategy, see commonalities instead of differences, and gaining a deep degree of empathy among those we interact with.

As a potential method to teach leadership, students must first gain a personal understanding of how their positioning affects their own leadership narratives. It involves a self-evaluation of ethical principles, which should later prescript our actions; thereby enabling us to inspire and mobilize others. In Germany, for example, Defense Minister Karl-Theodor zu Guttenberg failed to do this by plagiarizing his PhD thesis, causing great distress among those who followed him. Organizations too can use an ethical check-up. Self-assessment is one of the most important characteristics of any successful leader and any educational program that encourages this will be heading in the right direction.

Agreeing with Birk, **Alex Fischer**, Head of Public Affairs of WWF Switzerland and Associate Professor at the Department of Public Policy, CEU, insisted that the right mix between strong skills (e.g. policy-analysis and decision-making) and soft-skills (e.g. negotiation and good writing) are needed. In his field, where lobbying and advocacy are strong components of his daily activities, bridging peoples’ interests while minimally compromising the goals of his organization is of utter importance. Convincing people, and understanding their interests and their positioning within a greater policy network are another of the essential qualities of the public leader.

**Heather Grabbe** drew three issues of particular relevance for leaders participating in any political process. She firstly spoke of their ability to recognize policy-patterns and see how these influence actors. In what is a policy arena dominated by path dependency and self-interest, SPP graduates could greatly benefit from knowledge on how to build and cultivate professional relationships. Profiling of policy actors is therefore a great skill, given that some will be interested in facts, while others are more responsive to standing relationships.

Secondly, Grabbe insisted that leaders need to be able to generate creative ideas in the face of opposing interests and be able to successfully understand all underlying political dynamics. They need to have an acute awareness of all stakes at play in the political process, and adjust their strategies accordingly. Not only on-the-job training is necessary to acquire these skills, but courses on strategy and negotiation can also prove very useful.

Lastly, leaders need to be flexible. “To what extent can you compromise interests (in terms of content or time)?” Grabbe asked the floor. Any intervention should be sensitive to its political context and be based on a flexible strategy and complemented by means-to-end analysis. Strategy skills and scenario planning could add great value to any public policy curriculum.

The floor then took these observations and applied them to their own contexts. Given the diversity of organizations that workshop members worked for, it was interesting to see how leadership was differently contextualized in bureaucracies, businesses, and NGOs. Understanding how processes of change work, the role of a particular organization in such contexts, and the role of oneself within them can help us determine how we can lead the achievement of our organizational goals while, at the same time, work with the organizational cultures we are embedded in.

In this regard, Birk launched a discussion of how “creativity” is harnessed by different organizational logics. The floor was initially skeptical of the role of creativity in, for example, government bureaucracies (which are usually depicted as being more risk-averse and concerned with efficiency rather than change) as opposed to NGOs (which are more flexible and egalitarian in nature). However, adaptability to a given policy context (whatever the level, being regional or international) much like companies in a business environment, is increasingly gaining more relevance as an organizational goal and leaders should be prepared to steer their organizations in such processes.

Developing skills for social and political entrepreneurship should therefore take great note of the multiple organizational settings that students will be encountering and enable them to decide for themselves

how leadership is understood not only in these settings, but also within themselves.

## DEBATE

### CIVIL SOCIETY, LEARNING & LEADERSHIP

Echoing Srinath, **Ivan Krastev** spoke about the confidence vacuum that exists in the present times. The 1930s saw a general decline of trust in the market system given the Wall Street crash in 1929 and people turned to governments for their intervention. The 1970s saw a reversal of this in the United States, given the many social movements that pushed for reform and greater social inclusiveness. These days, and even before the global financial crisis, civil society trusts neither governments nor markets and craves for a greater spotlight in the global policy arena. States are prepared to welcome these new opportunities given that nowadays, Krastev insists, “delegation of responsibility is the new definition of power”.

Krastev later went on discussing the common assumptions regarding civil society. In a world of extremes, the public is usually considered as the ‘innocent’ actor. States and businesses, the power-holders, stand in the opposite end aiming for their own survival and self-interest. However, these assumptions can be challenged. Not only civil society has its darker side (far-right organizations, for example) but it has also a great power to be realized and worked upon. This can be seen in the amount of non-profits arising since the 1970s, a number that is greater today than ever before. According to Krastev, it is important to enhance our understanding of how civil networks interact with one another and generate public outcomes.

Providing venues for civil society to interact and intervene with global processes seems therefore an arduous task, given the multiplicity of actors and interests that compose it. **Thomas Carothers** highlighted exactly this and provided criticisms to the main structures that give teeth to the public in global governance, namely NGOs and other advocacy organizations.

Firstly, the missionary spirit of many non-profits, from which they derive much of their legitimacy, can cloud self-criticism. NGOs need to be aware of the impact they are making in a context that is constantly changing. Not only they need to adapt to it, but also evolve with it in order to find new opportunities of engagement. Carothers further warned NGOs of becoming too complacent with their operative logics and of radicalizing their discourse into “either with or without us”. Having a progressive ethos does little when their daily activities are not approximating organizations to it or altogether hampering it. Processes

of self-assessment must be commissioned to the general public and not to their friends only.

Secondly, NGOs always face the challenge of generating a substantive knowledge base that would enable the public to find new corners for involvement. Since NGOs are non-for-profit by definition, their activities are often constrained to the demands of project-oriented funding from third parties. In seeking to justify third-party funding, these organizations often find themselves looking for a proof of impact that may not always exist and sacrifice the ethos under which they were originally created. This, however, is a problem that lies at a system level and non-profits should always look to maximize the research capture of their activities. In this sense, investigating business-like models in which NGOs can gain greater independence and self-sustenance is imperative if civil society wants to truly identify itself as an independent party in any policy process.

Thirdly, every organization can be atomized into its workers, each of whom sustains the overall structure. Given this fact, larger NGOs need to be able to make full use of the manpower that composes it; in a way that each of its members work towards their common ethos. Much research needs to be done about how moral support can be measured in order to maximize the human capital that NGOs traditionally benefit from. If SPP is to find its niche in forming the future leaders of civil society, it needs to be in full acquaintance with the aforementioned challenges.

**Sisonke Msimang**, Executive Director of the Open Society Initiative for Southern Africa, spoke of the shifting paradigms regarding education development in the Southern African region. In the late 1980s, tertiary education was under attack by the liberal policies of Bretton Woods's institutions such as the World Bank, which indicated that resources are best allocated to primary and secondary education; that is to say, in the preparation of a literate industrial working force. This weakened the production of ideas by and for the African society, a trend that has thankfully been changing in the past decade.

Nowadays, African governments are realizing the potential behind university teaching, which pairs up with the increasing demand of the market for more skilled workers. Universities currently serve as a platform for political thinking, and many graduates have gone on to working for or starting their own non-profit organizations. In countries where governments are normally the biggest employers, like many African ones, graduates have sought alternatives and hence opened new opportunities for civil engagement. Scholars housed in these institutions (the few that have not fallen prey to the intense capital flight that Africa has been a victim to), often lead processes of change through non-profit structures and regional think-tanks.



In a continent with limited economic resources but rich in ideas and zeal for progress, Africa is home of both doers and thinkers; or in Msimang words, “poets and plumbers”.

### **PANEL 3**

#### **MAKING A DIFFERENCE FOR MAKING A DIFFERENCE? THE VALUE OF A PUBLIC POLICY SCHOOL EDUCATION IN PRACTICE**

In a small introduction, **Liviu Matei**, Senior Vice President and Chief Operating Officer of CEU asked two basic questions to a panel composed of graduates from public policy programs: “how did an MPP degree help you enhance your career?” and “what recommendations would you give to SPP in this regard?”

**Rebecca Hamilton**, Journalist, Human Rights Lawyer and Author of ‘Fighting for Darfur’ (joint Harvard Law School and Harvard Kennedy School graduate) compared the value of her J.D. with that of an MPP. In her experience, the MPP served as a wonderful way to generate curiosity in a broad range of policy-issues while at the same time endowing her with the confidence needed to work under different organizational environments. Metaphorically, an MPP provides a broad and diverse toolkit applicable to a multiplicity of settings, but no clear instructions on how to use each of these tools. “It is up to the students to decide which tools can be used to the many issues they shall encounter” Hamilton said. A J.D., on the other hand, “offers only a hammer [...] and all of the sudden, all problems start to look like nails”. A J.D. tells employers that the beholder is able to cope with rigorous amounts of detailed work. Both degrees, in her opinion, are symbiotic complements of each other, particularly when policy-making involves a great deal of legal writing.

**Mirna Jusic**, Co-Founder and Research Fellow of Analitika Sarajevo (CEU graduate), insisted that her Master in Public Policy introduced her to the value of policy research, a culture that she has tried to introduce in Bosnia through her non-profit. Jusic spoke about the intrinsic legitimacy of policies that are grounded in evidence-based research, skills that she finds vital in her daily work. Jusic recommends SPP to introduce its students to the different methodologies of policy research and to offer a wide assortment of electives that would allow the students to specialize in those skills that go according to their own career plans.

**Nick Grono**, Deputy President and Chief Operating Officer of the International Crisis Group (Woodrow Wilson School graduate) spoke of the important role that his MPP played in transitioning his career, given the international focus of the Woodrow Wilson School of Princeton University. After some years of working experience in different US

agencies involved in national security issues, Grono found the need to hinge his training in an international, rather than national context, something that his degree enabled him to do. In his view, SPP can do much in having a strong international affairs component, given the diversity of students the school expects to welcome. Additionally, through the offer of ad-hoc specializations, SPP can help other professionals to transition their careers in new and exciting directions. Grono later praised SPP for offering a 2-year degree, a time span that he considers necessary in its entirety to well prepare our future leaders.

**Joe Colombano**, Senior Officer and Economic Advisor for the Executive Office of the Secretary-General at the United Nations (Harvard Kennedy School graduate) compared an MPP degree with a PhD, a comparison that many recent graduates make in their decision of which one to pursue. While the PhD prepares for positions where strong analytical skills are required (such as the senior advisory roles at the World Bank or IMF) the MPP provides the type of flexibility that many recent graduates need during the early stages of their careers. Most MPPs offer enough freedom to tailor their curriculum to the immediate interests of the student and the right set of professional skills that are not normally available in PhD programs.

Like Jusic, Colombano made a strong case for the contextualization of professional skills, which need to suit the different organizational settings the students will seek to join. “NGOs and bureaucracies demand very different set of skills [...] administering a small non-profit is completely different than administering a bureaucracy like any UN office” Colombano insisted. SPP would do great in expanding their curriculum enough to accommodate all possible interests through targeted professional courses. Additionally, by fostering partnerships with different organizations or personalities of the different policy realms, SPP could develop an interesting mentorship program where SPP students could benefit from real-life experience coupled with an intensive internship program. As a side comment, Colombano could only have wished for further training in statistics.

Lastly, **Helaway Tadesse**, Senior Vice President Zemen Bank (Woodrow Wilson School graduate) mentioned the impulse given to his career by his policy degree. The strong preparation he received in economic analysis and the opportunities that his school gave him in gaining a further specialization in finance fast-forwarded him in a career in banking. Tadesse spoke of the value of different specializations in a public policy degree, which also translated an alumni network spread across many different sectors of policy making: “from economic policy in Africa to national security in the United States, I have classmates working in different things across the world”.

## PARTICIPANTS' BIOGRAPHIES



### **Aziz AL-AZMEH**

**University Professor,  
School of Historical Interdisciplinary Studies,  
Central European University**

Aziz Al-Azmeh is a CEU university professor, School of Historical Interdisciplinary Studies. Prior to joining CEU, Al-Azmeh taught across the whole thematic range of Arab and Islamic historical studies (medieval and modern) at the American University of Beirut, Kuwait University, and the University of Exeter. He was a visiting professor at Yale University, Columbia University, the University of California, Berkeley, and Georgetown University. He was a fellow at the Wissenschaftskolleg zu Berlin, the Swedish Institute for Advanced Studies and the Kollegium Budapest. Al-Azmeh was also Directeur de Recherches Associe, Maison des Sciences de l'Homme, Paris. His numerous publications include *Islams and Modernities*, *Muslim Kingship: Power and the Sacred in Muslim, Christian and Pagan Polities*. Al-Azmeh served on the advisory council of the UNDP Arab Human Development reports. Most recently, he delivered the inaugural lecture to mark the opening of the Paris School of Public Affairs/Institut d'Etudes Politiques. Al-Azmeh holds a DPhil (the British equivalent of a PhD) in Oriental studies from Oxford University, an MA in philosophy, Islamic studies and political science from Eberhard-Karls University, Tübingen, and a License-ès-Lettres in philosophy and sociology from the Beirut Arab University.



### **Nadia AL-BAGDADI**

**Professor & Head of the Department of History and  
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Nadia Al-Bagdadi is a CEU professor and head of the Department of History and former director of the Religious Studies Program. She is the president and co-founder of *al-Dhakira al-Arabiyya—Center for Private Arab Papers*, Beirut. She has won numerous grants including: Alexander von Humboldt Foundation, Maison des Sciences de l'Homme, Paris, Rockefeller Foundation, Ford Foundation, Cairo, IIE, Washington, D.C., among others and she serves on international boards of scientific journals and committees. Her numerous publications and her research interests are within the fields of socio-cultural and religious history of the nineteenth century in the Middle East and Eastern Mediterranean, with special focus on intellectual history, reform and reformism, and the formation of the secular and religious. Al-Bagdadi studied Islamic Studies at the Free University, Berlin, and previously held teaching positions at the FU, Berlin and the American University of Beirut.



**Hakan ALTINAY**  
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Hakan Altinay is a nonresident senior fellow for global economy and development at Brookings, Washington, D.C., where he works on questions of constituency building and normative frameworks for enhanced global cooperation and governance. His book, *Global Civics: Responsibilities and Rights in an Interdependent World*, was published in 2011. He teaches global civics at Sabanci University in Istanbul, and lectures on global governance and global civics at universities around the world. Altinay is the former executive director and the current chairman of the Open Society Foundation–Turkey. Previously, Altinay served as regional director for both the International Research & Exchanges Board and Pathfinder International. Altinay holds an ABD and an MA in political science from New School, New York, and a BA in political science and international relations from Bogazici University, Istanbul. He is a World Fellow at Yale University.



**Helmut K. ANHEIER**  
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Helmut K. Anheier is a professor of sociology and dean of the Hertie School of Governance in Berlin. He also holds a chair of sociology at Heidelberg University and serves as academic director of the Center for Social Investment. From 2001 to 2009, he was professor of public policy and social welfare at UCLA's School of Public Affairs and centennial professor at the London School of Economics. Anheier founded and directed the Centre for Civil Society at LSE and the Center for Civil Society at UCLA. Before embarking on an academic career, he served as a social affairs officer to the United Nations. He is currently researching the role of foundations in civil society and focuses on concepts and methods in civil society and globalization studies. Anheier is the editor of the annual *Global Civil Society Yearbook* (with Mary Kaldor and Marlies Glasius) and the *Cultures and Globalization Series* (with Raj Isar). His recent publications include *Foundations and American Society* (with David Hammack) and *Nonprofit Organizations: Theory, Management and Policy*. Anheier holds an MA, MPhil and PhD from Yale University.



## Eric BEINHOCKER

**Executive Director, INET@Oxford**

Eric Beinhocker is the incoming executive director of the Institute for New Economic Thinking at the Oxford Martin School. INET@Oxford is a new center at the University of Oxford devoted to innovative interdisciplinary research on global economic issues ranging from systemic financial crises, to reigniting economic growth, addressing rising inequality, and encouraging sustainable development. Previously, Beinhocker was a senior fellow at the McKinsey Global Institute (MGI) and before that was a partner at McKinsey & Company. Beinhocker writes extensively on economic and business issues and his work has appeared in the *Financial Times*, *Newsweek*, *The Times*, *Harvard Business Review*, and various academic journals. He is the author *The Origin of Wealth*, one of Amazon's top ten business books in 2006. Beinhocker is a graduate of Dartmouth College and MIT.



## Leonard BENARDO

**Associate Director of Open Society Foundations & Director of Open Society Fellowship**

Leonard Benardo is the associate director of the Open Society Foundations, where he has been at since 1996. In that capacity he has overseen the Foundations' activities in Russia, Ukraine, the Baltics, Poland, and Hungary. In addition to directing the Open Society Fellowship, he currently oversees all Open Society grantmaking in Russia and works closely with CEU in the development of its new School of Public Policy and International Affairs. Prior to his work in New York, Benardo worked in the Moscow office of the Foundations. He has also taught history and Spanish in a NYC public high school. Benardo has written for the *New York Times*, *New York Review of Books*, and *International Herald Tribune*, and is the co-author of *Brooklyn by Name: How the Neighborhoods, Streets, Parks, Bridges, and More Got Their Names* and *Citizen-in-Chief: The Second Lives of the American Presidents*.



## Thorsten BENNER

**Co-Founder & Associate Director, Global Public Policy Institute (GPPi), Berlin**

Thorsten Benner is co-founder and associate director of the Global Public Policy Institute (GPPi) in Berlin. His areas of expertise include international organizations (focusing on the U.N.), global security governance, global energy and



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### **Matthias BIRK**

**Associate Faculty, Institute for Personal Leadership**

Matthias Birk is an associate faculty member at the Institute for Personal Leadership, New York and a guest lecturer for leadership at Columbia Business School. Prior to that, he worked at McKinsey & Company's Mindsets and Capabilities Practice, advising clients from various industries on the topics of leadership development and change management as well as at Porsche, Inc. in the field of talent management. He was a visiting scholar at Columbia University and has published in various academic and business journals such as *Sloan Management Review*. Birk studied organizational psychology at GAU Goettingen, RTWH Aachen, and the University of California, Berkeley and received his PhD in marketing from Humboldt University of Berlin.



### **Dorothee BOHLE**

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Dorothee Bohle is an associate professor and head of the CEU Department of Political Science. Before joining the department in 2001, she was a junior research fellow at the Social Science Research Center in Berlin. Bohle also held visiting positions at the Center for European Studies at Harvard University, the Department of Political Science at Vienna University, the Center for European Studies at Carleton

University, and the European University Institute in Florence, where she was a Fernand Braudel fellow. Her research focuses on the political economy of East Central European capitalism. She is the author of *Europas Neue Peripherie: Polens Transformation und transnationale Integration*, and her recent articles are published in *Capital and Class*, *Studies in Comparative International Development*, *West European Politics, Competition and Change*, *Journal of Democracy*, and *European Journal of Sociology*. Bohle obtained her PhD degree from the Free University of Berlin.



## Edward BRANAGAN

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Edward Branagan is currently a project director for the office of the dean in CEU's School of Public Policy and International Affairs (SPPIA). Prior to coming to SPPIA, he co-founded Global Playground, a nonprofit organization whose

mission is to promote educational opportunities in developing countries. He was previously an associate project manager and an internal consulting analyst at J.P. Morgan Chase & Co. in New York. Branagan has studied at the Forester Institute in San Jose, Costa Rica, taught English to students in Zenica, Bosnia, studied at Johns Hopkins University's Bologna Center in Bologna, Italy, and completed a one-year Boren Fellowship in Russia. Branagan holds a master's degree in international relations from Johns Hopkins University's School of Advanced International Studies (SAIS) and a bachelor's degree in business administration from the College of William & Mary.



## Goran BULDIOSKI

**Director, Think Tank Fund, Open Society Foundations**

Goran Buldioski is the director of the Open Society Foundations' Think Tank Fund. He has experienced and contributed to the democratic transition of Central and Eastern Europe. His expertise encompasses strategic

planning and capacity building for NGOs and policy research centers; organization and project management in the nonprofit sector; and development of democratic and participatory policy change in Eastern and Central Europe (CEE). Before joining the Open Society Foundations, he worked for the Council of Europe, the Macedonian Center for International Cooperation and the National Youth Council of Macedonia. His articles and research papers addressing think tanks, policy

relevant research, and democratic transition in CEE have appeared in the *European Voice*, *Sharp! Magazine*, the *Turkish Policy Quarterly*, *LSE\_UNDP Development and Transition Newsletter*, the *International Journal for Not-for-Profit Law* and the *Western Balkans Security Observer*. Buldioski holds graduate degrees in public policy from CEU and in organizational behavior from George Washington University, Washington D.C.



**William W. BURKE-WHITE**  
**Deputy Dean & Professor of Law,**  
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William W. Burke-White is a professor of law and the deputy dean of the University of Pennsylvania Law School. An expert on international law and global governance, Burke-White served in the Obama Administration from 2009-2011 on Secretary of State Clinton's Policy Planning Staff, providing the Secretary direct policy advice on multilateral issues, international institutions, and the Russian Federation. He was principal drafter of the Quadrennial Diplomacy and Development Review (QDDR), Secretary Clinton's hallmark effort to reform the Department of State and reshape U.S. foreign policy. Burke-White has written extensively in the fields of international law and institutions, with particular focus on international criminal and international financial law. He has worked extensively on issues of post-conflict justice, the International Criminal Court, linkages between human rights and national security, and international investment arbitration. Burke-White holds a doctorate in law from Harvard Law School and a PhD in international relations from Cambridge University.



**Thomas CAROTHERS**  
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Thomas Carothers is the vice president for studies at the Carnegie Endowment for International Peace in Washington, D.C and a SPPIA visiting professor. He is the founder and director of the Democracy and Rule of Law Program. Carothers also oversees the Carnegie Endowment's European activities, including Carnegie Europe in Brussels. He is a leading authority on democracy promotion and democratization worldwide as well as an expert on U.S. foreign policy. He has worked on democracy assistance projects for many public and private organizations and carried out extensive field research on democracy-building efforts around



the world. In addition, Carothers has broad experience in matters dealing with development aid, human rights, rule of law, and civil society development. He is a senior research fellow at Nuffield College, University of Oxford, and he has also taught at the Johns Hopkins School of Advanced International Studies. Carothers received a doctorate from Harvard Law School, an MSc from the London School of Economics, and an AB from Harvard College.



**Aleh CHERP**  
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Aleh Cherp is the academic secretary and research director at CEU as well as a professor in the Department of Environmental Sciences and Policy. His research interests include energy security and sustainable development

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**Joe COLOMBANO**  
**Senior Officer & Economic Advisor, Executive Office of the**  
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Joe Colombano is currently at the U.N. as a senior officer and economic advisor in the executive office of the secretary-general. He is an economist with fifteen years of experience in emerging markets and his work focuses on addressing the macroeconomic challenges of low- and middle-income countries. His experience covers a wide range of sectors and regions, including international finance and banking in Central and Eastern Europe, Asia, and sub-Saharan Africa. Prior to his current position, Colombano built a career in development finance, first at the World Bank in Washington, D.C., and later in London, at the European Bank for

Reconstruction and Development, including as advisor to its board of directors. As a banker, Colombano worked with corporate parties and governments to co-invest in project finance transactions in the infrastructure sector in the former Soviet Union. He also lived in the Congo, where he advised the Central Bank on monetary policy. Joe has published frequently on economics and development. Colombano received his graduate degrees from the University of Warwick in the U.K. and Harvard Kennedy School in the U.S.



**Zsazsa DEMETER**  
**Ashoka Coordinator Hungary**

Zsazsa Demeter joined Ashoka in November 2011. Having obtained international experiences in tourism and in the world of multinationals, she is now acting as Ashoka Coordinator for Hungary. Within Ashoka, she is mainly responsible for mapping the Hungarian social entrepreneur

field; identifying and selecting fellows and helping to connect them; and, she works on a number of other issues related to growing Ashoka activities in Hungary including the "Fiatalok a Változásért," or the Young Changemaker Initiative. Besides her work at Ashoka, she is the founder and president of the Berimbau Foundation, which aims to create a worldwide network of youths through Capoeira, the Brazilian martial art. Demeter obtained her master's degree at the Sorbonne University in Paris.



**Alex FISCHER**  
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Alex Fischer is the head of public affairs and a political advisor for WWF Switzerland. He is also a CEU associate professor in the Department of Public Policy where he served as full-time faculty member from 2005 until 2007. Between September 2000 and August 2005, he worked at the Swiss Graduate School of Public Administration (IDHEAP) in Lausanne, Switzerland. In parallel, he has also taught foreign and European politics at the Universities of Bern and Fribourg, Switzerland. Fischer earned an MA in political science from the University of Bern and a PhD in public administration from the University of Lausanne.



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Johannes Gabriel is a non-resident fellow with the Global Public Policy Institute (GPPi) in Berlin. He is a freelance researcher and consultant focusing on future studies. In his work he applies the methods and theories of future studies to different issues and works with a variety of business, nonprofit and governmental organizations. Gabriel has worked closely with federal security authorities and think tanks. Recently, he conducted an analysis of informal networks as part of a strategic foresight consultancy for a multinational corporation in Southeast Asia. Gabriel received a master's degree in political science and economics from the University of Trier and just submitted his PhD thesis on "(Political) Science and Future."



**Andreas GOLDTHAU**  
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Andreas Goldthau is an associate professor and head of the Department of Public Policy at CEU. He is also a fellow with the Global Public Policy Institute (Berlin), co-heading the institute's Global Energy Governance program. Having been a fellow with the RAND Corporation and the Center for Transatlantic Relations at the School of Advanced International Studies, Johns Hopkins University prior to joining CEU, Goldthau combines experience in academia and policy practice. His academic interests focus on energy security and on global governance issues related to oil and gas. He has authored, co-authored or co-edited: *Dynamics of Energy Governance in Europe and Russia*, *Global Energy Governance: The New Rules of the Game*, *Imported Oil and National Security*, and *OPEC*. Goldthau holds a joint graduate degree in political science from the Institut d'Etudes Politiques de Paris and Freie University Berlin, a state certificate from Lomonosov University, Moscow, and a PhD in political science from Freie University, Berlin.





### **Heather GRABBE**

**Director, Open Society Institute–Brussels**

Heather Grabbe is the director of the Open Society Institute–Brussels and director of EU Affairs for the Open Society Foundations. From 2004–2009 she was senior advisor to former European Commissioner for Enlargement Olli Rehn, responsible in his cabinet for the Balkans and Turkey. Before joining the commission, she was deputy director of the Centre for European Reform, the London-based think-tank where she published widely on EU enlargement and other European issues. Her academic career includes teaching at the London School of Economics, and research at Oxford and Birmingham universities, the Royal Institute for International Affairs (Chatham House, London) and the European University Institute (Florence). Grabbe has a PhD from Birmingham University and a BA and MA from Oxford University.



### **Adam GRAYCAR**

**Professor of Public Policy,  
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Adam Graycar is a professor of public policy at the Australian National University and was the foundation dean of the Australian National Institute of Public Policy. His most recent academic position was dean, School of Criminal Justice at Rutgers, the State University of New Jersey. In the 1980s he was the foundation director of the Social Policy Research Centre at the University of New South Wales and before that taught social policy for seven years at Flinders University. He started his academic career as a Lecturer in political science at UNSW. His most recent government position was head of the Cabinet Office of the Government of South Australia between 2003 and 2007. Prior to that, he was for nine years director of the Australian Institute of Criminology. Before that, Graycar worked in policy positions in aging, employment and skill development, and higher education. He holds two doctorates from the University of New South Wales.



## **James E. GROCCIA**

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James E. Groccia is the director of the Biggio Center for the Enhancement of Teaching and Learning and associate professor in the Department of Educational Foundations, Leadership and Technology at Auburn University. He is a former president of the Professional and Organizational Development Network in Higher Education (POD Network). Groccia has directed psychological and career counseling, health and orientation services, and has coordinated faculty and educational development programs at Auburn University, the University of Missouri-Columbia, and Worcester Polytechnic Institute. He served for two years as assistant dean of the graduate school at the University of Missouri prior to coming to Auburn in 2003. Groccia has authored numerous articles and book chapters on teaching and learning issues. He received his doctorate in educational psychology and guidance from the University of Tennessee.



## **Nick GRONO**

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Nick Grono is deputy president and chief operating officer at the International Crisis Group (ICG), Brussels. Grono is responsible for the oversight and management of Crisis Group's programs and operations around the world. He also leads the organization's strategic planning and research on international justice. Grono has written extensively on this and other conflict-related issues, with articles published in the *International Herald Tribune*, *Foreign Policy*, *the Guardian*, *Christian Science Monitor* and elsewhere. Prior to joining ICG in 2003, Grono served as chief of staff and national security adviser to the Australian attorney general and worked as a lawyer for the Australian Government. Grono holds a master's in public policy from Woodrow Wilson School, Princeton University and a Bachelor of Laws with first class honors from the University of Sydney Law School.



### **Thomas N. HALE**

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Thomas Hale is a PhD candidate in the Department of Politics at Princeton University. His research focuses on the governance of transnational problems such as climate change and commercial dispute resolution. He has written on the role of private actors in global governance, the accountability of international organizations, East Asian regionalism, innovative governance mechanisms, and transnational democracy. Hale has studied and worked in Argentina, China, and Europe, and currently lives in London. He holds a master's degree in global politics from the London School of Economics and an AB in public policy from Princeton's Woodrow Wilson School.



### **Rebecca HAMILTON**

**Author and Journalist**

Rebecca Hamilton is a journalist at Reuters. Over the past year she has been a special correspondent on Sudan for *The Washington Post*, a Pulitzer Center grantee, and a fellow at the New America Foundation. She has written up her multi-year investigation into the impact of the U.S.-based citizen advocacy movement on Darfur policy in *Fighting for Darfur: Public Action and the Struggle to Stop Genocide*. In recent years she has conducted over 150 interviews with policymakers on Sudan within the previous and current U.S. administration and within the Arab League. She has interviewed those deployed to Sudan with the African Union, and spoken with both the survivors and the perpetrators of the atrocities in Darfur. Before beginning to work full time on *Fighting for Darfur*, she worked as a lawyer at the International Criminal Court. Hamilton graduated as a joint degree student from Harvard Law School (Juris Doctor) and Harvard Kennedy School (master's in public policy).



### **Kristina IRION**

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Kristina Irion is a CEU assistant professor in the Departments of Public Policy and Legal Studies and research director in public policy at the Center for Media and Communications Studies. She has



worked in the field of audiovisual media and electronic communications regulation and policy for ten years as an academic and professional. Irion was among the key personnel for collaborative European research projects on privacy funded by the European Commission and the key public policy expert for the study on indicators for independence and efficient functioning of audiovisual media services regulatory bodies commissioned by the European Commission. She has drafted a background report for the OECD on child online protection policy and was an expert for identifying emerging and future risks posed by new information and communication technologies for the European Network and Information Security Agency (ENISA). Irion obtained her Juris Doctor degree from Martin Luther University, Halle-Wittenberg, Germany, and holds a master's degree in information technology and telecommunications law from the University of Strathclyde, Glasgow, U.K.



**Minna JARVENPAA**  
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Minna Jarvenpaa is the international advocacy director at the Open Society Foundations. She has more than 15 years of international experience working with the United Nations, the British government, and Nobel Peace laureate Martti Ahtisaari. Jarvenpaa helped create the Afghanistan Analysts Network, the Crisis Management Initiative, and the European Stability Initiative, and has extensive experience in the Balkans and Afghanistan. She served as an independent analyst on Afghanistan, where she worked closely with the European Council on Foreign Relations and the U.S. Institute of Peace. Previously, Jarvenpaa was head of analysis and policy planning for the U.N. Assistance Mission in Afghanistan, head of lessons learning for the Stabilisation Unit of the U.K. Government, and senior analyst with the European Stability Initiative. She holds a master's in international relations from the London School of Economics and a BA from Harvard University.



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Károly Jókay is an adjunct professor in CEU's Department of Public Policy and an expert in municipal finance and bankruptcy. He teaches courses in municipal finance, public budgeting, and public management. Jókay has municipal finance and creditworthiness experience in Central and Eastern European countries including Serbia, Bosnia-Herzegovina, Hungary, Macedonia, and Romania.

He specializes in policy reform, municipal finance and budgeting, operational implementation of fiscal decentralization (such as the regulation and management of municipal debt), and the improvement of grant-based policies. A regular consultant to the World Bank, Jókay has completed projects on municipal bond disclosure standards, public utility transformation, and regulation in the municipal services sector, as well as municipal debt regulation. He has a PhD and an MA in political science from the University of Illinois and a BA in Economics from the University of Michigan.



### **Mirna JUSIĆ**

**Co-founder and Research Fellow,  
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Mirna Jusić is a co-founder and a research fellow at the Center for Social Research Analitika, an independent nonprofit and non-governmental policy research organization based in Sarajevo, Bosnia and Herzegovina. She is also a lecturer in public policy at the Department of Political Science and International Relations of the Sarajevo School of Science and Technology (SSST). At Analitika, she heads a number of research projects dealing with different aspects of public administration reform and local governance, tackling subjects such as budget transparency, citizen participation and the provision of public services. She frequently publishes on issues related to local governance. Jusić holds a master's of public policy from the Department of Public Policy at CEU. She also holds an MA in state management and humanitarian affairs, from the Center for Interdisciplinary Post-Graduate Studies of the University of Sarajevo and the University of La Sapienza, Rome, and a BA in Journalism from Ithaca College in New York.



### **Achim KEMMERLING**

**Associate Professor of Political Economy,  
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Achim Kemmerling is an associate professor of political economy in the Department of Public Policy at CEU where he teaches courses on methodology, political economy, and development. He has published in academic journals such as *Public Choice*, *JEPP*, *EUP*, and *JCMS* on issues of tax policy, social and labour market policies, and fiscal federalism. His monograph, "Taxing the Working Poor," deals with the political and economic tradeoffs between redistribution and job incentives for poor workers.



He has worked as a consultant to the German parliament, the German Society for Technical Cooperation (former GTZ, now GIZ) and the European Investment Bank. Kemmerling holds an MA in international political economy from Warwick University and a PhD in political science from the Free University, Berlin.



## **Hannes KLÖPPER**

**Managing Director & Chief Marketing Officer,  
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Hannes Klöpper is managing director of the Berlin-based education startup iversity ([www.iversity.org](http://www.iversity.org)). During the last year, Klöpper wrote a book in collaboration with Yehuda Elkana on the university in the 21st century. In 2010/11, he worked as an associate in the New Digital Society project at the Berlin-based think tank stiftung neue verantwortung. Moreover, he was one of the initiators and built the blog for Causa Guttenberg. Klöpper holds a dual master's in public administration from Columbia University and the Hertie School of Governance in Berlin and a BA in international relations from the Technische Universität Dresden. In 2007, he completed the Academy Year Program at the European College of Liberal Arts.



## **Katalin E. KONCZ**

**Executive Director,  
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Katalin E. Koncz has been executive director of the Open Society Institute–Budapest since 1993. She studied economics and economic history at the Budapest University of Economics. After researching and teaching at the Budapest University of Economics for nine years, she served as executive director of the Democracy After Communism Foundation, a Hungarian nonprofit organization devoted to the educational and professional training needs of young Central and East Europeans. She has also served as the editorial secretary for *The Budapest Review of Books*.



### **Miklós KOREN**

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Miklós Koren is an assistant professor in CEU's Department of Economics and a research fellow at the Institute of Economics. His research interests are in international trade and economic growth. His current research focuses on the firm-level effects of imported inputs and imported machinery, the dynamics of export flows in disaggregate data, and the diversification of volatility across trading partners. Before coming to CEU, he worked at the Federal Reserve Bank of New York and was the 2007 Peter Kenen Visiting Fellow at Princeton University. Koren received his PhD from Harvard University. He also holds an MA in Economics from CEU and a BA from Corvinus University, Budapest.



### **Renata KRALIKOVA**

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Renata Kralikova is a PhD student in CEU's Department of Public Policy and a member of the University's Higher Education Research Group. Her dissertation focuses on the role of domestic actors (decisionmakers, interest groups, and epistemic communities/experts) in policy convergence in the area of higher education governance and management. She is also interested in researching the internationalization of higher education and she has already published in this field. She has more than 15 years of experience with higher education policy first as student leader, then as civil servant, later as analyst in the Slovak Governance Institute and presently as PhD student. In 2009 she was the most cited expert on education by the media in Slovakia. Between 2010 and 2012 she worked as an external advisor to the Slovak prime minister in the area of education. Currently she is a member of the supervisory boards of three organizations in Slovakia: the Academic Ranking and Rating Agency, the Slovak Academic and Information Agency, and the Student Loan Fund. Kralikova holds an Mgr in psychology from Comenius University, Bratislava, and an MA in international relations and European studies from CEU.



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Ivan Krastev is the chairman of the Centre for Liberal Strategies, Sofia, and permanent fellow at the IWM Institute of Human Sciences in Vienna. He is a founding board member of the European Council on Foreign Relations, a member of the advisory board of the ERSTE Foundation and a member of the global advisory board of the Open Society Institute. He is also associate editor of *Europe's World* and a member of the editorial boards of the *Journal of Democracy* and *Transit—Europäische Revue*. His latest books in English are *The Anti-American Century* (co-editors with Alan McPherson), and *Shifting Obsessions: Three Essays on the Politics of Anticorruption*. He is a co-author with Steven Holmes of a forthcoming book on Russian politics. Krastev received an MA in philosophy from the University of Sofia.



## **Aigerim KURMANGAZINA**

**Commercial Financing, IBM Hungary**

Aigerim Kurmangazina works for the Commercial Financing Department of IBM Hungary. She is responsible among others for working with IBM business partners, credit line management and debt collection. Aigerim is engaged in numerous social projects and charity work such as the Social Committee and On Demand Community at IBM Hungary, various campaigns organized by the CEU community in Hungary, and social entrepreneurship projects in Kazakhstan. Kurmangazina obtained a bachelor's in global management from the CEU Business School. She also holds a BA in English & German Linguistics with first class honors from Aktobe State Pedagogical Institute, Kazakhstan.



## **Michael LABELLE**

**Program Developer in Innovation and Sustainability,  
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Michael LaBelle is the program developer in innovation and sustainability at CEU's Business School. His research is focused on the energy sector including risk, governance, technology, and innovation. His previous work assesses how the European Union encourages the uptake of new energy technologies. He also publishes articles



on the European gas sector. LaBelle is a member of the Atlantic Council's Emerging Leaders in Environmental and Energy Policy Network. Previously, he worked in the CEU Center for Climate Change and Sustainable Energy Policy (3CSEP) and at the Regional Center for Energy Policy Research (REKK) at Corvinus University. LaBelle holds an MSc and PhD in geographical sciences from the University of Bristol.



**Tobias LEIPPRAND**  
**Member of Managing Board,**  
**Stiftung Neue Verantwortung, Berlin**

Tobias Leipprand is member of the managing board of the Berlin-based think tank stiftung neue verantwortung. His responsibilities include managing the foundation's leadership curriculum for its 90 fellows and associates. He researches contemporary leadership in Germany, focusing on the necessity of more cross-sectoral cooperation. Previously, Leipprand worked as a business consultant for McKinsey & Company, where he focused on leadership development, large-scale transformations and management coaching. Leipprand holds a master's degree in theoretical physics from Cambridge University and a master's in public policy from the Harvard Kennedy School, where he was a McCloy Scholar. Following the belief that a balanced life enables better decisionmaking, he is currently training to become a yoga teacher.



**Mark LEONARD**  
**Executive Director,**  
**European Council on Foreign Relations (ECFR)**

Mark Leonard is executive director of the first pan-European think tank, the European Council on Foreign Relations (ECFR) launched in late 2007. He writes and broadcasts regularly on international affairs. His work has appeared in various publications. Leonard also acts as an adviser to companies and governments on China, Middle East reform, the future of Europe, and public diplomacy. He has spent time in Washington, D.C. as a transatlantic fellow at the German Marshall Fund of the United States; in Beijing as a visiting scholar of the Chinese Academy of Social Sciences; and in Brussels as a trainee in the legal service of the European Council. Previously, Leonard was director of foreign policy at the London-based Centre for European Reform. For six years before that, he was director of the Foreign Policy Centre. He has also worked as a researcher for the think tank Demos, where he ran the Europe program.



## **Sebastian LITTA**

**Fellow, Stiftung Neue Verantwortung, Berlin**

Sebastian Litta is a fellow and project director at stiftung neue verantwortung, a Berlin-based think tank where his work focuses on economics of education, German higher education, and the application of complexity theory to management training. Before coming to stiftung neue

verantwortung, he worked as a project director at Germany's Leuphana University; as a university lecturer in Moscow; and as a management consultant at McKinsey & Company. Litta studied at Berlin's Freie Universität and Duke University and holds an MPA from Harvard University, where he was also working as research assistant of former Harvard University president Derek Bok.

## **Thomas LYNCH**

**Post-Doctoral Research Fellow,  
Center for Policy Studies, Central European University**

A Canadian medical sociologist, Tom Lynch is completing a post-doctoral research fellowship in CEU's Centre for Policy Studies. Lynch's principal academic interest is public health policy. He has been involved with a broad range of higher education planning and policy issues and was part of a team charged with planning and launching a new faculty at the University of Calgary, Alberta, Canada where he received his PhD in sociology.



## **Kati MARTON**

**Member, Board of Trustees,  
Central European University**

Kati Marton is a member of CEU's Board of Trustees and the author of seven critically received books, including the groundbreaking *Enemies of the People—My Family's Journey to America*, based on the Hungarian secret police files on

her family; the best-seller *Hidden Power: Presidential Marriages that Shaped our History*; and a biography of Raoul Wallenberg which has just been re-released to mark the 100th anniversary of Wallenberg's birth. Marton, a Peabody Award-winning journalist and former ABC News foreign correspondent has combined a career as author and journalist with public service. She served in the United Nations Secretariat, working on issues related to child soldiers and served as the head of the International Womens Health Coalition and the Chair of the Committee

to Protect Journalists. Marton's books have been translated into five languages and she has been awarded one of Hungary's highest civilian honors, the Commanders Cross of the Order of Merit. Marton's new book, a memoir, *Paris—A Love Story* will be her eighth book and will be published by Simon and Schuster this summer.



### **Liviu MATEI**

**Senior Vice President & Chief Operating Officer,  
Central European University**

Liviu Matei is also a professor in the Department of Public Policy. He served as academic secretary of CEU from 1999 to 2008. He started his academic career as a lecturer of social psychology at Babes-Bolyai University in Romania and combined research on ethnic minorities, civil society and higher education with civic engagement and professional work in these areas. Liviu developed a particular interest in higher education policy, as a researcher and a practitioner. He worked as a director general for international relations at the Romanian Ministry of Education; consulted for UNESCO, OSCE, and the Council of Europe; served as co-chair of the working group for higher education of the Stability Pact for South East Europe; and also on the steering committee of the UNESCO-EU Project on Management of Higher Education in South-East Europe. Matei studied philosophy and psychology at Babes-Bolyai University, Cluj, and sociology at Bucharest University. He received his PhD from the latter.



### **Katalin MIKLÓS**

**Deputy Director, Higher Education Support Program,  
Open Society Foundations**

Katalin Miklós joined the Open Society Foundations in 2001 and she is now the deputy director of the Higher Education Support Program (HESP). She was managing HESP's Southeast European Faculty Development Program until 2005. Since then, she has worked with HESP's supported network institutions in Southeast Europe, Russia, Georgia, and Kazakhstan. Her main responsibilities include working on scholarship schemes to support equal access for students from minority or other disadvantaged population groups, running capacity building programs for faculty members and graduate students, and supporting partnership programs. She also manages the HESP grants that support CEU outreach programs, as well as various special and co-funded projects. In 2009 she was appointed Deputy Director at HESP, and the HESP administrative oversight, budget



preparation and spending monitoring were added to her responsibilities. Prior to joining HESP she worked for the Civic Education Project. Miklós holds a master's degree in the humanities from the University of Pecs, Hungary. She also studied two semesters at the Indiana University of Pennsylvania, and participated in various trainings. She is a certified mediator working on family and intercultural issues.



**Sisonke MSIMANG**  
**Executive Director,**  
**Open Society Initiative for Southern Africa (OSISA)**

Sisonke Msimang is the executive director of the Open Society Initiative for Southern Africa (OSISA). She has extensive experience working on issues of human rights and democracy in Southern Africa. For over fifteen years she has been actively engaged in issues of HIV and AIDS and human rights. She has worked for a range of bilateral and multilateral agencies including the Australian Agency for International Development and various United Nations agencies. Sisonke worked for the United Nations Women's Development Fund (UNIFEM) within the Fund's Human Rights and HIV and AIDS Program based in New York. The most recent position Sisonke held before joining OSISA was gender adviser for East and Southern Africa at the United Nations Joint Program on HIV and AIDS. Sisonke holds a bachelor's in political science and communication studies and a master's in social science in political studies from Macalester College in the U.S. and from the University of Cape Town, respectively.



**Partha MUKHOPADHYAY**  
**Senior Research Fellow,**  
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Partha Mukhopadhyay has been a senior research fellow at the Centre for Policy Research in New Delhi since 2006. His last assignment was with the Infrastructure Development Finance Company (IDFC), where he was involved in nurturing policy and regulatory frameworks for the flow of private capital into infrastructure projects. Prior to this, he was with Export-Import Bank of India, as the first director of their Eximius Learning Centre in Bangalore, and ,before that, with the World Bank in the Trade Policy Division in Washington, D.C. He is currently a member of the expert committee on ICT for Indian railways for the government of India; the working group for the Roads, National Transport Development Policy Committee; and of the International Advisory Board of LIRNEasia, Colombo. Recently, he

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### **Pusa NASTASE**

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Pusa is the program manager for the Higher Education Policy and Management Workshop Series at CEU and a doctoral student in education at the University of Bristol. She is interested in higher education policies, university governance and management, cooperation with the business sector, and university branding. Nastase has an MA in human rights from CEU and a law degree from the University of Bucharest.



### **Aryeh NEIER**

**President, Open Society Foundations**

Aryeh Neier is president of the Open Society Foundations. Prior to joining the Open Society Foundations in 1993, he served for 12 years as executive director of Human Rights Watch, of which he was a founder in 1978. Before that, he worked for 15 years at the American Civil Liberties Union, including eight years as national executive director. He served as an adjunct professor of law at New York University and has also taught at Georgetown University Law School and the University of Siena (Italy). Neier is a frequent contributor to the *New York Review of Books*, and has published in periodicals such as the *New York Times Magazine*, the *New York Times Book Review*, and *Foreign Policy*. For a dozen years he wrote a column on human rights for *The Nation*. Author of seven books, including his most recent, *The International Human Rights Movement: A History* (2012), Neier has also contributed chapters to more than 20 books. Neier has lectured at many of the country's leading universities. He is the recipient of six honorary degrees and numerous awards from such organizations as the American Bar Association, the Swedish Bar Association, the International Bar Association, and the Committee to Protect Journalists.





## **Uwe PUETTER**

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Uwe Puetter is a CEU professor in the Department of Public Policy and the director of the Center for European Union Research (CEUR). He also holds a Jean Monnet Chair in European Public Policy and Governance. From 2006 to 2008, Puetter served as the first head of the Department of Public Policy. His research monograph *The Eurogroup* was published by Manchester University Press in 2006. In 2009, he published the book *Die Wirtschafts- und Sozialpolitik der EU (The Economic and Social Policy of the EU)*. In his current work on new intergovernmentalism in European Union (EU) governance, Puetter revisits European Council leadership in EU public policymaking (see *Europe's Deliberative Intergovernmentalism—The Role of the Council and European Council in EU Economic Governance*, in: *Journal of European Public Policy*, Vol. 19, No. 2, 2012). Puetter obtained a PhD from Queen's University, Belfast and an MA in political science and philosophy from the University of Hannover.



## **David REINGOLD**

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David Reingold is a professor of public policy and executive associate dean for the School of Public and Environmental Affairs at Indiana University, Bloomington in the U.S. His primary teaching and research areas include urban poverty, social policy, low-income housing policy, civil society, and government performance. His public service experience includes positions as director of research and policy development at the U.S. Corporation for National and Community Service; a member of the White House Task Force for Disadvantaged Youth and chair of the Task Force's research committee; housing commissioner and vice-chairman of the Bloomington Housing Authority Board; board president of the South Central Community Action Program; and chair of the Indiana Commission on Community Service and Volunteerism. He has served on expert panels for the National Academy of Public Administration and the Office of the Assistant Secretary for Planning and Evaluation in the U.S. Department of Health and Human Services. Reingold received his MA and PhD in sociology from the University of Chicago.



### **Wolfgang H. REINICKE**

**Dean, School of Public Policy and International Affairs,  
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Wolfgang H. Reinicke is the founding dean of the School of Public Policy and International Affairs at CEU. He is director and co-Founder of the Global Public Policy Institute (GPPi) in Berlin and a nonresident senior fellow in the Foreign Policy Studies Program at the Brookings Institution in Washington, D.C. From 2000 to 2011, he was managing director of Galaxar S.A. in Geneva. He was a senior scholar with the Brookings Institution between 1991 and 1998 and a senior partner and senior economist in the Corporate Strategy Group of the World Bank in Washington, D.C. from 1998–2000. From 1999 to 2000, he directed the Global Public Policy Project in Washington, D.C., which provided strategic guidance on global governance for the U.N. secretary-general's Millennium Report. Reinicke holds degrees from Queen Mary College of London University (BSc in economics) and Johns Hopkins University (M. in international relations and economics) and received his MPhil and PhD in political science from Yale University.



### **István RÉV**

**Professor of History and Political Science,  
Central European University &  
Director, Open Society Archives**

István Rév is a professor of history and political science at CEU and the director of the OSA Archives. He was a founding member of the "Danube Circle" and a past winner of the Right for Livelihood award (the alternative Nobel Prize) of the Swedish Parliament. He was a fellow of the Institute for Advanced Study at Princeton; a research fellow at the Getty Center in Los Angeles; and a research fellow at the Center for Advanced Studies in the Behavioral Sciences at Stanford. In 1995, he was the recipient of the New Europe Prize. He is a member of the OSF Global Board. His scholarly interests include historical amnesia, memory, historical anthropology, and documentary traces of the past. His many publications include his 2005 book *Retroactive Justice: Prehistory of Post-Communism*.



## **Ghassan SALAMÉ**

**Dean, Paris School of International Affairs (PSIA)**

Ghassan Salamé is the dean of the Paris School of International Affairs (PSIA) and professor of international relations at Sciences Po, Paris, and Columbia University, New York. He taught international relations at the American University of Beirut and Saint Joseph University in Beirut and at the University of Paris. Salamé was senior advisor to the U.N. secretary-general (2003–2006) and political advisor to the U.N. Assistance Mission in Iraq (2003). From 2000–2003, he was Lebanon's minister of culture, as well as chairman and spokesman of the Organization Committee for the Arab Summit (March 2002) and of the Francophone Summit (October 2002) in Beirut. Salamé presently sits on the board of the International Crisis Group (Brussels), the International Peace Institute (New York), the Open Society Foundations, the Bibliotheca Alexandrina (Egypt), and several other nonprofit organizations. He is the chairman of the Arab Fund for Arts and Culture. Salamé has advanced law degrees from Saint Joseph University and the University of Paris. He also holds two doctorates in literature and political science from the University of Paris.



## **George SHARVASHIDZE**

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George Sharvashidze has been the director of the Academic Fellowship Program within the Higher Education Support Program (HESP) at the Open Society Foundations since 2003. Prior to joining OSF, he served as president of the International Institute for Education Policy, Management and Planning, (EPPM); as international task force leader at the Higher Education Reform Project (COE,OSI,WB); as first deputy and deputy minister of education of Georgia; and as head of the Foreign Affairs Department of the Georgian Ministry of Education. He also served as head of the Delegation of the Education Committee, COE, European Training Foundation Advisory Council member, CIS/Mongolia subgroup Chair (EU), Member of the National Commission for UNESCO, Principal Advisor (WWF) and board member of several educational NGOs. Recent publications include "Private Higher Education in Georgia." George defended his PhD in the field of higher education management in 2006.





### **John SHATTUCK**

**President & Rector, Central European University**

John Shattuck comes to the University after a distinguished career spanning more than three decades in higher education, international diplomacy, foreign policy, and human rights. Before his appointment as president and rector of CEU in 2009, he was CEO of the John F. Kennedy Library Foundation, a national public affairs center in Boston, and senior fellow at Tufts University. President Shattuck served as assistant secretary of state for democracy, human rights and labor under President Clinton, playing a major role in the establishment by the U.N. of the International Criminal Tribunals for Rwanda and the former Yugoslavia; assisting an international coalition under U.N. authority to restore a democratically-elected government to Haiti; and negotiating the Dayton Peace Agreement and other efforts to end the war in Bosnia. Subsequently he served as U.S. Ambassador to the Czech Republic. He teaches law and international relations at CEU, and is the author of four books and numerous articles on human rights, international justice, freedom of speech, civil liberties, and higher education. A graduate of Yale Law School, where he received a JD degree, John was awarded an MA from Clare College, Cambridge University, and a BA from Yale College. In 2001, he was elected to the American Academy of Arts and Sciences.



### **Anne-Marie SLAUGHTER**

**Bert G. Kerstetter '66 University Professor of Politics and International Affairs, Woodrow Wilson School of Public & International Affairs, Princeton University**

Anne-Marie Slaughter is the Bert G. Kerstetter '66 University Professor of Politics and International Affairs at the Woodrow Wilson School of Public and International Affairs at Princeton University. From 2009–2011 she served as director of policy planning for the U.S. Department of State, the first woman to hold that position. Upon leaving the State Department, she received the Secretary's Distinguished Service Award for her work leading the Quadrennial Diplomacy and Development Review, as well as a Meritorious Honor Award from the U.S. Agency for International Development (USAID) and a Joint Civilian Service Commendation Award from the supreme allied commander for Europe. Prior to her government service, Slaughter was the dean of Princeton's Woodrow Wilson School of Public and International Affairs from 2002–2009, where she rebuilt the School's international relations faculty and created a number of new centers and programs. Slaughter received a BA from Princeton, an MPhil and DPhil in international relations from Oxford, where she was a Daniel M. Sachs Scholar, and a JD from Harvard.



**Ricardo SOARES DE OLIVEIRA**  
**University Lecturer in Comparative Politics,**  
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Ricardo Soares de Oliveira is a University Lecturer in Comparative Politics (African politics) at the Department of Politics and International Relations, Oxford University; fellow of St Peter's College at Oxford; and a fellow with the Global Public Policy Institute, Berlin. He has been awarded a Leverhulme Research Fellowship for 2011-12. He has worked in the field of governance and the energy sector for the World Bank, the European Commission, Catholic Relief Services and the National Democratic Institute for International Affairs (NDI), among others. He is the author of *Oil and Politics in the Gulf of Guinea* (Columbia University Press, 2007) and a co-editor of *China Returns to Africa: A Rising Power and a Continent Embrace* (with Daniel Large and Chris Alden, Columbia UP 2008) and *The New Protectorates: International Tutelage and the Making of Liberal State* (with James Mayall, Columbia UP 2012). He holds a BA in politics from the University of York, an MPhil in International Relations and a PhD, both from the University of Cambridge.



**George SOROS**  
**Founder & Honorary Chairman of Central European**  
**University**

George Soros is also the chairman of the Soros Fund Management LLC and founder of the Open Society Foundations. He was born in Budapest in 1930. He survived the Nazi occupation and fled communist Hungary in 1947 for England, where he graduated from the London School of Economics. He then settled in the United States, where he accumulated a large fortune through an international investment fund he founded and managed. Soros has been active as a philanthropist since 1979, when he began providing funds to help black students attend Cape Town University in apartheid South Africa. He has established a network of philanthropic organizations active in more than 70 countries. These organizations are dedicated to promoting the values of democracy and an open society. The foundation network spends about \$500 million annually. Soros is the author of twelve books, including most recently *Financial Turmoil in Europe and United States*. His articles and essays on politics, society, and economics regularly appear in major newspapers and magazines around the world.



**Ingrid SRINATH**  
**Former Secretary General,**  
**CIVICUS World Alliance for Citizen Participation**

Ingrid Srinath served as secretary general of CIVICUS: World Alliance for Citizen Participation, an influential global network of civil society organizations from 2008 to 2012. She serves on the board of the INGO Accountability Charter, UNDP's CSO Advisory Committee and the World Economic Forum NGO Advisory Group, among others, and represents civil society in diverse fora including the U.N., the World Bank, the IMF as well as national and regional networks and events. Prior to CIVICUS, she served as chief executive of India's leading child rights advocacy organisation: Child Rights and You (CRY). As chief executive of CRY, and in her capacity as a senior fellow of the Synergos Institute, a U.S.-based network for nonprofit leaders and global philanthropists, Srinath has been a passionate advocate for child rights and social justice movements. Her prior experience of over a decade in the private sector, chiefly in marketing and advertising, has enabled her to facilitate dialogue across sectors and to build sustainable resource mobilization, branding and advocacy strategies. Srinath holds a BA from Elphinstone College, Mumbai and an MBA from the Indian Institute of Management, Kolkata.



**Christopher STONE**  
**Daniel and Florence Guggenheim Professor of the**  
**Practice of Criminal Justice & Director, Hauser Center**  
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Christopher Stone is the Daniel and Florence Guggenheim Professor of the Practice of Criminal Justice and director of the Hauser Center for Nonprofit Organizations at the Harvard Kennedy School of Government. He serves as faculty chair of the Program in Criminal Justice Policy and Management and as the faculty director of the Hauser Center for Nonprofit Organizations. His work focuses on two distinct subjects: the improvement of criminal justice systems in the United States and worldwide, and the leadership and governance of nonprofit organizations. Stone's work on nonprofit organizations includes a continuing project to benchmark effective practices across the sector worldwide. He is also engaged in several efforts to strengthen the management, leadership, and governance of nonprofit organizations in China. From 1994 to 2004, Stone served as director of the Vera Institute of Justice, having joined the Institute in 1986 as head of its London office. In 2006, he was awarded an honorary Order of the British Empire for his contributions to criminal justice



reform in the United Kingdom. Stone received his AB from Harvard, an MPhil in criminology from the University of Cambridge, and his JD from the Yale Law School.



## **Oliver STUENKEL**

**Assistant Professor of International Relations,  
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Oliver Stuenkel is an assistant professor of international relations at the Getulio Vargas Foundation in São Paulo, Brazil. His research focuses on rising powers, specifically on Brazil's and India's foreign policy and on their impact on global governance. Stuenkel's work experience includes teaching assistantships at Harvard University, projects with the United Nations in Brazil, the German Technical Cooperation (GTZ) in Fiji, and the Mercosur Secretariat in Uruguay. He was a visiting professor at both the University of São Paulo and at the School of International Studies at Jawaharlal Nehru University (JNU) in New Delhi. He was also a school teacher in rural Rajasthan in India in 2006. He speaks German, Dutch, French, Hindi, Italian, Spanish, Portuguese and basic Urdu. Stuenkel holds a BA from the Universidad de Valencia in Spain, a master's in public policy from the Kennedy School of Government at Harvard University, where he was a McCloy Scholar, and a PhD in political science from the University of Duisburg-Essen in Germany.



## **Mátyás SZABÓ**

**Director, Curriculum Resource Center (CRC),  
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Mátyás Szabó is the director of CEU's Curriculum Resource Center, and is one of the center's instructors and consultants in higher education, specializing on curriculum development, course design, and quality assurance. He has offered faculty development workshops for university professors in more than 20 countries and is involved in several international projects targeting curriculum reform and faculty development in higher education. He has worked as a junior research fellow and teaching assistant at CEU's Center for the Study of Nationalism, and as an analyst at the Radio Free Europe/Open Media Research Institute in Prague. Szabó's main research interests in the area of higher education are the development of social science disciplines in post-socialist countries and the ways in which international and global trends in knowledge production and the changing role of universities have impacted the content and teaching of social science curricula. Szabó received

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### **Helaway TADESSE**

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Tadesse joined Zemen Bank from the International Monetary Fund, where he was a senior economist based in Washington, D.C. Since entering the IMF through the Economist Program in 1998, his country assignments have spanned all five of the IMF's regional departments. As a member of the Strategy, Policy and Review Department, he was part of a central unit that approves and monitors all of the IMF's lending programs with member countries. In this connection, he was the primary review economist for several countries borrowing from the IMF's low-interest loan facilities, with responsibility for assessing the content and adequacy of the macroeconomic adjustment programs proposed by staff teams. His work at the IMF covered issues relating to monetary and exchange rate policy, capital flows, debt, and the financial sector. Tadesse is a graduate of Princeton University (MPA, economics & public policy) and Reed College (BA, economics).



### **Voldemar TOMUSK**

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Voldemar Tomusk is the director for policy and evaluation of Open Society Foundations' Higher Education Support Program (HESP), based in London, U.K. Prior to joining OSF in 1995, he served as the head of the Higher Education Division and the acting director for Higher Education and Research in the Estonian Ministry of Education. He has also taught physics and psychology at the Tallinn Pedagogical Institute (University of Tallinn). His works include *The Open World and Closed Societies: Essays on Higher Education Policies; in Transition*; and an edited volume *Creating the European Area of Higher Education: Voices from the Periphery*. His articles have been published in journals such as *The British Journal of Sociology of Education*, *International Studies in Sociology of Education*, *Higher Education Policy*, and others. He has participated in several European and international collaborative higher education research projects and acts as an expert for the European Commission under FP7. Tomusk holds a doctoral degree in sociology of education from the University of Turku, Finland.





## **Kristóf VARGA**

**Director,**

**Central European University–Open Society Foundations  
Liaison Office**

Kristóf Varga is the director of the newly established CEU-Open Society Foundations Liaison Office. He joined OSF in 1999 and worked in various fields including strengthening

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## **Andre WILKENS**

**Director,**

**Mercator Centre Berlin**

Andre Wilkens has been director of the Mercator Centre Berlin since 2011. Since 2009 he was director for International Affairs at Stiftung Mercator.

He was previously head of strategic communications with the U.N. high commissioner for refugees in Geneva. Wilkens also headed the Soros Foundation's Open Society Institute (OSI) in Brussels and coordinated Soros' activities in Europe (2003–2009). He was co-initiator and founding member of the European Council for Foreign Relations and is the chairman of the OSI Roma Advisory Board. His positions prior to this were at the Ogilvy & Mather communications agency in Brussels, the European Training Foundation in Turin, and at the European Commission and European Parliament in Brussels. Wilkens holds an MSc in European studies from the London School of Economics and a master's in international politics from the University of Potsdam.



**Lan XUE**  
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Lan Xue is a Cheung Kong Chaired Professor and dean of the School of Public Policy and Management (SPPM) at Tsinghua University. His teaching and research interests include public policy analysis and management, science and technology policy, and crisis management. He also serves as an adjunct professor at Carnegie Mellon University and a nonresident senior fellow at the Brookings Institution. His many public service appointments include being a member of the Expert Committee on Emergency Management of the State Council of China; vice president of the China Association of Public Administration; a member of the Visiting Committee for Harvard Kennedy School; and a member of the Governing Board of International Development Research Center (IDRC). He is a recipient of the Fudan Distinguished Contribution Award for Management Science in 2011. Xue has a PhD in engineering and public policy from Carnegie Mellon University.



**Tatiana YARKOVA**  
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Tatiana Yarkova is a deputy director for external programs at CEU's Special and Extension Programs. Yarkova is responsible for the oversight and management of a range of programs in faculty and curriculum development. She is also closely involved with the learning outcomes assessment activities at CEU. She regularly provides trainings in curriculum and course design, student assessment, quality assurance, and related areas to international audiences of faculty and university administrators. Prior to joining CEU in 2006, Yarkova taught sociology at the American University-Central Asia, and worked as an academic leader in sociology at the Central Asian Resource Center. She holds an MA in society and politics from CEU and Lancaster University, and a PhD in sociology from the Graduate School for Social Research in Poland.



## **Viola ZENTAI**

**Director, Center for Policy Studies,  
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Viola Zentai has been the director of the Center for Policy Studies at CEU since September 2003. She is engaged in research focusing on racial and gender equality, welfare debates, post-socialist economic transformation, and

democratic governance and decentralization. She acts as the Hungarian team leader of a major four-year research initiative launched in 2011 and funded by the European Commission's Seventh Framework Program on "Employment 2025: How Multiple Transitions Will Affect the European Labor Market (NEUJOBS)." She is a recurring faculty member at CEU's Sociology and Social Anthropology Department as well as the Department of Public Policy. Zentai is active in the Hungarian women's movement; she is the spokesperson for the NGO MONA (Foundation for the Women of Hungary) and is a member of the Expert Forum of the European Gender Institute. Zentai is a cultural anthropologist with a PhD from Rutgers University.



## **Marijan ZUMBULEV**

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Marijan Zumbulev is currently a project director for the office of the dean in CEU's School of Public Policy and International Affairs (SPPIA). He previously worked for the U.N. in Sudan, headed Crisis Action's office in New York and

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