

FP Guide

The New Global Professionals: Flexible and Forward-Thinking



Less than three weeks after receiving his MA in International Environmental Policy, Amer Barghouth found what he calls a “sweet spot” in the job market: He joined an international non-profit that takes a holistic, 21st-century approach to development by integrating private initiatives with comprehensive, forward-thinking public policy.

As a private investment project manager at the Cairo-based Regional Center for Renewable Energy and Energy Efficiency (RCREEE), Barghouth works with the private sector to identify commercially viable business opportunities in renewable energy projects in the Arab region. In a project initially funded by grants from the governments of Germany, Denmark and Egypt, for example, his group determined that solar power is more cost-effective than diesel fuel as a power source for many remote hotels along the Red Sea and is helping to convert a major resort to solar power. He recently received a grant to search for similar opportunities in four energy-poor countries in the Arab region.

Barghouth, a 33-year-old graduate of the Monterey Institute of International Studies (MIIS), is also managing RCREEE’s National Energy Efficiency Action Plan. His group is working with 16 governments in the region to improve energy efficiency planning and find ways to involve the private sector in implementing such plans.

Barghouth’s new career is driven by a comprehensive approach to development. “It’s not just about threats like climate change. It’s also about opportunities for global integration through modern technologies,” he says. “It’s about a new openness. We are updating our modes of thinking about the world. We are bringing our business and political approaches into the 21st century.”

Broad Preparation

Newly minted global professionals like Barghouth are embarking on careers that combine their drive for career advancement with a passion for making the world a better place. Fundamental to their



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Wesley Laine (MAIPS '14)
delivers access to clean
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Amer Barghouth

Getting the Job: RCREEE

During his studies at MIIS, Barghouth attended a workshop given by Tareq Emtairah, a professor at Lund University in Sweden who, like Barghouth, has a Jordanian background. Emtairah also happens to be executive director of RCREEE, and he gave Barghouth an introduction to that organization. Emtairah and Barghouth began talking and realized that Barghouth's background would be well suited for working at RCREEE.

For starters, Barghouth had a strong interdisciplinary education. "Energy planning is dominated by engineers, but we need system fixes, not just technical fixes," he says. In addition, he notes, "I am able to have a technical conversation and discuss cost-benefit and socioeconomic impact." Barghouth's studies at MIIS included essential quantitative coursework and a course on the technical infrastructure of energy systems.

Barghouth applied for the job while still enrolled at MIIS and received a job offer three weeks after graduating. Although he is likely to remain with RCREEE for years to come, Barghouth would like to eventually return to the United States and launch a career as an entrepreneur identifying commercially viable projects involving renewable energy.

success is a flexible, interdisciplinary graduate education in global affairs. The diverse pathways of recent graduates are bound by the strong grounding and individualized approaches offered by master's degree programs in international affairs.

As an undergraduate majoring in international politics and economics at Middlebury College in Vermont, Barghouth received a broad liberal arts education. His interdisciplinary studies continued at MIIS, a California-based graduate school of Middlebury College. He also developed a strong technical background and quantitative skills at MIIS.

At The Fletcher School at Tufts University, Margherita Zuin's graduate studies in human security and related fields deepened her background in law and development and gave her a new understanding of the impact of conflict on poverty and development and how they are all linked. Now advancing in a career with the United Nations (UN), Zuin has been playing a vital role in global peace operations.

At the University of Denver's Josef Korbel School of International Studies, Hanna Camp began to explore new ways of thinking and

learned to take a critical approach to traditional economic and development issues. She also developed quantitative and empirical techniques that are essential in her current job in South Africa, where she is helping the Western Cape province develop a forecasting model for evidence-based policy planning and research.

In his graduate studies at the New York University (NYU) School of Professional Studies Center for Global Affairs, Christopher Connolly focused on international development, but the program's interdisciplinary approach also exposed him to international relations, peacebuilding, transnational security, international law, and energy and environmental policy. Connolly's current job with the Clinton Health Access Initiative (CHAI) in Malawi draws on his broad background, along with his knowledge of the country's health care delivery system and his data analysis and project management skills.

Anisa Kamadoli Costa had not planned to pursue a career in philanthropy, but the interdisciplinary nature of her graduate studies at Columbia University's School of International and Public Affairs (SIPA) provided the grounding she needed to eventually lead corporate foundation and global sustainability initiatives at Tiffany & Co. in New York. Costa's job requires her to balance cultural, environmental, business, and governance issues on a global scale.

Recent graduates of the National University of Singapore's Lee Kuan Yew School of Public Policy (LKY School) include a wide range of innovative, forward-thinking global leaders. LKY School alumni are world-renowned leaders with Bhutan's Gross National Happiness Commission, the Singapore-based World Toilet Organization, Greenpeace Southeast Asia, and other highly influential organizations.

"At Fletcher, I came to see the wider picture of how conflict is related to poverty and lack of development."

— Margherita Zuin, The Fletcher School, 2008



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“I came to Korbel because it’s a place where new ideas and different ideas are brought about – it’s not just about a set curriculum.”

- Kyleanne Hunter
M.A. Candidate
Sié Fellow

Kyleanne Hunter is a former officer in the United States Marine Corps, serving as an AH-1W Super Cobra attack pilot. Now she’s a Sié Fellow at the Josef Korbel School’s Sié Chéou-Kang Center for International Security & Diplomacy. As such she’s working alongside world renowned faculty doing relevant research on today’s most pressing global issues.

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Margherita Zuin

Conflict and Caring

Margherita Zuin might seem to have one of the most risky and restrictive jobs possible for a global affairs professional. As part of a special UN political mission in Somalia, she cannot venture out in Mogadishu without a helmet and armed security guards.

"You need to be ready for quite extreme conditions and limited movement," she says. "You can't go to restaurants or to the supermarket. You can go out only for meetings and missions."

To outsiders, the attractive side is less obvious. "You form strong friendships with colleagues for life," she says. "There's so much that you're sharing. You learn to appreciate the good side of people. The common goal of peace is huge."

Zuin has long felt a deep concern for migrants and others in extreme need. "If someone is willing to leave everything behind in search of better opportunities, that says something about the difficulties of their life," she says. "That pushes me into thinking and wanting to help."

As a high school student in Italy, Zuin developed a keen interest in political and legal debates and cultural challenges associated with migrants from Africa. Later, as a law student, she volunteered for an NGO serving migrants.

After law school, in 2004, she secured a volunteer position in Ecuador. Zuin worked with Colombian refugees in Ecuador and fought violence against women in Quito for Amnesty International.

In 2005, as a paid trainee with the European Commission (EC) in Brussels, Zuin focused on food security in African, Caribbean, and Pacific countries. The following year, she served with the UN Development Fund for Women (now UN-Women) in Amman, Jordan, where she implemented programs to support Iraq's elections and constitution making.

In a quest to deepen her understanding of the complex approaches and strategies needed to address pressing international issues, Zuin then enrolled in The Fletcher School's Master of Arts in Law and Diplomacy (MALD) program. Her studies focused on Human Security, Humanitarian Studies, and Law and Development.

While at Fletcher, Zuin did her summer internship in Somalia, conducting research on formal and informal justice systems. That experience was fundamental to her eventual career choice. So was the class she took on peace operations, which included fascinating

discussions about the political, legal, technical, and logistical challenges of deploying and working in conflict and post-conflict situations.

"At Fletcher, I came to see the wider picture of how conflict is related to poverty and lack of development," says Zuin. "Many people are not just poor, but also desperate."

Since graduating from Fletcher in 2008, Zuin has been with the UN Department of Peacekeeping Operations. She served as an associate gender officer in Darfur for more than two years, then as a legal officer in South Sudan, where her work focused on addressing prolonged, arbitrary detention and ensuring coordination of various UN and South Sudanese actors in the justice chain. Starting in 2012, she worked at UN headquarters in New York for two years before being deployed to Somalia as a rule of law planning officer.

At some point, Zuin, age 34, may try to steer her UN career in a direction that would align better with raising a family. This may include focusing on development rather than conflict operations, or moving into a position based at UN headquarters in New York rather than spending long periods in high-conflict locations.



Getting the Job: United Nations

Zuin cites several factors that played a role in getting a job with the UN and advancing within the organization:

- **Relevant experience.** Zuin's experience in human security in Latin America, the Middle East, and beyond helped qualify her for working in UN peacekeeping operations.
- **Language skills.** Zuin is fluent in English, French, Spanish, and Italian.
- **Willingness to go to difficult places.** Not everyone would have been willing to serve in Darfur, South Sudan, and Somalia during times of high turmoil. Zuin says the UN currently needs French speakers to help lead its peacekeeping missions in the Central African Republic and Mali.
- **Understanding the organization.** "Knowing what the system is looking for and how it works is important," says Zuin. "In my experience, the UN has been an extremely meritocratic system."
- **Network.** "Letting people know you are available is important," says Zuin, who benefited from Fletcher's active alumni network. "I see the strength of the Fletcher community, not only because so many Fletcher alumni work at the UN, but also because creating partnerships, being committed to making a contribution, and building a sense of community have been essential aspects of my life in peacekeeping."

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Rachel Kyte, GMAP 2002,
World Bank Group Vice President and
Special Envoy for Climate Change,
pictured at an ICRISAT lab for
transgenic crops



James Stavridis, MALD 1983, PhD 1984
(left), former Supreme Allied
Commander at NATO and current
Fletcher Dean, and Joseph Dunford,
MALD 1992 (right), Commander of
International Security Assistance Force,
Afghanistan



Manjula Dissanayake, MALD 2012,
Founder, Educate Lanka micro-
scholarship fund; *Diplomatic Courier's*
Top 99 Under 33 Foreign Policy
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Wolfgang Ischinger, MA 1973,
Chairman, Munich Security Conference;
Organization for Security and
Co-operation in Europe
(OSCE) negotiator, Ukraine, May 2014



Hanna Camp

A Useful Skill Set

Even before grad school, Hanna Camp had impressive qualifications. She graduated from the University of California, San Diego, with a BA in International Relations and a BA in Linguistics. Then she interned at the Carter Center and worked for a human rights organization in Atlanta. In 2009, she moved to Syria, where she studied Arabic in Damascus and worked for a small English-language newspaper as a writer and editor.

“Living the expat life can be fun and comfortable in its own way, but it’s not the same as making a positive choice to build expertise and a real skill set,” says Camp, reflecting on her decision to go to graduate school. She chose the University of Denver’s Josef Korbel School of International Studies in large part because she had visited the campus and seen the opportunities to acquire very useful skills at the Frederick S. Pardee Center for International Futures, a hub of long-term forecasting and global trend analysis.

The Pardee Center’s mission is to explore, understand, and shape alternative futures of global change and human development. Its International Futures (IFs) model is the most sophisticated and comprehensive forecasting modeling system available to the public.

“Living the expat life can be fun and comfortable in its own way, but it’s not the same as making a positive choice to build expertise and a real skill set.”

– Hanna Camp, Josef Korbel School, 2013

In pursuing her MA in Global Finance, Trade & Economic Integration (GFTEI), Camp took courses that focused on quantitative skills and empirical study of the global economic system by taking a critical approach that encourages new ways of thinking. She also

worked at the Pardee Center and learned how to use the IFs tool.

Since graduating in 2013, Camp has been a consultant for the Institute for Security Studies (ISS), a pan-African think tank based in Pretoria, South Africa. She is involved with ISS’s African

Futures Project, which uses integrated approaches to examine the continent’s long-term future. She works in Cape Town with the government of South Africa’s Western Cape province, which is developing ways to use a provincial version of the IFs model.

“We are part of a broader effort the Western Cape government is undertaking to move toward more evidence-based policy, planning, and research,” says Camp, age 30. Her work includes installing the model on government computers, helping people use it, and troubleshooting, and also helping departments integrate their planning by using IFs to examine the cross-cutting impacts of government decisions and initiatives.

“We are taking the academic IFs model and applying it to a policy,” says Camp. Using data and quantitative modeling, the tool provides a rigorous way of explaining potential social and economic futures. Rather than a science, it’s an empirical tool for developing evidence-based policy.

“I want to continue working with teams that are focused on improving the knowledge we have about the world, thinking systematically about our collective future, and looking at ways to use forecasting to address problems of poverty and inequality,” says Camp.



Field-Based Learning

Christopher Connolly, age 30, has long shown a knack for finding interesting jobs in remote areas of the developing world. After majoring in international business as an undergrad, he landed an internship with Grassroots India Trust, a New Delhi-based non-governmental organization (NGO). The job entailed traveling around northern India to report on development issues and projects.

“My reporting and dispatches from the field addressed a broad range of issues, from arsenic poisoning caused by contaminated wells to depleted water supplies due to hydroelectric power,” says Connolly. “I witnessed endearing people living in abject poverty and under extremely difficult circumstances. Covering these stories inspired a passion for finding sustainable ways to improve the lives of those living in poverty.”



Angela Cressy Deane, Alumna

M.S. in Global Affairs

Director, New York Committee

Human Rights Watch

Throughout her career, Angela Cressy Deane has been deeply involved in human rights. In her current position at Human Rights Watch, an international NGO, where she serves as the director of the New York Committee, she focuses on development and fundraising for an organization that is dedicated to defending and protecting human rights worldwide. Her decision to pursue the **M.S. in Global Affairs** offered by the **NYU School of Professional Studies Center for Global Affairs**, stemmed from her desire to gain a broader perspective of international human rights. Through rigorous coursework and the opportunity to complete field intensives in Cuba, Bosnia, Serbia, and at The Hague, she was able to meet people from around the world who offered the nuanced perspectives that have enhanced her ability to raise funds for this incredibly important cause.

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That experience inspired Connolly to join the Peace Corps, where he served in a very remote village in Ecuador. “The relationships I built with the people and the small but significant changes that we were able to make together further fueled my passion and interest in international development,” says Connolly. “My experiences [in India and Ecuador] taught me that the challenges faced by those impoverished communities were complex and inextricably linked to global issues.”

“My experiences [in India and Ecuador] taught me that the challenges faced by those impoverished communities were complex and inextricably linked to global issues.”

– Christopher Connolly, NYU, 2012

tial to truly understand the complexity and interconnectedness of today’s society,” he says.

In addition to the program’s strong interdisciplinary orientation, Connolly appreciated its Field Intensive courses, which provided the opportunity to apply what he had learned in the classroom and conduct research abroad. He participated in several Field Intensive programs with faculty members and fellow students, including one in Ghana that led to his choice of Africa as an area of regional emphasis in his studies.

After graduating from NYU in 2012, Connolly joined Peace Corps Response in Malawi, where he helped build the capacity of local government to address HIV/AIDS. Near the end of that contract, a former Peace Corps volunteer working at the Clinton Health Access Initiative (CHAI) in Malawi introduced him to a hiring manager at CHAI.

Connolly’s knowledge of the Malawian health system, and his data analysis and project management skills, qualified him for his current position as an associate with CHAI. He works closely with the Malawi Ministry of Health and other partners, with a focus on improving newborn and maternal health. A critical goal is to ensure that essential drugs and equipment are available at health facilities and that health workers are properly trained in the use of these commodities.

Unexpected Turns

When Anisa Kamadoli Costa completed her Master of International Affairs degree at Columbia University’s SIPA, she intended to pursue a career in global finance. Her concentration in international economics led to an analyst role at JPMorgan Chase after graduation in 1998. As much as she liked the job, she found herself yearning to work in a broader capacity that would allow her to influence policy and make an impact in ways that would reflect the multidisciplinary orientation of her SIPA education.



In 2003, soon after Tiffany & Co. decided to establish a corporate foundation, the company approached Costa, and the rest is

history. She now wears two hats:

- As chairman and president of The Tiffany & Co. Foundation, she manages program funding priorities and grant-making to nonprofits in the areas of responsible mining, coral and marine conservation, and urban parks.
- As vice president of global sustainability and corporate responsibility at Tiffany & Co., Costa oversees corporate social responsibility (CSR) for the company. Her work focuses on best practices related to Tiffany & Co.’s supply chain, focusing on diamonds, precious metals, and gemstones. “We source the majority of our precious materials from mines we know, and we have traceability and control throughout our supply chain. We have a long history of collaboration with nonprofit organizations and strongly value the role they play in improving mining standards around the world,” says Costa.

“Be open to different opportunities, and don’t be afraid to see where your interests and passions take you, because there are many ways to achieve what you’re interested in.”

– Anisa Kamadoli Costa,
Columbia SIPA, 1998
(advice to prospective graduate students in international affairs)

Her advice to prospective graduate students in international affairs: “Be open to different opportunities, and don’t be afraid to see where your interests and passions take you, because there are many ways to achieve what you’re interested in. CSR is a great example. You don’t necessarily need to have a CSR title to improve the world around you. You can work in finance or real estate and create sustainable and socially responsible protocols for your company in those roles.”

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Movers and Shakers

What do the Gross National Happiness Commission, the World Toilet Organization, and Greenpeace Southeast Asia have in common? They are all influential, forward-thinking organizations, and they all have leaders who are recent graduates of the National University of Singapore's Lee Kuan Yew School of Public Policy (LKY School):

- **Kunzang Lhamu (MPP 2002), chief research officer, Gross National Happiness Commission, Bhutan.** The concept of Gross National Happiness (GNH) is based on the idea that development and progress should encompass not only economic well-being, but also values involving psychological well-being, health, education, time use, standard of living, cultural diversity and resilience, good governance, community vitality, and ecological diversity and resilience. It has inspired initiatives around the globe toward a more holistic approach to development.
- **Jack Sim Juek Wah (MPA 2013), founder, World Toilet Organization (WTO).** WTO is a global nonprofit dedicated to improving toilet and sanitation conditions worldwide. Founder Jack Sim had achieved financial success by his forties, when he left the

business world to become a social entrepreneur. He formed the WTO in 1991 to fight for the dignity, rights, and health of vulnerable people worldwide.

- **Von Glenn Sace Hernandez (MPA 2011), executive director, Greenpeace Southeast Asia.** The goals of Greenpeace Southeast Asia are to protect Asia from increasing ecological ruin and to serve as a beacon of awareness and action in the interest of environmental protection and sustainable development. "During my studies at the LKY School, I developed a deeper appreciation of the context and challenges facing governments, a better understanding of public policy choices confronting leaders and citizens, and a sharper vision of what the future could look like on the basis of enlightened decisions we make today," says Hernandez.

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The articles in this supplement were prepared by **Nancy Henderson**, an independent education writer based in Washington, D.C., in connection with the business department of *FOREIGN POLICY*, and did not involve the editorial staff of this magazine.

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