

## LEADERS IN GRADUATE EDUCATION

INTERNATIONAL AFFAIRS

WINTER 2023

Photo top: Johns Hopkins University School of Advanced International Studies

**Director of Academic Partnerships:**  
Sherri Greeves  
sherri.greeves@foreignpolicy.com

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**Editor:**  
Tara Shubbuck

**Writers:**  
Glen Justice  
Veronica Gorodetskaya  
Holly Rosenkrantz  
Katie Lee  
Katherine Scott

**Copy Editor:**  
Rachel McVearry

**Designer:**  
Cinda Debbink

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A graduate experience is not defined solely by the degree program's curriculum. Of great importance is the transfer of knowledge, lessons, and skills from experts and educators—such as professors, deans, directors, and alumni—to students.

These leaders shape students' experience and create the next generation of global changemakers by teaching them how to approach complex global issues, guiding their skill development, and providing exposure to experiences that will serve them well after completing their degree. The crucial role these leaders play in graduate education makes them an important consideration for prospective students as they decide which degree program may be the best fit.

"Prospective students come in all the time, and the key thing that I'm trying to figure out is, how can I and the institution be of use to this person in helping them get to wherever they want to go?" says Yuval Weber, research assistant professor at Texas A&M University's Bush School of Government & Public Service.

This *FP Guide* interviews leaders from eight institutions across the United States to provide a glimpse into their background, expertise, and ways in which they mentor and support students to prepare them for a fulfilling career in international affairs.



## JOHNS HOPKINS UNIVERSITY SCHOOL OF ADVANCED INTERNATIONAL STUDIES

# Preparing Future Leaders with World-Class Education in Policy and Economics

The day US citizens voted in the midterm elections, Filipe Campante, vice dean for faculty affairs at Johns Hopkins University School of Advanced International Studies (SAIS), participated in a discussion on the aftermath of the Brazilian presidential election.

In his monthly column for Brazilian news outlet *Nexo Jornal*, Campante noted the role of “the big lie” in the campaigns of Brazil’s Jair Bolsonaro and former US President Donald Trump. Adopting Trump’s messaging about a rigged election, Bolsonaro launched Brazil on the same political trajectory as the US, Campante wrote.

“A certain sector of the US believes that election results are contestable, reflecting an authoritarian mindset and destabilizing governance in dangerous ways,” says Campante. “Using the template created by Trump and echoed

by Bolsonaro, future politicians could run elections in ways that make it harder for the opposition to win.”

An expert in political economy, development economics, and urban and regional issues, Campante teaches and researches the impact of economics on politics and governance. He also co-directs the DC Political Economy Center—a hub for DC-area political economists that fosters research, shares briefs on critical issues with policymakers, and sponsors an annual conference.

Students at SAIS benefit immensely from the teaching and mentoring of renowned faculty like Campante—becoming well-grounded in the interplay between policy and economics, in the global and comparative context, and equipped to adapt quickly to changes in their career journey.

In fall 2023, SAIS will welcome students to its new home at 555 Pennsylvania Avenue NW in Washington, DC, providing unprecedented opportunities for mentorship and interdisciplinary collaboration involving students, faculty, and policymakers.

“I tell students to think about where they want to be five to 10 years from now and then work backward,” says Campante. “That way, you can break it down to what’s the best choice today to put you in the best place to choose again tomorrow, to try and achieve that goal. This is an important lesson that you learn in economics.”

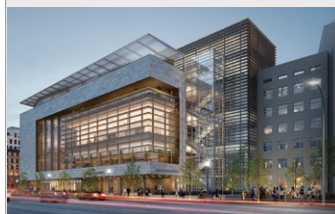
### SAIS’S NEW HOME PROVIDES UNIQUE STUDENT EXPERIENCES AND LEARNING OPPORTUNITIES

In fall 2023, Johns Hopkins SAIS will welcome students to its new home at 555 Pennsylvania Avenue NW in Washington, DC. This state-of-

the-art facility expands the school’s capacity for teaching excellence and evidence-based research toward addressing global chal-

lenges. The building is minutes from the US Capitol, the White House, and Union Station.

Designed to foster community and collaboration, 555 Pennsylvania Avenue boasts 38 high-tech classrooms, a 375-seat theater and performing arts space, group and individual study spaces, lounges, and roof terraces with views of Pennsylvania Avenue and the Capitol. Student amenities include a library, coffee shop, restaurant, and fitness center. Event spaces will host prominent policymakers and global leaders. Other divisions of Johns Hopkins University will also have a presence in the building, providing unmatched opportunities for interdisciplinary collaboration.



JOHNS HOPKINS UNIVERSITY SCHOOL OF ADVANCED INTERNATIONAL STUDIES

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### Filipe Campante

Vice Dean for Faculty Affairs, School of Advanced International Studies, Johns Hopkins University

**“I tell students to think about where they want to be five to 10 years from now and then work backward. That way, you can break it down to what’s the best choice today to put you in the best place to choose again tomorrow, to try and achieve that goal. This is an important lesson that you learn in economics.”**



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## George Shambaugh

Director of the Master of Science in Foreign Service Program, Walsh School of Foreign Service, Georgetown University



**"Initiatives that intimately involve our students and combine theory, practice, and commitment to service are at the heart of our community. When our students take on issues they're passionate about, those experiences epitomize and enrich every member of our community."**

## GEORGETOWN UNIVERSITY WALSH SCHOOL OF FOREIGN SERVICE

# Preparing Leaders Through a Program Grounded in Ethics and Commitment to Service



Earlier this academic year, a student in the Master of Science in Foreign Service (MSFS) approached the director of their program about the possibility of hosting a roundtable discussion on the critical issues facing Venezuela,

namely its humanitarian crisis and negotiations with its dictator.

Second-year student Carlos Chacon organized the event as part of his role as a Donald F. McHenry Global Public Service Fellow. MSFS, with its extensive global alumni network, then invited the speakers, which included key players in the Venezuelan situation: MSFS graduate James Story, the US ambassador to Venezuela, and Georgetown Law alumnus Carlos Vecchio, Venezuelan ambassador to the US.

Chacon, who witnessed numerous atrocities while growing up in Venezuela, and other students talked one-on-one with the speakers at a lunch following the roundtable, further reinforcing "the synergy of what's possible" through MSFS, says Professor George Shambaugh, director of the program.

"Initiatives that intimately involve our students and combine theory, practice, and commitment to service are at the heart of our community," Shambaugh says. "When our students take on issues they're passionate about, those experiences epitomize and enrich every member of our community."



## LEVERAGING THE POWER OF TECHNOLOGY TO ADVANCE SOCIAL CHANGE THROUGH GLOBAL HUMAN DEVELOPMENT

Another McHenry Fellow, Juan Fernando Gómez, a second-year student in the Master in Global Human Development (GHD) program, has been mentored by several former ambassadors, inspiring him to engage confidently in critical conversations and approach global issues using empathy and systems thinking. As a World



Bank intern, Gómez is working on the Human Capital Index, a global effort to accelerate better investments in people for greater equity and economic growth. Using the knowledge and skills he's acquired in his master's program, which prepares students to work in the development

process in a variety of environments, Gómez hopes to land a job that enables him to use the power of technology for social good.

Commitment to service, which is embedded in all aspects of the program, reflects Georgetown's Jesuit identity and focus on social justice. One of the graduation requirements for the students is demonstrating leadership, which is one of the program's core values. Examples include a practicum or internship, a leadership training program at the Gettysburg battlefield, service trips to Puerto Rico and Mexico City, diplomatic tours in Japan and Israel, and participation in international conferences like COP27.

Shambaugh concludes with, "Learning how to build trust in an ethical way, especially when you're an outsider managing difficult situations, is an invaluable lesson for our students as they prepare for careers in foreign service."

GEORGETOWN UNIVERSITY, WALSH SCHOOL OF FOREIGN SERVICE

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## Marie Berry

Director, Sié Chéou-Kang Center for International Security and Diplomacy, Josef Korbel School of International Studies, University of Denver



**"Because we're outside the Beltway, we can think out of the box. Our strength is in convening meaningful conversations among policymakers, researchers, and activists in the international affairs arena. Because it takes that to be able to design impactful, effective strategies for a world that is more secure for more people."**

## UNIVERSITY OF DENVER JOSEF KORBEL SCHOOL OF INTERNATIONAL STUDIES

# Initiative Teaches Community-Centered, Collaborative Responses to Security Crises

War in Ukraine, Yemen, and Ethiopia's Tigray region. Ethnic violence and human rights violations in Myanmar, China, and Central America. Challenges to democracy around the world, and in the United States. These crises threaten people's well-being around the world, and they push Professor Marie Berry to seek creative ways of challenging what she calls "systems of harm and oppression."

"I don't think it's possible to be apathetic about human suffering. Seeking ways to be part of the solution is the only way to go through life," says Berry, the director of the Sié Chéou-Kang Center for International Security and Diplomacy at the University of Denver's Josef Korbel School of International Studies.

Berry's approach is to find collaborative, community-centered responses to complex crises. An initiative she launched at the Sié Center, the Inclusive Global Leadership Initiative (IGLI), concentrates on amplifying the work of women-identifying activists who work at the grassroots level for social change.

IGLI supports activists who teach courses in resisting authoritarianism and waging movements for social change. It also hosts an annual

summer institute that brings 15 women-identified activists from around the world to Denver each summer. Past summer fellows include the leader of a Thai movement to end



## INTERNATIONAL STUDIES PHD CANDIDATE INSPIRED BY RADICAL NON-HIERARCHY IN CLASSROOM

Korbel School student Sinduja Raja says she models herself on the "tireless" efforts of her



PhD advisor, Sié Center Director Marie Berry, to make the world more equal and just. Raja, 27, from Chennai, India, recalls the awe she felt the first time she sat in a class taught by Berry, when the

professor explained that she was a feminist political sociologist, and this meant she would aim to move beyond traditional hierarchies expected between instructor and student in the classroom. "She continues to make sure her research and her ethical values feed into each other and inspires me to think of my own research in a similar way," Raja says.

domestic violence and the Togolese leader of her country's democracy movement against the longest-lasting dynasty in Africa.

"Our strength is in convening meaningful conversations among policymakers, researchers, and activists in the international affairs arena," Berry says. "Because it takes that to be able to design impactful, effective strategies for a world that is more secure for more people."

The Korbel School will launch a new certificate in global justice in fall 2023 to train students in community organizing and collective action. The certificate, which master's students can add to their degree, will include a practicum in which students work with one of the movements represented by the IGLI summer fellows on activities such as communications and designing strategy.

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## TEXAS A&M UNIVERSITY THE BUSH SCHOOL OF GOVERNMENT & PUBLIC SERVICE

# An Education on International Power and Politics for the Real World

Yuval Weber's students at Texas A&M University's Bush School of Government & Public Service spend plenty of time in the classroom. But the true focus is on the powers and relationships outside those walls, in Washington, DC, and around the globe. In short, it's a real-world education.

"We support departments and agencies that are trying to solve really hard policy questions," says Weber, a research assistant professor at the Bush School DC. "We're giving you the academic background so that when you're in an intelligence agency or a planning or operations department, you're able to understand in real time the invisible part of the process."

That means not only basics about international political actors, but deep knowledge of the interests, motivations, tactics, institutions,

and networks at play. In master's degree programs that attract students with professional experience—and who often take positions in top federal agencies after graduation—the Bush School DC's mission is to help students reach the next level of their career.

"The key thing that I'm trying to figure out is, how can I and the institution be of use to this person in helping them get to wherever they want to go?" Weber says.

Weber's expertise is in hierarchy and resilience in international politics, and he has spent years studying how major powers like the United States, China, and Russia in particular, compete globally. He is leading a multi-year project, funded by a \$1 million U.S. Department of Defense grant, to create a next-generation research tool to help analyze relationships between countries more quickly.

Students serve as research assistants on the project and will be trained to use the tool on their own research. Those papers will then be used as case studies to show what the tool can do in the larger policy world.

"When we take it to the CIA or the State Department, we can show them: Here's a way that you think about real-life questions, and here's a tool to answer those questions much more quickly than you ever anticipated," Weber says.

### **GUIDANCE AND MENTORSHIP LEAD TO THE NEXT STAGE OF A CAREER**

Miranda Snyder worked for the federal government throughout college. At 24, with years of experience under her belt, she discovered that finding her next step was challenging.

When she met Yuval Weber, a research assistant professor at the Bush School DC who

shared her passion for Russian studies, he helped her see a new path. "He said, 'I think we've done Miranda 1.0, and you're ready for 2.0,'" Snyder recalls.

The path to 2.0 took the form of pursuing a Master of International Policy degree,

which will open a range of job options when Snyder graduates in 2024. Weber continues to support her next-stage ambitions. "She brings the academic chops to do the work, and the passion and the interest to keep it going," he says.



### **Yuval Weber**

Research Assistant Professor, Bush School of Government & Public Service, Texas A&M University

**"Prospective students come in all the time, and the key thing that I'm trying to figure out is, how can I and the institution be of use to this person in helping them get to wherever they want to go? ...All students need to be devoted to improving themselves."**



TEXAS A&M UNIVERSITY, THE BUSH SCHOOL OF GOVERNMENT & PUBLIC SERVICE

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# Texas A&M Plants Flag in Washington, DC

Texas A&M University has opened a new teaching site in Washington, DC featuring the Bush School of Government and Public Service, a graduate program founded by the nation's 41st president. **The Bush School DC offers a Master of National Security and Intelligence and a Master of International Policy.**

The Bush School DC is a state-of-the-art facility located in downtown DC within several blocks of the White House and other key government buildings.

## ACADEMIC FOCUS

Both the Master of National Security and Intelligence (NSI) and the Master of International Policy (MIP) aim to strengthen students' ability to understand complex issues through rigorous coursework. Well-published scholars and seasoned practitioners from federal agencies lead in-depth classroom discussions, collaborate on research, and mentor students in and out of the classroom. The programs seek to expand students' worldview and prepare them to advance their careers in national security, intelligence and international affairs.

## HIGHLIGHTS

- Courses offered in the evenings
- Ideal location in downtown DC
- Small class sizes
- Highly qualified faculty of academics and practitioners
- **MIP Degree:** 30-credit no thesis degree designed for working professionals
- **NSI degree:** 42-credit degree for recent college graduates and early career professionals.



*I chose the Bush School DC for my master's degree because I wanted a high-quality education while advancing my career in the nation's capital.*

—**Erika**, Department of Homeland Security



*I chose the Bush School in DC to learn from distinguished national security policy makers including CIA analysts and experts from DOD and the State Department.*

—**Fabio**, Consortium of Indo-Pacific Researchers



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## John D. Ciorciari

Associate Dean for Research and Policy Engagement, Gerald R. Ford School of Public Policy, University of Michigan



**"There has never been a day when I have been bored with my career choice. I have learned a lot about myself by engaging with other societies around the world. We want the students to be entrepreneurial and to craft programs that excite them in a similar way."**

## UNIVERSITY OF MICHIGAN GERALD R. FORD SCHOOL OF PUBLIC POLICY

# Engagement With Different Cultures Leads to an International Affairs Career

John D. Ciorciari's journey to the field of international affairs began with a trip by his high school soccer team to play against teams in Japan in the 1990s. Ciorciari was "fascinated" by his observation that while Japan was as wealthy as the United States, its society was organized very differently.

While in college, Ciorciari studied abroad in Singapore and again saw a different model than at home—a more tightly controlled government with a greater relative emphasis on community well-being than individual liberties. He also built relationships with students from across the region. His volleyball team included a student from Myanmar, then governed by a repressive junta, and he played basketball with a Cambodian student who had survived the Khmer Rouge genocide.

After earning a law degree, while working at a firm, Ciorciari did pro bono work for asylum clients, including a Tibetan Buddhist monk and Somali and Nigerian refugees.

"It all follows a similar script," says Ciorciari, associate dean for research and policy engagement at the University of Michigan's Gerald R. Ford School

of Public Policy. "I got interested in individual human beings and I wanted to do something to help them and their families and societies."

The benefits of a career in international affairs include its staying power, because there will continue to be demand for people who can work across cultures, Ciorciari says.



## INSPIRED AND PREPARED

As a Rangel Fellow, Ford School student Radhika Arora, 26, from Chandler, Arizona, will join the Foreign Service after graduation. Inspired by Professor Shobita Parthasarathy for



her mentorship, approach, and personal journey, Arora says, "She has challenged me to think critically about how to identify policy issues and questions, and then

evaluate which method(s) will best advance understanding of that issue and its possible solutions—a necessary skill for me to have as an emerging diplomat."

"The Ford School's MPP program is helping me develop into a more polished and capable Foreign Service Officer through its combination of hands-on, experiential learning opportunities as well as critical thinking and analysis frameworks and tools," says Arora.

"International affairs is endlessly intellectually fascinating and energizing," he says.

Ford School students have the opportunity to create their own version of Ciorciari's journey by designing projects that are part of the two-year curriculum for the school's flagship Master of Public Policy. Two examples of these projects:

- One student is researching the effects of multilateral sanctions on ordinary residents of Afghanistan.
- Six students visited the US-Mexico border to talk with officials, aid workers, and migrants in adjoining Brownsville, Texas, and Matamoros, Mexico, which were trying to manage the flow of immigrants in the absence of action by the US government.

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## Sophal Ear

Senior Associate Dean of Student Success and Associate Professor, Thunderbird School of Global Management, Arizona State University



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## THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT AT ARIZONA STATE UNIVERSITY

# A Digital and Global Mindset Propels Students Into Purpose-Driven Careers

A Cambodian refugee who escaped the Khmer Rouge, Sophal Ear, senior associate dean of student success and associate professor, credits his mother for his interest in international affairs and the global political economy. It was his mother’s language skills that allowed his family to escape Cambodia, finding their way first to France and, eventually, to the United States.

“My late mother understood the power of language as a passport to freedom and culture,” Ear says. “She imparted in me a global mindset that I nurture to this day.” As a result, he speaks five languages and has written books on Cambodia, China, and, most recently, one titled *Viral Sovereignty and the Political Economy of Pandemics*.

This shared belief in the vital role of language in international business and leadership attracted Ear to Thunderbird School of Global Management at Arizona State University.

Ear’s position as both a senior associate dean and professor keeps him attuned to the individual needs of the school’s diverse student body. And students, he says, “feel free to approach me.” He’s collaborated with a student from the Democratic Republic of the Congo,

a fellow refugee who took an interest in Ear’s work on the Board of Refugees International, on a project known as the Refugee Lab. From close mentorships to practical advice on salary negotiations, Ear draws from a wealth of professional experiences and connections working at the World Bank and the United Nations Development Programme to guide students as they explore and develop their areas of interest.



## A SUPPORTIVE FACULTY THAT’S COMMITTED TO SEEING GRADUATES SUCCEED

When he graduates in May 2023, Steven Marshall, a former marine, wants to leave the world a better place than he found it. In



addition to knowledge and know-how, he singles out Thunderbird’s faculty as a major factor in sustaining his efforts. Marshall is currently working on publishing a paper alongside Thunderbird School of Global Management Associate Professor William Youngdahl, who,

he says, “has exhibited nothing but a desire to empower his students and assist them in any capacity.” Marshall adds, “This program has given me the opportunity to articulate my 15 years of experience and leadership in a way that is appreciated by current and future employers—something that was a personal struggle for me in the past.”

As a leader in international management and business education for the Fourth Industrial Revolution, Thunderbird equips graduates for global careers across industries and sectors. “We inculcate our incoming students with a digital, global mindset so that each T-bird can advance inclusive and sustainable prosperity worldwide,” Ear explains. The school’s curriculum ensures that students have a strong knowledge base and skill set, as well as an awareness and appreciation for the customs and culture of the international communities they will serve. The school offers study-abroad opportunities, and students must fulfill a second language requirement.

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT  
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#### Justin Gest

Associate Professor  
and Director of the  
Master of Public  
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The future of responsible policymaking will depend on our leaders' ability to understand complex new problems, says Justin Gest, associate professor and director of George Mason University's Master of Public Policy Program. "It's never been more important to help students from diverse backgrounds and knowledge sets develop the skills they need to enact real change," he says.

Gest identifies three major hurdles facing future policymakers. The first is "the government's ability to keep up with technological change," ensuring regulation and equality as new advancements proliferate. The second is how states and multinational businesses collectively seek innovative solutions when confronted with global phenomena, such as climate change, pandemics, and migration. The last is assuring that democratic institutions "reinforce themselves against the forces that undermine their integrity: misinformation, science skepticism, corruption, and ethnic and religious nationalism."

George Mason University's Schar School of Policy and Government graduates are poised to address these challenges head-on with a

multidisciplinary program that stresses critical thinking, clear communication, and evidence-based decisions, while providing students with room to explore and craft focus areas based on individual strengths and interests. Likewise, the school's proximity to Washington, D.C., grants them exclusive access to leading public policy experts and professional opportunities post-graduation.



#### DEDICATED PROFESSORS CONNECT STUDENTS TO BIG IDEAS AND PROFESSIONAL NETWORKS

Kathleen Sowder plans to be a program analyst to research political violence and the onset

of civil wars in Francophone Africa. Her Schar School professors ensure that she's not only well informed on issues threatening national security, but also connected to the people shaping policy. The school has hosted



guest speakers from the National Security Council, CIA, World Bank, State Department, and Council on Foreign Relations.

She credits Ronald Marks, a visiting professor, for giving her "the confidence to analyze modern science and technology issues and effectively provide policy recommendations on how emerging technologies are disrupting and enhancing national security decision making." As a result, Sowder is looking at internships with the Center for Strategic and International Studies.

Gest and his colleagues take great pride in supporting Schar School's diverse student population, made up of recent college graduates as well as mid-career professionals looking to transition. "Because students have so much freedom to chart their own path and careers, we make ourselves available for the guidance they may need along the way," Gest explains. While earning a degree from a leading research university, students can also take advantage of low R1 tuition fees and flexible hybrid programming designed to allow students to earn a Master of Public Policy (MPP) without interrupting their career. Students also benefit from the cross-pollination of ideas between programs, which include biodefense, international security, and public administration.

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# Creating change-makers



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## Alnoor Ebrahim

Professor of Management,  
The Fletcher School,  
Tufts University



**“Our Master of International Business degree aligns perfectly with our vast offerings in international affairs. These two domains of study prepare leaders for global challenges, whether that’s addressing climate change, global health, global poverty, or human rights. The students that we attract are unabashedly purpose-driven.”**

## THE FLETCHER SCHOOL AT TUFTS UNIVERSITY

# Sustainability Is a Key Element of Combined Business, International Affairs Program

For Alnoor Ebrahim, professor of management at The Fletcher School at Tufts University, an ideal way to tackle complex global challenges is to pair studies in business with international affairs.

“Our Master of International Business degree aligns perfectly with our vast offerings in international affairs,” Ebrahim says. “And these two domains of study—business plus international affairs—prepare leaders for global challenges, whether that’s addressing climate change, global health, global poverty, or human rights. The students that we attract are unabashedly purpose-driven, as they want to use business and markets to address global problems.”

Indeed, Ebrahim sees his mission as helping students align their values and purpose with the skills they need to succeed in leadership positions “around the kinds of global problems that we really need people to step up on today.”

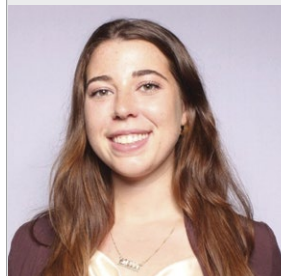
Ebrahim’s course in leadership focuses on giving students the core skills needed to run an effective team. He looks to literature in both business and psychology to help students understand how to make their teams highly effective. His students are involved in at least a dozen projects during their time at Fletcher to help build those skills.

To that end, the program focuses this skill development around core global issues, such as sustainability. Ebrahim notes that many global businesses are asking, “How do we align what we deliver with the UN’s sustainable development goals?” Factors related to sustainability are incorporated into all core classes. Students address questions related to



## WITH A FOCUS ON SUSTAINABILITY, STUDENT EYES FUTURE IN ESG ARENA

As an undergraduate student at Tufts, Stella Henderson was hired by Bhaskar Chakravorti, dean of global business at The Fletcher School,



as an analyst for the Institute for Business in the Global Context. That work, she says, gave her the confidence and direction to continue her studies at the graduate level at The Fletcher School.

Now, Henderson is concentrating her

studies in environmental policy and business for social impact. “I am particularly excited to take Corporate Management of Environmental Issues and Impact Investing in the future,” she says, referring to a couple of the courses on offer. “Many professors are experienced in these fields and are always happy to make time to discuss possible career paths, whether you are enrolled in their classes or not.”

carbon emissions and supply chains and work with leaders and shareholders to incorporate sustainability into business decisions.

Additionally, the degree has a new STEM-eligible Quantitative Methods track, which Ebrahim says is a crucial component. Students in this track will develop strong quantitative skills—for example, in data science, geographic information systems, finance and valuation, econometrics, and modeling managerial decisions. International students in the STEM track may be eligible for up to three years of optional practical training work permission in the US.

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