



Immersive Learning, Research, and Impact Report

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Honors Theses | Practicum Projects



Middlebury Institute of
International Studies at Monterey

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FALL 2019-SUMMER 2019

Welcome to the Middlebury Institute Immersive Learning, Research and Impact Report

The Middlebury Institute of International Studies draws a diverse group of professionals from around the globe to debate and solve issues that have plagued our world for decades. At the Institute, students are driven and mission-focused on making a positive impact in the world. They combine their passions and interests with gaining “real world” experience through internships and research projects. These interests drive students to study and learn across the globe, from the United Nations in New York looking at disarmament policies to a remote village in Myanmar working in program evaluation.

This impact report serves as a compilation of all of the internships and projects Middlebury Institute students have worked on and completed in the last year. The projects and internships students undertake have a direct impact on the communities they work in as well as their careers after graduation. Professional experiences offer students the opportunity to showcase their hard work and knowledge to potential employers. This report is the nexus of work done by students in their field using skills they built through their coursework at the Institute.

This report is comprised of three main sections: Semester Long Programs, January and Summer Group Onsite Practica, and Middlebury Institute Student Research and Projects. Each of these three sections provides an overview of various programs that faculty and staff have helped curate over the years to allow students to apply their knowledge in their fields of study. The report showcases the diverse interests of the Institute student body, which spans across degree programs, professional fields and geographic settings.

Sincerely,

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Semester Long Special Programs

Part of the Institute’s mission is to help provide students with immersive, hands-on learning as part of their studies. Unlike other classroom-based graduate programs, these experiences allow students to apply practical skills in their field of study before graduation. Not only do they gain professional experience, but they are exposed to relevant networking opportunities that often lead to jobs after graduation.

International Professional Service Semester (IPSS)

Spring 2019

The International Professional Service Semester (IPSS) is one of the cornerstones for the Institute’s semester long programs. IPSS helps students secure graduate-level internships, jobs, or consultancies in international organizations in the U.S. and abroad. For many students, the IPSS experience acts as a stepping stone to a future career. The program’s networking possibilities and international exposure are just a few of the benefits students receive through their participation. An IPSS assignment complements a student’s degree focus by providing an applied learning environment for students to develop skills and knowledge not covered in traditional classes.

Aladadi, Sarin (IEP ‘19). City of Monterey, Monterey, California.

Blakesley, Samuel (IEP ‘19). California State Lands Commission, Sacramento, California.

Bolt, John (NPTS ‘19). Government Accountability Office, Washington, D.C.

Castelino, Trushaa (NPTS ‘19). United Nations Office of Disarmament Affairs, New York City, New York.

Chen, Xinyi (IPD ‘19). Stimson Center, Washington, D.C.

Djeni, Marie (MPA ‘19). United Nations International Children’s Emergency Fund, Yangon, Myanmar.

Howerton, Lauren (IEP ‘19). Unreasonable, Santa Cruz, California and Measure to Improve, Salinas, California.

Hudson, Jenna (IPD ‘19). Namati, Washington, D.C.

Morehart, Nathan (IEP ‘19). WildAid, Monterey, California.

Olais, Eliana (IEP ‘19). Roatan Marine Park, Roatan, Honduras.

Sawyer, Ariana (IPD ‘19). Human Rights Watch, Los Angeles, California.

Van Gend, Kirstin (MPA ‘19). United Way of Monterey County, Monterey, California.



Samuel Blakesley at the National Adaptation Forum for his work with California State Lands Commission.

Design, Partnering, Management, and Innovation Practicum (DPMI Plus)

The Design, Partnering, Management, and Innovation Practicum (DPMI Plus) is a three- to nine-month professional internship that allows students to apply their DPMI skills in the field. Students work to create deliverables that clearly relate to the various tools, concepts, and frameworks taught in the DPMI curriculum. Students also create a case study that examines some DPMI-related issues confronting the organizations in which they are working. These issues may include project design, project monitoring, training, stakeholder participation, strategic partnering, social entrepreneurship, and innovation.

Atkinson, Lennox (MPA '19). National Democratic Institute, Washington, D.C.

Blel, Victoria (MPA '17). Peace Corps, Yuty Paraguay.

Bremmer, Coleen (MPA '19). MIIS Language and Professional Programs, Monterey, California.

Buchanan, Jason (IPD '20). Catholic Relief Services, Dakar, Senegal.

Chappell, Spencer (IPD '17). Peace Corps, Sokone Fatick, Senegal.

Deol, Tanvir (IPD '19). United Nations Office for Disarmament Affairs, New York City, New York.

Gruenewald, Katharina (IPD '19). Amnesty International, Washington, D.C.

Ham, Emily (MPA '20). Avesta Housing Development Corp., Portland, Oregon.

Hart, Dionne (IEM, MPA '19). Babson College, Wellesley, Massachusetts.

Holmes, Samuel (MPA '19). Catholic Relief Services, Kigali, Rwanda.

Luu, Hamilton (MPA '19). International Rescue Committee, Los Angeles, California.

McKenney, Katharine (IPD '20). ReThink Media, Berkeley, California.

Schrier, Andres (IEP '19). Wild Aid, Galapagos Islands, Ecuador and Center for the Blue Economy, Monterey, California.

International Education Management Practicum

The three-semester MA in International Education Management (MA) program provides a rigorous, hands-on introduction to designing and facilitating meaningful international education programs. Throughout their studies and during a professional practicum during the final semester, students will demonstrate their achievement of the five IEM program learning goals: international education theory, program design and assessment, intercultural competency, resource generation. And resource management.

Andersen, Hanne (IEM '19). Syracuse Madrid Center, Madrid, Spain.

Bohan, Kelly (IEM '18). Middlebury C.V. Starr School, Paris, France.

Bowdle, Jacob (IEM '18). Foundation for International Understanding Through Students, Seattle, Washington.

Boykin, Wyatt (IEM '18). Middlebury Institute SILP and TIRF, Monterey, California.

Conover, Emmaline (IEM '18). Greater Chicago International Academy, River Grove, Illinois.

Francis, Lynne (IEM '19). Mount Royal University, Calgary, Canada.

Gager, Nicole (IEM '19). Middlebury Institute of International Studies, Monterey, California.

Gill, Harrison (IEM '18). Portland Community College, Portland, Oregon.

Green, Brooke (IEM '19). Middlebury Institute of International Studies, Monterey, California.

Guldagger, Cecilia (IEM '18). World Savvy, San Francisco, California.

Haltermann, Mary Bryan (IEM '18). SARL Cultural Experiences Abroad France, Paris, France.

Hester, Christopher (IEM '18). Elite Scholars China, Beijing, China.

Hylen, Kathleen (IEM '18). CIEE Portland, Portland, Oregon.

Iglesias, Sophia (IEM '18). Middlebury Schools Abroad, Madrid, Spain.

Jiang, Zhirui (IEM '18). Green River College, Auburn, Washington.

Kennedy, Patrick (IEM '18). CCS Fundraising, San Francisco, California.

Kisher, Molly (IEM '18). The American Field Service, New York City, New York.

Laguna, Leslie (IEM '18). Via TRM, New York City, New York.

Lee, Christina (IEM '18). Intercultural Communication Institute, Portland, Oregon.

Lenard, Lewis (IEM '18). KAHAL: Your Jewish Home Abroad, Chicago, Illinois.

Levin, Martha (IEM '18). Universite Paris Diderot, Paris, France.

Lueker, Evelyn (IEM '18). San Diego State University, San Diego, California.

Macdonald, Marie (IEM '18). Institute for Central American Development Studies, San Jose, Costa Rica.

Marcus, Amy (IEM '18). Authentica, Monterey, California.

Meyer, Miranda (IEM '18). Search for Common Ground, Washington, D.C.

Neff, Emelye (IEM '18). IFSA Butler, Monterey, California.

Nerguizian, Micaela (IEM '18). Smithsonian Institution – Center for Folklife & Cultural Heritage, Washington, D.C.

Otto, John (IEM '18). IES Abroad, Chicago, Illinois.

Ovsepyan, Naria (IEM '18). Northwestern Study Abroad Office, Chicago, Illinois.

Peyman, Jiela (IEM '18). Yale University, New Haven, Connecticut.

Ramin, Stephanie (IEM '18). Syracuse University Madrid Center, Madrid, Spain.

Rawlings, Morgan (IEM '18). American Councils for International Education: National Security Language Initiative for Youth, Washington, D.C.

Robinson, Kelsey (IEM '18). IPSL Institute for Global Studies, Portland, Oregon.

Stoltzfus, Alethea (IEM '18). Syracuse University Strasbourg Center, Strasbourg, France.

Stroh, Meredith (IEM '18). US Pathway Program – Northeastern University, Boston, Massachusetts.

Struve, Juliana (IEM '18). UC Berkeley Extension, Berkeley, California.

Vranik, Yvette (IEM '19). UCSF ISSO, San Francisco, California.

Weeraginghe, Amanthi (IEM '19). VIA, Monterey, California.

Zhang, Chen (IEM '18). University of California - Riverside, Riverside, California.

Frontier Market Scouts (FMS)

The award-winning Frontier Market Scouts (FMS) program provides intensive two-week certificate trainings that prepare participants for careers in the fields of social enterprise and impact investing. Through the combination of lectures and actionable projects, participants gain a comprehensive understanding of the key players in the impact sector. They also learn how to design an innovative impact-focused business model and what it takes to implement and scale a social venture.

Alberty, Erwin (MBA, IEP '19). Think Beyond Plastic, Carmel Valley, California.

Howerton, Lauren (IEP '19). Unreasonable Group, Remote and LIKHA, Remote.

Mellino, Nicholas (MBA, IEP '19). Fish 2.0, Carmel, California.

Salyer, Matthew (MBA, IPD '19). Stanford Hopkins Marine Lab, Stanford, California

Schlesinger-James, Gabriella (MBA '19). Peace by Piece International, Los Gatos, California.

Shaw, Laura (IPD '19). United Way of Monterey County, Monterey, California.

Troy, William (MPA '19). Andean Alliance for Sustainable Development, Cusco, Peru.

Whitt, Airon (MBA, IPD '19). Sukau Rainforest Lodge, Sukau, Sabah, Malaysia.

Moscow State Institute of International Relations— Middlebury Institute Dual Degree Program Internships

Students enrolled in the dual degree program with the Middlebury Institute and Moscow State Institute of International Relations (MGIMO) are expected to complete a twelve-week internship related to WMD nonproliferation, nuclear policy, or global security. This internship takes place at in the final semester of a student's study.

Bedenko, Veronika (NPTS/IA '19). Vienna Center for Disarmament and Nonproliferation, Vienna, Austria.

Marchert, Sara (NPTS/IA '19). Nuclear Threat Initiative, Washington, D.C.

Plooster, Annelise (NPTS/IA '19). Center for Strategic and International Studies, Washington, D.C.

Szymanski, William (NPTS/IA '19). United Nations Institute for Disarmament Research, Geneva, Switzerland.

Yuan, Yue (NPTS/IA '19). United Nations Institute for Disarmament Research, Geneva, Switzerland.

International Organizations and Nonproliferation Program (IONP)

Spring 2019

The International Organizations and Nonproliferation Program allows students interested in nonproliferation to gain practical expertise in the field of nonproliferation policy. Students participating in this program have many options when choosing where to complete their internship.

Aubrey, Marie Charlotte (NPTS '19). Vienna Center for Disarmament and Nonproliferation, Vienna, Austria.

Bedenko, Veronica (NPTS '19). Vienna Center for Disarmament and Nonproliferation, Vienna, Austria.

Means, Aubrey (NPTS '20). Czech Technical University, Prague, Czech Republic.

Musteata, Ana Maria (NPTS '20). United Nations Office of Disarmament Affairs Weapons of Mass Destruction, New York City, New York.

Nathan, Willa (NPTS '19). United Nations Office for Disarmament Affairs, New York City, New York.

Ozaki, Toshie (NPTS '19). Agency for the Prohibition of Nuclear Weapons in Latin America and the Caribbean, Mexico City, Mexico.

Szymanski, William (NPTS '19). United Nations Institute for Disarmament Research, Geneva, Switzerland.

Todi, Saurabh (NPTS '20). International Atomic Energy Agency, Vienna, Austria.

Yuan, Yue (NPTS '19). United Nations Institute for Disarmament Research, Geneva, Switzerland.



Saurabh Todi standing outside the IAEA where he did his IONP internship.

International Trade and Economic Development Internships

The MA in International Trade and Economic Development degree program includes a semester in Washington, DC in which many students complete internships concurrently with DC courses.

Anderson, Adam (ITED '18). DOC-USFCS American Institute, Taiwan.

Callahan, Brigid (ITED '18). Tesla, Fremont, California.

De Rochefort, Tristan (ITED '18). BioGen, Cambridge, Massachusetts.

Kozhakhmetov, Timur (ITED '18). Texas Instruments, Houston, Texas.

Laur, Emily (IPD/ITED '19). USAID, Office of Inspector General, Washington, D.C.

Li, Xue (ITED '18). TransPerfect, Shanghai, China.

Onorato, Maria (ITED '18). Andrew Chang Co., Sacramento, California.

Park, Pia (MPA/ITED '18). World Trade Organization (WTO), Geneva, Switzerland.

Skarlatos, Peter (ITED '18). Tesla, Fremont, California.

Still, Jonelle (MPA/ITED '18). Critical Language Scholarship, Amman, Jordan.

Wollam, Benjamin (ITED '18). Critical Language Scholarship (CLS), Changchun, China.



Alexandre Dumouza with fellow student, Caitlyn Tracy and students of the Khairat Muslim School standing outside the school.

January & Summer Group Onsite Practica

Students can participate in a wide range of international and domestic immersive learning opportunities and on-site courses in January, during spring-break, and in the summer.

Design, Partnering, Management and Innovation: Kenya

DPMI training covers project planning, facilitation, and partnerships along with social marketing. For the Kenya cohort, there were 9 days of intensive classroom instructions and 3-4 days devoted to a “real-life” client project for the Aga Khan Foundation and Dream Achievers Youth Organization.

Dumouza, Alexandre (IPD '21)

Ham, Emily (IPD '20)

Holmes, Samuel (MPA '19)

Tracy, Caitlyn (IPD '20)

Villata, Danielle (IPD '20)

International Education Management Paris Practicum

Paris, France, January Term

International Education Management students travelled to the Middlebury School Abroad's Centre Madeleine in Paris, France. This course served as an advanced elective course related to Study Abroad in which students experientially learned about the onsite management of international education programs, using Middlebury as the primary case study, as well as connecting with other program providers and universities in Paris and Lille who are involved with US education abroad.

Students collaborated with the Middlebury Paris Director and other program providers and local universities to complete projects that would benefit the organization and give students practical experience in education abroad management from the host country perspective.

Daven, Lauren (IEM '19)

Elsayed, Jihan (IEM '19)

Fultz, Danielle (IEM '19)

Gonzalez-Calvillo, Alexandro (IEM '20)

Jones, Annalee (IEM '19)

Kotroba, Erika (IEM '19)

Saunders, Erika (IEM '19)

Nuclear Research Reactor Practicum

Prague, Czech Republic and Vienna, Austria, January Term

This two-week course in Prague allowed students to attend lectures at the Department of Nuclear Reactors at the Czech Technical University (CTU), conduct experiments on the research reactor, and go on site visits. There was also a trip to the International Atomic Energy Agency (IAEA) in Vienna, Austria. Not only did participants benefit from the fact that many Middlebury Institute alumni work at the IAEA, the Center for Nonproliferation Studies (CNS) has an office in Vienna: The Vienna Center for Disarmament and Nonproliferation (VCDNP).

Bedenko, Veronika (NPTS '19)

Hart, Jennifer (NPTS '20)

Keefhus, Kelsey (NPTS '20)

Lanzano, Gerard (IEP '19)

Means, Aubrey (NPTS '20)

Mercado, Mika (NPTS '20)



Gerard Lanzano in protective gear while at a nuclear reactor in Prague.

Musteata, Ana-Maria (NPTS '20)

Nathan, Willa (NPTS '19)

Oda, Kayo (NPTS '19)

Oh, Jaewon (NPTS '20)

Pascoe, Nicole (NPTS '20)

Yarovaya, Irina (NPTS '19)

Viva Cuba

Havana, Cuba, March 16–24, 2019

Cuba has much to teach about the costs and benefits of revolution and belated integration to a now globalized economy. Students explored the nature of the relationship between Cuba and the U.S. and the role of domestic politics in the design and execution of foreign policy.

Allen, Rose (IPD '20)

Duncan-Poole, Ianthe (IPD '19)

Evrigenis, Amelia (TLM '20)

Hidalgo, Kimberly (IPD '19)

Huang, Xingting (TI '20)

Mohamed, Anab (IPD '20)

Romo, Vanessa (IPD '18)

Threlkeld, Adriana (IPD '20)

Warren, Bailey (IEP '20)



Isabel Zaragosa standing in the streets in Havana, Cuba.

Zaragosa, Isabel (IEP '20)

Zhao, Yong (TLM '20)

East Asia Practicum Spring Break

Understanding the China Dream

Beijing, China and Tokyo, Japan, March 18-26

This practicum is held in Beijing and Tokyo each spring break where students learn more about China and Japan and their complex relationship with each other. They also look at China and Japan's relationship with other regional countries and the United States.

Anderson, Adam (ITED '19)

Chen, Jingtong (NPTS '17)

Creason, Nicholas (IPD '19)

Egner, Erika (TRNL '19)

Espinoza, Tana (IPD '19)

Fukutani, Masako (TI '19)

Geagea, Sarah (ITED '20)

Gonzalez, Angelo (ITED '20)

Healy, Chris (TLM '19)

Laur, Emily (IPD '20)

McIntosh, Benjamin (NPTS '19)

Mironova, Katia (IPD '20)

Montoya, Matthew (IPD '20)

Park, Pia (ITED '20)

Philips, Anna (IPD '20)

Poda, Maragaret (IPD '19)

Sheen, Tiffany (TRIN '19)

Sherman, Mary (IPD '19)

Shi, Rong (CI '19)

Ulien, Natanael (TLM '20)

Wittenberg, Lucia (ITED '19)

Wollam, Benjamin (ITED '19)

Zhong, Jingyu (TRNL '20)

Summer Peacebuilding Program

The Summer Peacebuilding Program is a three-week long intensive training program designed to bridge the theory and practice of building peace in societies that are emerging from conflict, violence or war. This program is open to anyone, including students at the Middlebury Institute who have participated in the training for the last four years.

Corbalan, Oscar (IPD '20)

Hayashi, Joseph (IPD '20)

Center for Blue Economy Fellows

The Center for Blue Economy Fellowship is supported by Middlebury Institute's Center for the Blue Economy. This fellowship is open to students who specialize in the Ocean and Coastal Resource Management specialization within the International Environmental Policy degree. This fellowship gives students to opportunity to gain professional experience in the field of marine conservation.



Andres Schrier in the Galapagos Islands working with WildAid.

Acid, Michael (IEP '20). Think Beyond Plastics, Monterey, California.

Aiken, Kimberly (IEP '20). Alfred Wegener Institute (AWI) German Artic Office, Potsdam, Germany.

Beckham, Rebecca (MPA & IEP '19). Think Beyond Plastics, Monterey, California.

Castillo, Richard (IEP '20). World Wildlife Fund (WWF), Washington, D.C.

Ferrazzini, Adrielle (IEP '19). World Wildlife Fund, Universite de Bretagne Occidentale, European Institute of Marine Studies (IUEM), IUEM Brest, France.

Gapayao, Justine (IEP '20). Environmental Defense Fund, San Francisco, California.

Kayali, Mohammad (IEP '20). California Green Business Network, Monterey, California.

Lee, Hahnbin (IEP '20). California Coastal Commission, Long Beach, California.

McDougall, Ella (IEP '20). Tijuana River National Estuarine Research & Scripp's Center for Climate Change Impacts and Adaptation, Reserve Imperial Beach, California.

Poola, Preethi (IEP '19). Business for Social Responsibility (BSR), San Francisco, California.

Roche, Kelly (IEP '20). Environmental Defense Fund, San Francisco, California.

Schrier, Andres (IEP '19). Wild Aid, Galapagos Islands, Ecuador.

Ting, Chiao (IEP '20). Center for Blue Economy, Monterey, California and Satoumi Thinktank, Taipei, Taiwan.

Wils, Sean (IEP '19). Business for Social Responsibility (BSR), San Francisco, California.

Zhou, Yuye (Fiona) (IEP '20). Environmental Defense Fund, Boston, Massachusetts.

MIIS and Middlebury Collaboration Social Impact Corps Scholars

Middlebury Social Impact Corps (MSIC) is a partnership-based program focused on action research, partnership development, and mentorship. MSIC Scholars match with a social enterprise or NGO for an eight-week summer internship. Scholars mentor a select cohort of Middlebury College students.

Hoang, Emily (MPA '20). Impact Monterey County, Monterey, California.

McCellan, Sean (MPA '20). Cape Eleuthera Institute, Eleuthera, Bahamas.

Schreiber, Adam (MPA '20). Impact Monterey County, Monterey, California.

Seidel, Alexandra (IEP '20). Andean Alliance for Sustainable Development, Calca Province, Peru.

Steagall, Cameron (IEP '20). Andean Alliance for Sustainable Development, Calca Province, Peru.

Warren, Bailey (IEP '21). Cape Eleuthera Institute, Eleuthera, Bahamas.

Middlebury Institute and Middlebury College Summer Collaborative Internships

Middlebury Institute students participated in internships alongside or supporting Middlebury College students during the summer.

Bui, Anh (TFL '20). Baan Wiang Phan School, Chiang Rai Province, Thailand.

Romero, Jose (IEM '20). Team4Tech, San Jose, Costa Rica and San Francisco, California.

Introduction to Language Program Administration Internship

This internship is a practical opportunity for students to gain valuable experience working directly with a language program administrator on relevant projects and initiatives that connect with the course material they learn in the language program administration course. Upon completion of the internship students complete a report about their experience, including details of their goals and tasks alongside readings/course concepts and connections to their future careers.

DePietro, Kate (TESOL '20) Middlebury Institute Summer Intensive Language Program, Monterey, California.

Fiala, Liz (TESOL '20) Middlebury Institute Intensive English Programs, Monterey, California.

Hsueh, Yuchen (TFL/Chinese – Mandarin '19). Middlebury Institute Summer Intensive Language Program, Monterey, California.

Huemer, Kaitlin (IEM '19). Middlebury College Language Schools, Middlebury, Vermont.

Maynard, Jonathan (TESOL '20). Middlebury Institute Language Studies Program, Monterey, California.

Morooka, Mari (TESOL '19). Middlebury Institute Language and Professional

Programs, Monterey, California.

Portillo, Kimberly (TFL '19). Middlebury Institute Language and Professional Programs, Monterey, California.

Shen, Jiayao (TESOL '19). Middlebury Institute Language and Professional Programs, Monterey, California.

Swanson, Kalina (TESOL/LPA '20). Middlebury Institute TESOL/TFL Program, Monterey, California.

Veniero, Salvatore (LPA Certificate '19). St. Peter's Preparatory School, Jersey City, New Jersey.

Yamaoka, Randall (IEM/LPA '21). Middlebury Institute Language and Professional Programs, Monterey, California.



Service-Learning: International & Domestic Community Partnerships Course

Spero Challenge

Students worked on a project which focused on Monterey County high school students and community engagement.

Barrentine, Hannah (IEM '19)

Fletcher, Kellee (IEM '20)

Chen, Tianyi (TRNL '19)

Montesa, Charles (MPA '20)

CSUMB Service Learning Institute

Students from Middlebury Institute collaborated with students from CSUMB working on a project focused on evaluation of service-learning programs in K12 settings in Monterey County.

Hollabaugh, Mike (IEM '19)

Yamaoka, Randall (IEM/LPA '21)

Kung, Janet (TLM '20)

Middlebury College Pre-Departure Working Group

Students from Middlebury Institute worked on a project focused on support, resources, and preparation for undergraduate Middlebury College students' immersive learning experiences.

Doll, JoAnn (IEM '19)

Sun, Isabella (TLM '19)

Dunfey, Mia (TESOL/IEM '20)

Graduate Initiative in Russian Studies

This initiative helps students intern various think tanks in Russia and the United States as well as helps them conduct research into different elements of Russia and post-Soviet bloc countries.

Atkinson, Lennox (MPA '19). "US-Russian Academic and Scientific Knowledge Share." Moscow, Russia and Kazan, Russia. *Graduate Initiative in Russian Studies*.

Plooster, Annelise (NPTS '19). "US-Russian Academic and Scientific Knowledge Share." Moscow, Russia and Kazan, Russia. *Graduate Initiative in Russian Studies*.

Teaching English to Speakers of Other Languages (TESOL)/Teaching Foreign Languages (TFL) Practicum and Applied Linguistics Capstones

The TESOL/TFL Program builds students' capacity in three interrelated domains associated with language teaching: language/linguistics, pedagogy, and research. At the culmination of the program, students take two capstone courses. In the Practicum Capstone, they complete a semester-long internship that requires them to teach in an actual classroom in the greater Monterey Peninsula area and to hone their skills for entering into the job market. In the Applied Linguistics Capstone (ALC), they revise a data-based course project related to curriculum design, assessment, or research, which often involves collaborating with local or even (inter)national stakeholders.

Benton, Katherine (TFL Chinese '18). Santa Catalina School, Monterey, California.

Flowers, Bret (TESOL '19). California State University Monterey Bay, Marina, California.

Helms, Lindsey (TESOL '18). Dual Language Academy of the Monterey Peninsula, Seaside, California.

Ko, Michelle (TESOL '18). Monterey High School, Monterey, California.

McElfresh, Matthew (TFL French '19). Monterey Peninsula College, Monterey, California.

Patridge, Lian (TESOL '18). Monterey Peninsula College, Monterey, California.

Sullivan, Amy (TESOL '18). International School of Monterey, Seaside, California.

Weixel, Jacqueline (TESOL '19). Peace Corps, Tonga.

Middlebury Institute Student Research and Projects

Whether it is building a report for the United Nations Development Programme or crafting a scholarly thesis on the history of nonproliferation treaties, Middlebury Institute students contribute high-quality research across numerous international issues areas. Below are some examples of the work contributed to their various fields by Middlebury Institute students this past year.

International Trade and Development

Radu, Ana (MPA/IPD '19). "Budgeting for Nonprofits." *Masters of Public Administration Practica Projects*

Wang, Irene (IPD '18). "Fundraising Strategy for Nonprofit 'Patrons of Encinitas Park'." *Masters of Public Administration Practica Projects*.

International Education

Afriyie, Jessica (MPA '17). "How Might We Help Orphans and Vulnerable Children with an Afterschool Program in Ghana?" *Masters of Public Administration Practica Projects*.

Andersen, Hanne (IEM '19). "Strengthening Systems Abroad to Support Every Student." *International Education Management Symposium Projects*.

Benton, Katherine (TFL Chinese '18). "A Placement Test for Adult Learners in Content-Based Mandarin Courses at MIIS." *Teaching English to Speakers of Other Languages (TESOL)/Teaching Foreign Languages (TFL) Practicum and Applied Linguistics Capstones*.

Betancourt, Daisy (IPD '19). "Re-imagining the BGC's Evaluation Strategy." *Masters of Public Administration Practica Projects*.

Bremmer, Coleen (MPA '19). "Language and Professional Programs: A Comprehensive Guide to Procedural Training." *Design, Partnering, Management, and Innovation Practicum (DPMI Plus)*.

Djeni, Marie (MPA '19). "Evaluation of Myanmar Non-Formal Middle School Education-Equivalency Pilot Programme." *International Professional Service Semester Presentation*. United Nations International Children's Emergency Fund, Yangon, Myanmar.

Emmons, Kaitlin (MPA '19). "Mobile Free Family Fun Day!" *Masters of Public Administration Practica Projects*.

Francis, Lynne (IEM '19). "Designing a Calling Program to Generate Alumni Participation to Support Student Athletes." *International Education Management Symposium Projects*.

Gager, Nicole (IEM '19). "Fun with Funnels and Lead Flow." *International Education Management Symposium Projects*.

Gill, Harrison (IEM/MPA '18). "DPMI+ Design Thinking Facilitation: Introducing Design Thinking Practices within A Newly Established Education Abroad Office."

Guevin, Tristan (MPA '20). "Engaging Sitka Tribe of Alaska in a Meaningful Strategic Planning Process."

Green, Brooke (IEM '19). "Alumni Relations: A D&A Story." *International Education Management Symposium Projects*.

Helms, Lindsey (TESOL '18). "Developing Mathematical Literacy at the Dual Language Academy of the Monterey Peninsula (DLAMP)." *Teaching English to Speakers of Other Languages (TESOL)/Teaching Foreign Languages (TFL) Practicum and Applied Linguistics Capstones*.

Iraiye, Desmond (IPD '19). "Chicago Youth Leadership Exchange Program: A Case Study." *Design, Partnering, Management and Innovation Practicum (DPMI Plus)*.

Kennedy, Patrick (IEM/MPA '18). "Independent School Fundraising Feasibility and Planning Study." *Design, Partnering, Management and Innovation Practicum (DPMI Plus)*.

Ko, Michelle (TESOL '18). "A Unit Plan for English Outside of the Classroom for Newcomers in an American High School." *Teaching English to Speakers of Other Languages (TESOL)/Teaching Foreign Languages (TFL) Practicum and Applied Linguistics Capstones*.

McElfresh, Matthew (TFL French '18). "Reading Proficiency Test for an Intermediate-level French Course at MIIS." *Teaching English to Speakers of Other Languages (TESOL)/Teaching Foreign Languages (TFL) Practicum and Applied Linguistics Capstones*.

Partridge, Lian (TESOL '18). "Corrective Feedback of Pronunciation: Teacher Beliefs and Student Perceptions (A research report on the benefits of error correction in an English oral communication class from teachers' and students' perspectives)." *Teaching English to Speakers of Other Languages (TESOL)/Teaching Foreign Languages (TFL) Practicum and Applied Linguistics Capstones*.

Pham, Gina (MPA '19). "Impact Evaluation for Team Tandem (Language Exchange Program)." *Masters of Public Administration Practica Projects*.

Rovnak, Elizabeth (IPD '19). "Intercultural Training Design and Facilitation Best Practices." *Masters of Public Administration Practica Projects*.

Sullivan, Amy (TESOL '18). "Transdisciplinary, Inquiry-Based Unit for Young EFL Learners at an International Baccalaureate." *Teaching English to Speakers of Other Languages (TESOL)/Teaching Foreign Languages (TFL) Practicum and Applied Linguistics Capstones*.

Weerasinghe, Amanthi (IEM '19). "Gap Analysis for VIA's American Language and Culture Program." *International Education Management Symposium Projects*.

Wells, Travis (IPD '19). "What Does It Take to Revitalize the Chamoru Language?" *Masters of Public Administration Practica Projects*.

Human Security & Migration

Atkinson, Lennox (MPA '19). "Program Design for Democracy Assistance Programs." *Design, Partnering, Management and Innovation Practicum*.

Bolt, John (NPTS '19). "Potential IAT Engagements for Congressional Leadership FY2019." *International Professional Service Semester Presentation*. Government Accountability Office, Washington, D.C.

Chen, Xinyi (IPD '19). "Two Worlds: Think Tanks in the U.S. and China." *International Professional Service Semester Presentation*. Stimson Center, Washington, D.C.

Kuralbek, Aigerim (IPD '18). "How are Religious Beliefs Influencing Decision Making in Health, Education, and Family Relationships in Kyrgyzstan?" *Masters of Public Administration Practica Projects*.

Nonproliferation & Arms Control

Bedenko, Veronika (NPTS/IA '19). "International Legal Regulation of Floating Nuclear Power Plants: Problems, Challenges, Prospects." *Moscow State University of International Relations/Middlebury Institute Dual Degree Theses*.

Celenay, Fatih (NPTS '19). "Iran's Nuclear Ambiguity." *Nonproliferation and Terrorism Studies Honors Thesis*.

Hartley, Brianna (NPTS '18). "Implications of the Emergence of Digital Freight Companies on Counterproliferation and Sanctions Enforcement." *Nonproliferation and Terrorism Studies Honors Thesis*.

Marchert, Sara (NPTS/IA '19). "The Evolution and Future of Strategic Trade Controls in the Former Soviet Space: A Case Study of Kazakhstan and Ukraine." *Moscow State University of International Relations/Middlebury Institute Dual Degree Theses*

Sawyer, Ariana (IPD '19). "The US-Mexico Border Crisis: Abusive Deterrence Measures and the Need for a Rights-Respecting Border Regime." *International Professional Service Semester Presentation*. Human Rights Watch, Los Angeles, California.

Zimmerman, Kelly (IPD '19). "DPMI Plus Deliverables: UN Women." *Design, Partnering, Management and Innovation Practicum*.

Rivas Cueva, Maria Garcia (NPTS '18). "Iran's Missile Exports to the Houthi Rebels and Hezbollah and Implications for the Multilateral Export Control Regimes." *Nonproliferation and Terrorism Studies Honors Thesis*.

Rodgers, Joseph Leonard (NPTS '18). "Death Metal from Space: A History of Obscure Space Weapons." *Nonproliferation and Terrorism Studies Honors Thesis*.

Seltzer, Nicholas Branch (NPTS '19). "Baekgom: A History of the Development of South Korea's First Ballistic Missile." *Nonproliferation and Terrorism Studies Honors Thesis*.

Szymanski, William (NPTS/IA '19). "International Legal Regulations for Safety and Security of Radioactive Sources: Prospects and Challenges." *Moscow State University of International Relations/Middlebury Institute Dual Degree Theses*.

Van Engelenhoven, Molly (NPTS '19). "Iranian and Israeli Strategic Cultures: A Study of their Missile Programs." *Nonproliferation and Terrorism Studies Honors Thesis*.

Public Health

Jorgensen, Liz (IPD '18). "Improving Programs for Victims of Sex Trafficking in Monterey County." *Masters of Public Administration Practica Projects*.

Kalemara, Lwantale (MPA '19). "Improving Menstrual Health Management in Mubende District, Uganda." *Masters of Public Administration Practica Projects*.

Kearns, Taryn (MPA '19). "Community Indicators Project: Developing Shared Measurement Systems for Impact Monterey County." *Masters of Public Administration Practica Projects*.

Yuan, Yue (NPTS/IA '19). "Comparison of Military Strategies in Outer Space and the Prospects of Space Weapons Programs (Prospects of Anti-Satellite Weapons) in the United States, Russia and China." *Moscow State University of International Relations / Middlebury Institute Dual Degree Theses*.

Roccio, Rory (IPD '19). "Increasing Awareness and Knowledge about Human Trafficking in Monterey County." *Masters of Public Administration Practica Projects*.

Shaw, Laura (IPD '19). "Community Indicators Project: Developing Shared Measurement Systems for Impact Monterey County." *Masters of Public Administration Practica Projects*.

Van Gend, Kirstin (MPA '19). "Gender Analysis of United Way Monterey County's 2-1-1 Program." *International Professional Service Semester Presentation*. United Way of Monterey County, Monterey, California.

Sustainability and Environmental Policy

Aladadi, Sarin (IEP '19). "Social Sustainability in the Workplace Case Study: City of Monterey." *International Professional Service Semester Presentation*. City of Monterey, Monterey, California.

Bailey, Kathryn (IEP '19). "Corporate Engagement for Environmental Advocacy." *Design, Partnering, Management and Innovation Practicum (DPMI Plus)*.

Blakesley, Samuel (IEP '19). "Proactively Planning for Sea-Level Rise and Climate Change in California." *International Professional Service Semester Presentation*. California State Lands Commission, Sacramento, California.

Howerton, Lauren (IEP '19). "Feeding a Food Insecure Monterey County With Agricultural Byproducts: What Once Was Organic Waste." *International Professional Service Semester Presentation*.

Unreasonable, Santa Cruz, California and Measure to Improve, Salinas, California.

Hudson, Jenna (IPD '19). "Building Organizational Capacity for Achieving Sustainable Remedies in Environmental Justice Casework." *International Professional Service Semester Presentation*. Namati, Washington, D.C.

Morehart, Nathan (IEP '19). "The State of Sustainable Seafood in China." *International Professional Service Semester Presentation*. WildAid, Monterey, California.

Olais, Eliana (IEP '19). "Sustainable Finance Strategies for Roatan Marine Park." *International Professional Service Semester Presentation*. Roatan Marine Park, Roatan, Honduras.



Terrorism and Political Violence

Castelino, Trushaa (NPTS '19). "Innovation in Small Arms Control." *International Professional Service Semester Presentation*. United Nations Office of Disarmament Affairs, New York City, New York.

Nathan, Willa (NPTS '19). "How government instability affects the implementation of and motivation for export controls in Ukraine and Turkey." *Nonproliferation and Terrorism Studies Honors Thesis*.

Plooster, Annelise (NPTS/IA '19). "Modern Deterrence Challenges and U.S.-Russian Arms Control." *Moscow State Institute of International Relations - Middlebury Institute Dual Degree Program Internships*.

Warnke, Paul Sommer (NPTS '18). "Conflicting Views of the U.S.-Soviet Strategic Competition: Tracing the Warnke-Wohlstetter Debate Across the Pages of Foreign Policy." *Nonproliferation and Terrorism Studies Honors Thesis*.

Center on Terrorism, Extremism, and Counterterrorism (CTEC)

The Center on Terrorism, Extremism, and Counterterrorism (CTEC) conducts in-depth research on terrorism and other forms of extremism. They work with a multitude of organizations and agencies to research issues which inform private, government, and multilateral institutional understanding of and responses to terrorism threats. They have three main areas of focus which guide their work: threat finance and sanctions, extremist messaging and terrorist use of the internet, and special operations and countering the threat of terrorism.

Special Operations Research Database (SORD)

Students completed research internships.

Hickey, Tom (NPTS '20)

Klepanchuk, Yekaterina (NPTS '19)

Monterey Threat Finance Forum

Student managed conference.

Barragan, Joules (NPTS '19)

Silicon Valley Partner Research

Students completed security research for corporations.

Barragan, Joules (NPTS '19)

Morrison, Will (NPTS '19)

Caruso, Casey (NPTS '19)

Rathod, Dimple (NPTS '19)

Colon, Carlos (NPTS '19)

Schweikhard, Nicolas (NPTS '20)

Dash, Kristyn (NPTS '19)

Warner, Erin (MPA '19)

Hickey, Tom (NPTS '20)

Wong, Allie (NPTS '20)

McGuffie, Kris (NPTS '19)

CTEC Publication: "The Logistic of Terror: The Islamic State's Immigration and Logistics Committee," The Strategy Bridge, June 18, 2019

Elallame, Anas (NPTS '19)

Granger, Paula (NPTS '19)

Boren Fellows

Bray, Bryce (IEP '18). Portuguese in Mozambique

Richardson, Abby (IPD '20). Arabic in Jordan

Gibbons, Siobhan (IEP '19). Japanese in Japan



Freeman Foundation Fellows

Anderson, Adam (ITED '19). American Institute through US Department of Commerce, Taipei, Taiwan.

Bailey, Kathryn (IEP '17). WWF-Vietnam, Ho Chi Minh, Vietnam.

Chen, Xuelian (IPD '20). UNESCO, Hanoi, Vietnam.

Corbalan, Oscar (IPD '20). UN Development Program, Beijing, China.

Estridge, Elihu (TRNL '19). American Embassy Seoul, Seoul, South Korea.

Hanzalova, Bara (ITED '19). UN Economic and Social Commission for Asia and the Pacific (ESCAP), Bangkok, Thailand.

Henderson, Cameron (NPTS '20). Nuclear Nonproliferation Education and Research Center (NEREC) & Korea Advanced Institute of Science and Technology, Daejeon, South Korea.

Michelotti, Connor (NPTS '20). Far Eastern Federal University, Vladivostok, Russia.

Ortiz, Amelia (MPA '20). Catholic Relief Services, Tacloban, Philippines.

Whitt, Airon (MBA/IPD '19). Boreneo Eco Tours, Sakau, Malaysia.

Appendix

Research Projects by Program

NPTS Honors Theses

Celenay, Fatih (NPTS '19). "Iran's Nuclear Ambiguity." *Nonproliferation and Terrorism Studies Honors Thesis*.

Hartley, Brianna (NPTS '18). "Implications of the Emergence of Digital Freight Companies on Counterproliferation and Sanctions Enforcement." *Nonproliferation and Terrorism Studies Honors Thesis*.

Nathan, Willa (NPTS '19). "How government instability affects the implementation of and motivation for export controls in Ukraine and Turkey." *Nonproliferation and Terrorism Studies Honors Thesis*.

Rivas Cueva, Maria Garcia (NPTS '18). "Iran's Missile Exports to the Houthi Rebels and Hezbollah and Implications for the Multilateral Export Control Regimes." *Nonproliferation and Terrorism Studies Honors Thesis*.

Rodgers, Joseph Leonard (NPTS '18). "Death Metal from Space: A History of Obscure Space Weapons." *Nonproliferation and Terrorism Studies Honors Thesis*.

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Warnke, Paul Sommer (NPTS '18). "Conflicting Views of the U.S.-Soviet Strategic Competition: Tracing the Warnke-Wohlstetter Debate Across the Pages of Foreign Policy." *Nonproliferation and Terrorism Studies Honors Thesis*.



International Education Management Symposium Projects

Andersen, Hanne (IEM '19). "Strengthening Systems Abroad to Support Every Student."

Francis, Lynne (IEM '19). "Designing a Calling Program to Generate Alumni Participation to Support Student Athletes."

Gager, Nicole (IEM '19). "Fun with Funnels and Lead Flow."

Green, Brooke (IEM '19). "Alumni Relations: A D&A Story."

Weerasinghe, Amanthi (IEM '19). "Gap Analysis for VIA's American Language and Culture Program."

International Professional Service Semester Projects

Aladadi, Sarin (IEP '19). "Social Sustainability in the Workplace Case Study: City of Monterey."

Blakesley, Samuel (IEP '19). "Proactively Planning for Sea-Level Rise and Climate Change in California."

Bolt, John (NPTS '19). "Potential IAT Engagements for Congressional Leadership FY2019."

Castelino, Trushaa (NPTS '19). "Innovation in Small Arms Control."

Chen, Xinyi (IPD '19). "Two Worlds: Think Tanks in the U.S. and China."

Djeni, Marie (MPA '19). "Evaluation of Myanmar Non-Formal Middle School Education-Equivalency Pilot Programme."

Howerton, Lauren (IEP '19). "Feeding a Food Insecure Monterey County With Agricultural Byproducts: What Once Was Organic Waste."

Hudson, Jenna (IPD '19). "Building Organizational Capacity for Achieving Sustainable Remedies in Environmental Justice Casework."

Morehart, Nathan (IEP '19). "The State of Sustainable Seafood in China."

Olais, Eliana (IEP '19). "Sustainable Finance Strategies for Roatan Marine Park."

Sawyer, Ariana (IPD '19). "The US-Mexico Border Crisis: Abusive Deterrence Measures and the Need for a Rights-Respecting Border Regime."

Van Gend, Kirstin (MPA '19). "Gender Analysis of United Way Monterey County's 2-1-1 Program."

Moscow State University of International Relations / Middlebury Institute Dual Degree Theses

Bedenko, Veronika (NPTS/IA '19). "International Legal Regulation of Floating Nuclear Power Plants: Problems, Challenges, Prospects."

Marchert, Sara (NPTS/IA '19). "The Evolution and Future of Strategic Trade Controls in the Former Soviet Space: A Case Study of Kazakhstan and Ukraine."

Plooster, Annelise (NPTS/IA '19). "Modern Deterrence Challenges and U.S.-Russian Arms Control."

Szymanski, William (NPTS/IA '19). "International Legal Regulations for Safety and Security of Radioactive Sources: Prospects and Challenges."

Yuan, Yue (NPTS/IA '19). "Comparison of Military Strategies in Outer Space and the Prospects of Space Weapons Programs (Prospects of Anti-Satellite Weapons) in the United States, Russia and China."

Masters of Public Administration Practica Projects (IPD and MPA)

Afriyie, Jessica (MPA '17). "How Might We Help Orphans and Vulnerable Children with an Afterschool Program in Ghana?"

Betancourt, Daisy (IPD '19). "Re-imagining the BGCM's Evaluation Strategy."

Emmons, Kaitlin (MPA '19). "Mobile Free Family Fun Day!"

Guevin, Tristan (MPA '20). "Engaging Sitka Tribe of Alaska in a Meaningful Strategic Planning Process."

Jorgensen, Liz (IPD '18). "Improving Programs for Victims of Sex Trafficking in Monterey County."

Kalemara, Lwantale (MPA '19). "Improving Menstrual Health Management in Mubende District, Uganda."

Kearns, Taryn (MPA '19). "Community Indicators Project: Developing Shared Measurement Systems for Impact Monterey County."

Kuralbek, Aigerim (IPD '18). "How are Religious Beliefs Influencing Decision

Making in Health, Education, and Family Relationships in Kyrgyzstan?"

Pham, Gina (MPA '19). "Impact Evaluation for Team Tandem (Language Exchange Program)."

Radu, Ana (MPA/IPD '19). "Budgeting for Nonprofits."

Roccio, Rory (IPD '19). "Increasing Awareness and Knowledge about Human Trafficking in Monterey County."

Rovnak, Elizabeth (IPD '19). "Intercultural Training Design and Facilitation Best Practices."

Shaw, Laura (IPD '19). "Community Indicators Project: Developing Shared Measurement Systems for Impact Monterey County."

Wang, Irene (IPD '18). "Fundraising Strategy for Nonprofit 'Patrons of Encinitas Park.'"

Wells, Travis (IPD '19). "What Does It Take to Revitalize the Chamoru Language?"



Program on Design, Partnering, Management and Innovation Practicum (DPMI Plus)

Atkinson, Lennox (MPA '19). "Program Design for Democracy Assistance Programs."

Bailey, Kathryn (IEP '19). "Corporate Engagement for Environmental Advocacy."

Bremner, Coleen (MPA '19). "Language and Professional Programs: A Comprehensive Guide to Procedural Training."

Gill, Harrison (IEM/MPA '18). "DPMI+ Design Thinking Facilitation: Introducing Design Thinking Practices within A Newly Established Education Abroad Office."

Iraiye, Desmond (IPD '19). "Chicago Youth Leadership Exchange Program: A Case Study."

Kennedy, Patrick (IEM/MPA '18). "Independent School Fundraising Feasibility and Planning Study."

Zimmerman, Kelly (IPD '19). "DPMI Plus Deliverables: UN Women."



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International Studies at Monterey