



LEADERS IN GRADUATE EDUCATION

INTERNATIONAL AFFAIRS

Effective training for future international affairs leaders must ensure that students learn how to be adaptable, according to Professor Daniel Drezner at The Fletcher School at Tufts University.

Drezner quotes philosopher Isaiah Berlin, who differentiated between foxes, who know a little about many things, and hedgehogs, who know one big thing. “In dealing with crises, you want a lot of foxes. You need people with the intellectual capacity, creativity, and flexibility to deal with the next crisis,” Drezner says.

This *FP Guide* tells the stories of professors, deans—and even a student—who are inspiring today’s graduate students. The leaders include:

- A professor with expertise in **cybersecurity** who teaches investigative techniques, such as how to collect and assess open-source intelligence and digital forensic artifacts
- A professor who emphasizes teaching **useful skills**: hands-on courses in strategic trade, evaluations of development projects, and “the new world of artificial intelligence and fintech”
- A master’s degree candidate who in her first few months organized a 2020–2021 event series about **how to fight fake news**: maintaining an independent media, the challenges of disinformation and fake news, and strategies to tackle extremism

Photo top: Columbia University, School of International and Public Affairs

Daniel Drezner

Professor of
International Politics,
The Fletcher School,
Tufts University



"You can do pretty well by doing good. It is gratifying to know that you are trying to make the world a better place, and you can often see the impact you are having, in my case on students, or on the issue that you care about."

TUFTS UNIVERSITY, THE FLETCHER SCHOOL

Understanding History and a Multidisciplinary Approach Are Key to Navigating the 21st Century

Barely a fifth of the way through the 21st century, we have experienced a host of catastrophes, among them a global financial crisis, Hurricane Katrina, the effects of climate change, and a devastating pandemic.

That's the context for "The End of the World and What Comes After," a course that professor of international politics Daniel Drezner will teach next spring at The Fletcher School at

Tufts University. Given the multiple challenges facing global stability, Drezner recommends two approaches to properly train future leaders in international affairs for the next 50 years.

First, students must learn the proper perspective from history, to understand how catastrophes can cause systemic collapse and how societies can rebuild. The recent part of history is not the only relevant part, Drezner says. For example, the deadliest pandemic in recorded history was the Black Death of the 14th century, estimated to have killed as many as 200 million people in Europe,

Asia, and North Africa. However, in the 15th and 16th centuries, Europe flourished under the Renaissance.

Second, students should be adaptable, by taking an interdisciplinary approach to issues, Drezner says. He quotes philosopher Isaiah Berlin, who differentiated between foxes, who know a little about many things, and hedgehogs, who know one big thing.

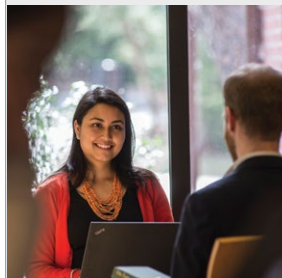


NEW FAST-TRACKED MASTER IN GLOBAL AFFAIRS

Starting in the fall of 2021, Fletcher will offer a new Master in Global Affairs that can be completed in 16 months, rather than the usual

two academic years.

This intensive degree program targets students who are ready to take a deep dive, become experts in their area of specialization, and immediately pursue a career path in that area. The specializations range widely, including interna-



tional negotiation and conflict resolution, sustainable development, and technology policy. The new degree includes a practicum and a possible summer internship for credit, and can be taken either full-time or part-time, to allow students to simultaneously work and study.

"In dealing with crises, you want a lot of foxes. You need people with the intellectual capacity, creativity, and flexibility to deal with the next crisis," Drezner says.

Fletcher is adapting to today's challenges, hiring historians and scholars in areas that are of concern both today and also when considering the future, such as climate policy and cybersecurity.

Drezner himself has a multidisciplinary background. In addition to teaching, he has held positions with the nonprofit Civic Education Project, the RAND Corporation, and the US Department of the Treasury. He is a regular contributor to *The Washington Post*. However, teaching and research are his true loves.

Teaching "is like whitewater river rafting. When you see [students] realize where the bend in the river is about to come, it's incredibly gratifying."

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A PURPOSEFUL PATH

A photograph of four students in a room filled with various national flags. On the left, a young man in a red sweater and a young woman in a green sweater are standing and talking. In the center, a young woman in a yellow sweater is sitting and smiling. On the right, a young woman in a floral dress is sitting at a desk with a laptop, looking towards the others. The flags include the US, UK, Germany, France, India, and many others.

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Thomas Rid

Professor of
Strategic Studies,
School of Advanced
International Studies,
Johns Hopkins
University



“There will be a situation where you make a difference. You can come in and make informed decisions at a critical moment in time—at a company, at an agency, or in a democracy.”

JOHNS HOPKINS UNIVERSITY SCHOOL OF ADVANCED INTERNATIONAL STUDIES

Saving Democracy, One Byte at a Time

As hacking, disinformation, and other forms of digital espionage proliferate, educating future leaders about information security will grow increasingly important.

The Johns Hopkins University School of Advanced International Studies (SAIS) has guidance in that area from Thomas Rid, professor of strategic studies. Rid, who has shared his expertise with the governments of the United States, Germany, and the United Kingdom, is author of several books, including

most recently, *Active Measures: The Secret History of Disinformation and Political Warfare*.

In the competition between democracies and autocracies, Rid says, “non-democratic governments are getting better at stealing data, at destroying data, and they are getting better at disinformation. Studying digital conflict can help leaders defend democracy in the 21st century.”

As more of the world’s conflicts crowd into the digital world, and internet connections make spying even more accessible, future leaders need the hands-on training of cybersecurity courses. “Operating in the shadows is becoming an ever more widespread phenomenon, and most of the shadows are in the digital space,” Rid says.

Rid teaches investigative techniques such as how to collect and assess open-source intelligence and digital forensic artifacts.

“What students are learning is to navigate treacherous terrain so they can make informed judgments,” Rid says.

Another benefit is that information security is a growth industry. In addition to finding information security work rewarding, Rid says that his students go on to jobs in large tech firms and in government: “If you focus on information security, there will be work practically guaranteed.”

Johns Hopkins SAIS leverages the locations of its three campuses—in Washington, DC, Europe, and China—to bring in guest speakers, virtually or in person, to help students network and learn from leading practitioners in the field.

“There will be a situation where you make a difference. You can come in and make informed decisions at a critical moment in time—at a company, at an agency, or in a democracy,” Rid says.

TRAINING FOR LEADERS TO ANALYZE HACKS CAN IMPROVE BOTH BUSINESS AND GOVERNMENT

Last summer during the pandemic, Jenna Morgenstern-Gaines started a company that will provide telemedicine. Rid’s class on information security was the perfect way to

learn how to protect her new company’s medical and financial data.

Morgenstern-Gaines will graduate in June from a joint program that will award her an MA in international relations from Johns Hopkins SAIS and an MBA from



Stanford Graduate School of Business. Her longer-term goal is to work in government and focus on information security.

She says Rid’s class helped her “develop a much more critical way of looking at cyber and information security, which is undoubtedly one of the most pressing issues for our generation of leaders.”



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Top photo credit: Annette Rid

The World Is Changing And So Are We

Today's global challenges are complex. It is essential for leaders to understand how economics, geopolitics, security, health, and the environment are inextricably linked— exactly what you will learn as a student at **Johns Hopkins School of Advanced International Studies (SAIS)**.

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Merit E. Janow

Dean, School of International and Public Affairs, Columbia University



“People are taking their policy passions into many different fields, including the private sector, the public sector, and nongovernmental organizations, as well as their own entrepreneurship. This is not about your first job. It’s about giving you the building blocks and perspectives for a lifelong career.”

COLUMBIA UNIVERSITY SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS

Deep Learning, Essential Skills, Experience Keep Graduates Nimble for a Changing World

In a fast-moving world where violent conflicts and environmental problems quickly spill across borders, Columbia University’s School of International and Public Affairs (SIPA) prepares its students for the range of ways they could help address such challenges. While some aim to enter government or multilateral institutions, SIPA graduates also consider many other avenues, and often mix and match them.

“People are taking their policy passions into many different fields, including the private sector, the public sector, and nongovernmental organizations, as well as their own entrepreneurship,” SIPA Dean Merit E. Janow says. “This is not about your first job. It’s about giving you the building blocks and perspectives for a lifelong career.”

Janow’s own life and career have crossed many frontiers. Raised abroad—in northeast Asia and elsewhere—by parents who worked in international business, Janow became a corporate lawyer. She later served as deputy assistant US trade representative for Japan and China, before joining Columbia. During her 25 years as a professor at both SIPA and Columbia Law School, Janow has continued her international work. She headed the first international antitrust advisory committee to the US Attorney General, served on the World Trade Organization’s Appellate Body, and remains an inaugural member of the international advisory council for China’s sovereign fund.

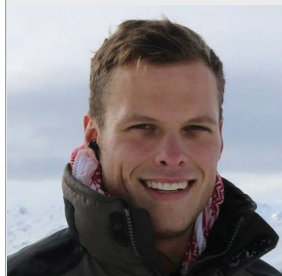


To cultivate this type of intellectual flexibility in its graduates, SIPA offers a combination of deep academic learning, skills building, and applied experiences. Students can focus on a field such as energy and the environment and layer it with a geographic specialty, such as Africa. Every student is trained in statistics and economics, which have become essential background skills for an increasing number of fields.

“Many of these young professionals are going to be doing things we cannot know now or even possibly imagine,” Janow says. “It’s really important that what they’re learning is going to give them that kind of analytical depth and understanding and perspective over time, along with skills that will keep them nimble for a great, changing world.”

EXPERIENCE, EXPERTISE, AND MENTORSHIP SUPERCHARGE FACULTY’S INSPIRATION AND GUIDANCE

Ryan Dahm, a second-year Master of Public Administration candidate, is concentrating in international security policy and specializing in management.



A former US Army infantry officer, he calls SIPA his “dream school.” He’s been inspired by the professional experience and academic expertise of professors such as Thomas Christensen, a China scholar who previously was deputy

assistant secretary of state for East Asia and the Pacific, and Stephen Sestanovich, who as ambassador-at-large in the late 1990s coordinated US policy on countries of the former Soviet Union. Dahm also appreciates the mentorship of resident experts such as Peter Clement, a former top CIA official and Russia analyst in the agency’s Directorate of Intelligence.

COLUMBIA UNIVERSITY, SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS
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WHERE THE WORLD CONNECTS

Global impact has been the hallmark of Columbia University's School of International and Public Affairs since it was founded more than 70 years ago. The world's challenges have changed with the decades, but SIPA remains true to its mission — to train young leaders to serve and lead, and to produce and share new knowledge on the critical public policy challenges facing the world.

- Master of International Affairs
- Master of Public Administration
- MPA in Economic Policy Management
- Executive MPA
- MPA in Environmental Science and Policy
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SIPA is proud to be ranked again as
#1 International Global Policy School
by *U.S. News & World Report* in its 2021
Best Graduate Schools ranking.



J.P. Singh

Professor of International Commerce and Policy, Schar School of Policy and Government, George Mason University



"The multidisciplinary education in our Master's in International Commerce and Policy graduate program places the world of finance, trade, and international development against a broad global backdrop, while offering specific hands-on courses in strategic trade, development project evaluation, and the new world of artificial intelligence and fintech."

GEORGE MASON UNIVERSITY SCHAR SCHOOL OF POLICY AND GOVERNMENT

Professor Uses Technology, Culture Focus to Incorporate Practical Skills into Classroom

Professor J.P. Singh believes that economics and international affairs programs do not always incorporate the kind of skill-building that helps foster a long-term career in the field. So, the professor emphasizes a multidisciplinary approach to teaching skills that students can use throughout their careers. The Master's in International Commerce and Policy program at George Mason University's Schar School of Policy and Government, where Singh teaches, offers specific hands-on courses in strategic trade, evaluations of development projects, and "the new world of artificial intelligence and fintech."

Singh's own work is multidisciplinary. He has advised the World Bank and World Trade Organization on trade and international development, and the British Council and UNESCO on international cultural policies. His book *Globalized Arts: The Entertainment Economy and Cultural Identity* won the American Political Science Association's award for best book about information technology and politics in 2012.

To help train future leaders, Singh integrates technology as a substantive part of the International Commerce and Policy program. One focus is how culture and technology intersect to improve the innovation and competitiveness of businesses and nations. For example, one of Singh's courses studies how YouTube, Uber, Google, and Airbnb use technology to bolster their offerings in a global service economy.

Two of the program's five core courses expose students to broader sociological and cultural issues that affect international commerce. Singh's goal is to teach students to understand



LEARNING HOW CULTURE SHAPES ECONOMIC DECISION-MAKING

Student Nathan Lotze has had Schar School professors from diverse backgrounds: trade lawyers, economists, and traditional

academics. Each offered "a different lens on how to view the forces at play in the global economy," says Lotze, from Youngstown, Ohio.

While most of his courses focus on traditional economic concepts, such as markets and

efficiency, Professor Singh's class stressed the role of culture in the global economy.

"From trade policy to technological innovation and adoption, Professor Singh helped me appreciate how culture can shape economic decision-making, even when it conflicts with economic well-being," Lotze says. "When studying global policy issues, I now make sure to incorporate the cultural qualities of people involved in my analyses."

how cultural and political institutions allow for trade to take place. "I am teaching how human beings learn to trust and collaborate with each other in social and economic life."

"Just as a religion might help us connect with ourselves, I'd say that a career in international affairs helps students connect with the world in which they find themselves," Singh says.

The cultural focus in the program provides students with an understanding of "the reasons there are people who feel left behind" by the forces of globalism and their "deep-seated anxieties about the world," Singh says.

GEORGE MASON UNIVERSITY, SCHAR SCHOOL OF POLICY AND GOVERNMENT

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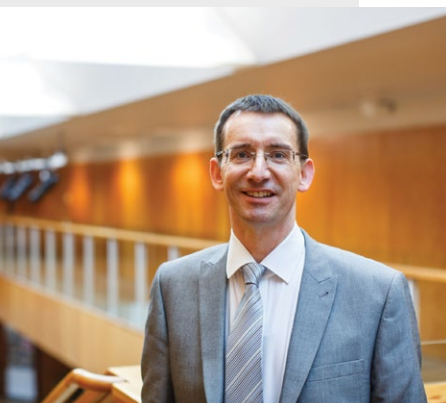
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UNIVERSITY OF KENT BRUSSELS SCHOOL OF INTERNATIONAL STUDIES

Interdisciplinarity and Transformative Experience in Brussels Lay Groundwork for Future Leaders

Jeremy Carrette

Dean for Europe
and Professor of
Philosophy, Religion,
and Culture,
Brussels School of
International Studies,
University of Kent



“Interdisciplinarity is at the heart of our mission to educate leaders for the next 50 years who have an open mind to the interconnections of knowledge. Courses are taught by some of the sharpest minds in academia, as well as practitioners who are working in their disciplines as these areas are developing.”

In a September 2020 *Daily Telegraph* article, Becky Slack said she was starting her studies at the University of Kent’s Brussels School of International Studies (BSIS) to learn how to fight fake news. During her short time in the school’s Political Strategy and Communication program, Slack, a master’s degree candidate from Ripley, United Kingdom, already has organized a 2020–2021 event series, “Politics, Power, and Persuasion.” The series addresses timely topics such as maintaining an independent media, the challenges of disinformation and fake news, strategies to tackle extremism, and effective political leadership.

Jeremy Carrette, dean for Europe and professor of philosophy, religion, and culture, says that BSIS supports energetic students like Slack who want to take initiative. “We encourage independence of thought and a capacity to work together, but also individually, so we’re generating leaders who have the information to build the visions of the future.”

“Interdisciplinarity is at the heart of our mission to educate leaders for the next 50 years who have an open mind to the interconnections of knowledge,” Carrette says. “Courses are taught by some of the sharpest minds in academia, as well as practitioners who are working in their disciplines as these areas are developing.”

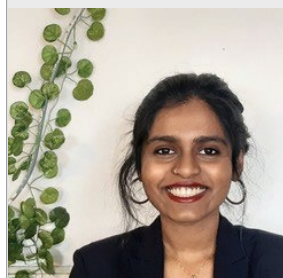
Becky Slack

BSIS student and organizer of the event series, “Politics, Power, and Persuasion.”



PROFESSOR’S MENTORSHIP PROMPTS STUDENT TO PURSUE DOCTORATE IN HUMAN RIGHTS LAW

Hazel Lincy Ebenezer, of Mussoorie, India, was drawn to BSIS’s Master’s in Law in Human Rights Law because of her fascination with human rights and international affairs. During her first week in the program, she met law professor Yutaka Arai, who encouraged her to pursue a doctorate. Now a doctoral candidate who serves as a teaching assistant, Ebenezer says that Arai’s support, accessibility, and passion for teaching have been critical to her research into sexual violence, women’s rights, and the divide between India’s civil and criminal law. “I never really saw a PhD as something that was available to me, but Professor Arai helped me envision it for myself,” she says.



BSIS works closely with the university’s School of Politics and International Relations and Kent Law School to offer multidisciplinary classes to students, who select both primary and secondary specializations. BSIS also offers students opportunities for internships, research, and networking at the European Union and NATO and at legal, lobbying, political, and policymaking agencies in culturally diverse Brussels—the de facto capital of Europe.

Carrette says that experience is key to the “leadership of the future, which is about your capacity to absorb and engage a set of complex relationships and to transform in your environment.”

BSIS builds on the energy, passion for social justice, and knowledge of digital communication that students bring to the school, he says. “Our students represent a new kind of citizen and a new kind of future leader.”

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Sanjeev Khagram

Dean and Director General, Thunderbird School of Global Management, Arizona State University



“Every student needs a digital, global mindset. It enables students to be comfortable in the most uncomfortable circumstances, to be agile and able to pivot and to work in teams of all kinds.”

ARIZONA STATE UNIVERSITY THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

Creating Global Leaders for the Fourth Industrial Revolution

Take a virtual tour through the new headquarters of Thunderbird School of Global Management at Arizona State University, and the educational philosophy becomes clear.

A circular theater ringed by screens will allow direct communication with 14 Thunderbird offices worldwide, from Geneva and Jakarta to Dubai and Nairobi, with plans for six more hubs by 2025. There are also banks of tabletop computers and a massive holographic globe. Up on the rooftop, there is a pub.

“Our goal is to be the most global and digital school in the world,” says Sanjeev Khagram, dean and director general. “Everything we do is to try to transition every single student into a global leader. We want them to be future-ready.”

At Thunderbird, that goal means ready to manage the Fourth Industrial Revolution, the tectonic changes brought about by artificial intelligence, nanotechnology, genetic engineering, and other breakthroughs. Khagram says this preparation requires both special skills and a change in outlook.

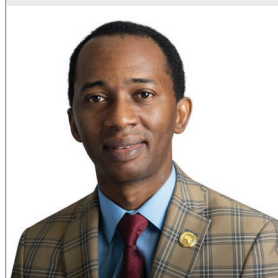
“Every student needs a digital, global mindset,” he says. “It enables students to be comfortable in the most uncomfortable circumstances, to be agile and able to pivot and to work in teams of all kinds.”

At Thunderbird, that philosophy runs deep. It was founded in 1946 on a former military air base in Arizona as a school dedicated to international trade and global relations. Early students lived in barracks and gathered at the on-base pub (the rooftop facility is a nod to tradition).



STOPPING THE SPREAD OF COVID-19 IN GUINEA

The Republic of Guinea has 12.4 million people, yet COVID-19 deaths totaled only 75 by mid-November. Part of that is due to the work of



Mamadou Diallo, economic counselor to Guinea's US embassy and a 2020 Thunderbird graduate. Diallo, who completed the Executive Master of Global Affairs and Management program, led the team that designed Guinea's tracking model, which

reduced the spread of the virus.

Khagram says Diallo is the perfect example of the school's global and digital philosophy at work.

“We take an amazing mid-career professional and give them a toolkit,” Khagram says. “It's so exciting to see how the experience really transforms students.”

Since then, Thunderbird has graduated more than 45,000 alumni, and the opening of the new building in 2021 will mark its 75th anniversary. The school merged with Arizona State University in 2015, and Thunderbird is now home to more than 1,200 undergraduate and graduate students, half of them from other countries. With customizable degree programs, courses at the undergraduate, graduate, and executive levels, and an internship rate that tops 95 percent, the school produces graduates who work around the world.

“Students are in the digital and global culture from day one,” Khagram says.

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