

# **Middlebury Institute of International Studies at Monterey**

## **Immersive Learning, Research and Impact Report**

Semester-Long Practica \* Group Onsite Practica  
Honors Theses \* Practicum Projects

**Fall 2017 – Summer 2018**

## Semester Long Special Programs

A key part of the Institute's mission is to 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



The International Professional Service Semester (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. *(Pictured: Middlebury Institute student Brij Chaudhari on IPSS assignment in Nichuta, Nepal.)*

**Brooks, Elizabeth.** (MPA '18). LAM, Sciences Po-Bordeaux, Pessac, France.

**Coletti, Luciane.** (IEP '18). Conservation International, Arlington, Virginia.

**DeShields-Williams, Kimani.** (IPD '18). International Organization for Migration, Bangkok, Thailand.

**Fisher, Elizabeth.** (MPA '18). UNICEF, Phnom Penh, Cambodia.

**Franklin, Mikki.** (NPTS, '18). Combating Terrorism Center, West Point, New York.

**Gibbons, Siobhan.** (IEP '18). Environmental Defense Fund, San Francisco, California.

**Huang, Zijuan.** (IPD '18). Save the Children, New York, New York.

**Jamal, Madiha.** (IEP '18). State of California Department of Toxic Substances Control, Sacramento, California.

**Lipkis, Julia.** (IPD '18). International Rescue Committee, New York, New York.

**Long, Alexandria.** (IEP '18). City of Anchorage Resilience Program, Anchorage, Alaska.

**Luber, Steven.** (NPTS '18). UNIDIR, Geneva, Switzerland.

**Mubukwanu, Thabo.** (MPA '18). UNDP, Lusaka, Zambia.

**Pan, Libiao.** (NPTS '18). CTBTO, The Hague, the Netherlands.

**Payne, Aricquel.** (MPA '18). Six Square, Austin, Texas.

**Powers, Mariko.** (IEP '18). Conservation International, Manila, the Philippines.

**Ranjous, Lama.** (IPD '18). UN MGCY, New York, New York.

**Schroeder, Laura.** (IPD '18). Interaction, Washington, D.C.

**Sher, Rebecca.** (MPA '18). Acción Empresas, Buenos Aires, Argentina.

## Design, Partnering, Management, and Innovation Practicum



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 organization in which they are working. These issues may include project design, project monitoring, training, stakeholder participation, strategic partnering, social entrepreneurship, and innovation. *(Pictured: DPMI Students in Kigali, Rwanda.)*

**Bell, Lauren.** (IEM/MPA '17). Peace Corps, Monrovia, Liberia.

**Boynton, Katie.** (MPA '17). Oasis Legal Services, Oakland, California.

**Chhetri, Ekshana Karki.** (MPA '18). World Learning, Washington, D.C.

**Chintakindi, Malvya.** (IPD '17). Outline India, Gurgaon, India.

**Draeger, Margot.** (IEM/MPA '18). International Rescue Committie & Kidnected World, Salt Lake City, Utah.

**Garland, Megan.** (MPA '18). Mercy Corps, Portland, Oregon.

**Gauer, Ashley.** (IEM/MPA '18). Global Majority/Monterey Bay Economic Partnership, Monterey, California.

**Grant, Charlotte.** (IEM/MPA '17). Save the Children International, Vientiane, Laos.

**Hatch, Eli.** (IEM/MPA '17). New York University School of Professional Studies, Tokyo, Japan.

**Lavallee, Chelsea.** (IEM/MPA '18). UNESCO, Dakar, Senegal.

**Minnich, Cody.** (MPA '17). UNICEF, Phnom Penh, Cambodia.

**Morton, Katie.** (MPA '17). TechnoServe, Johannesburg, South Africa.

**Nguyen, Amy.** (MPA '17). Relief International, Yangon, Myanmar.

**Piacentini, Karla.** (IEM/MPA '17). Foundation for Sustainable Development, Oakland, California.

**Rogel, Chdyli Tara.** (IPD '18). FHI 360, Washington, D.C.

**Whitley, Sarah.** (IEM/MPA '17). University of Utah Asia Campus, Incheon, South Korea.

**Yamada, Ayako.** (IEM/MPA '17). Asian Institute of Management, Makati, Philippines.

## 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. (*Pictured: IEM student Molly Kinser in Paris, France.*)

**Adams, Christopher.** (IEM '17). Middlebury School Abroad, Madrid, Spain.

**Artamonov, Anatoliy.** (IEM '18). Peralta Colleges, Oakland, California.

**Austin, David.** (IEM '18). VIA Programs, San Francisco, California.

**Bastian, Emily.** (IEM '18). Student Athletes Abroad, Seattle, Washington.

**Bayman, Ashley.** (IEM '18). University of California Santa Cruz, Santa Cruz, California.

**Bell, Lauren.** (IEM/MPA '17). Peace Corps, Monrovia, Liberia.

**Boucher, Noelle.** (IEM '17). EUSA, Kuala Lumpur, Malaysia.

**Cook, Caitlin.** (IEM '17). Portland Community College, Portland, Oregon.

**Cordova, Janira.** (IEM '17). California State University at Dominguez Hills, Carson, California.

**Diaz de la Rubia, Pilar.** (IEM '18). Middlebury Schools Abroad, Madrid, Spain.

**DiFoggio, Jessica.** (IEM '17). Middlebury C.V. Starr School, Florence, Italy.

**Draeger, Margot.** (IEM/MPA '18). International Rescue Committee & Kidnected, Salt Lake City, Utah.

**Earley, Grace.** (IEM '17). DC Language Immersion Project, Washington, D.C.

**Espinoza, Stephanie.** (IEM '18). Center for US-Mexican Studies at UC San Diego, San Diego, California.

**Gauer, Ashley.** (IEM/MPA '18). Global Majority & Monterey Bay Economic Partnerships, Monterey, California.

**Galbraith, Anna.** (IEM '18). Andean Alliance for Sustainable Development, Calca, Peru.

**Grant, Charlotte.** (IEM/MPA '17). Save the Children International, Vientiane, Laos.

**Hatch, Eli.** (IEM/MPA '17). New York University School of Professional Studies, Tokyo, Japan.

**Horn, Schuyler.** (IEM '17). Monterey County Weekly, Monterey, California.

**Hudak, Victoria.** (IEM '17). University of California, San Francisco, San Francisco, California.

**Hughes, McKenna.** (IEM '17). Middlebury C.V. Starr School, Paris, France.

**Imasa, Elizabeth.** (IEM '17). Knowledge Exchange Institute, Haverstraw, New York.

**Jackson, Alyssa.** (IEM '17). EUSA, Madrid, Spain.

**Jensen, Martha.** (IEM '17). DIS Study Abroad in Scandinavia, Copenhagen, Denmark.

**Joyner, Seth.** (IEM '17). University of Utah Asia Campus, Incheon, South Korea.

**Lavallee, Chelsea.** (IEM/MPA '18). UNESCO, Dakar, Senegal.

**Lin, Carol.** (IEM '18). Sciences Po Bordeaux, Pessac, France.

**Malacki, David.** (IEM '17). Lewis and Clark College, Portland, Oregon.

**McCreedy, Anna.** (IEM '17). University of California, Berkeley International Office, Berkeley, California.

**Meador, Jessica.** (IEM '17). CEA Study Abroad, Prague, Czech Republic.

**Mentz, Madison.** (IEM '18). University College of Cork, Cork, Ireland.

**Miles, Leslie.** (IEM '18). Marymount University International Student Services, Arlington, Virginia.

**Nix, Melissa.** (IEM '17). EUSA, Madrid, Spain.

**O'Dell, Grace.** (IEM '18). Middlebury Institute Center for Advising and Career Services, Monterey, California.

**Piacentini, Karla.** (IEM/MPA '17). Foundation for Sustainable Development, Oakland, California.

**Quiñonez, Erika.** (IEM '17). Florida International University, Miami, Florida.

**Ray, Gabriela.** (IEM '18). VIA Programs, San Francisco, California.

**Rekasis, JoLyn.** (IEM '17). The Andean Alliance for Sustainable Development, Calca, Peru.

**Richey, Rebecca.** (IEM '17). Performing Arts Abroad and Syracuse University Madrid Center, Northampton, Massachusetts and Madrid, Spain.

**Sanders, Hope.** (IEM '17). Kent State University, Kent, Ohio.

**Smith, Alexander.** (IEM '17). Northeastern University Global Experience Office, Boston, Massachusetts.

**Smith, David.** (IEM '17). EUSA, Seville, Spain.

**Smith, Sadira.** (IEM '17). Middlebury Institute of International Studies Institute of Advancement, Monterey, California.

**Solomon, Daniel.** (IEM '17). Council on International Educational Exchange, Santiago, Chile.

**Srader, Brett.** (IEM '17). International School of Myanmar, Yangon, Myanmar.

**Staab, Eric.** (IEM '17). WorldChicago, Chicago, Illinois.

**Stipic, Laura.** (IEM '17). Syracuse University Strasburg Center, Strasburg, France.

**Trujillo, Shayna.** (IEM '17). Diversity Abroad, Berkley, California.

**Tyson, Kathleen.** (IEM '18). Technical University of Denmark, Kongens Lyngby, Denmark.

**Wang, Ting.** (IEM '18). San Jose State University, San Jose, California.

**Wang, Yijun.** (IEM '17). California State University, San Marcos, San Marcos, California.

**Weisfeld, Stephanie.** (IEM '17). Case Western Reserve University, Cleveland, Ohio.

**Wheeler, Paige.** (IEM '18). International Student House of Washington, Washington, D.C.

**Whitley, Sarah.** (IEM/MPA '17). University of Utah Asia Campus, Incheon, South Korea.

**Wilson, Katy.** (IEM '17). Middlebury Institute of International Studies, Monterey, California.

**Yamada, Ayako.** (IEM/MPA '17). Asian Institute of Management, Makati, Philippines.

**Zheng, Zilin.** (IEM '17). University of Washington International Student Services Office, Seattle, Washington.

## Frontier Market Scouts



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, how to design an innovative impact-focused business model, and what it takes to implement and scale a social venture. *(Pictured: Frontier Market Scouts in training, Monterey, California.)*

**Anderson, Jessica.** (MBA '17). Toucan Education, San Ignacio, Brazil.

**Beydoun, Ameen.** (MBA/IPD '18). Frigorifique, Dakar, Senegal.

**Czajkowski, Mikayla.** (MBA/IEP '18). Moringa Schools, Nairobi, Kenya.

**Cohen, Alex.** (MBA/IPD '19). Gracia, Jalapa, Guatemala.

**Fisher, Kate.** (MBA/IPS '18). Empowerment capital, Denver, Colorado.

**Flavin, Jillian.** (MBA/IEP '18). Driscolls, Wastonville, California.

**Grimmig, Ben.** (MBA '17). Kalu Yala, La Mesa, Panama.

**Hess, Frances.** (MBA/IPD '17). Jeeon, Dhaka, Bangladesh.

**Higginson, Tyler.** (MBA/IPD '18). UpstreamAlliance, Saint Louis, Senegal.

**Jensen, Melody.** (MBA '19). Toniic, San Francisco, California.

**Kemp, Courtney.** (MBA/IPD '17). Mangrove Credit Group, San Francisco, California.

**Lima, Celina.** (MBA/IPD '18). Marquet Fair Trade, Cambodia and Thailand.

**Montesa, Angelie.** (NPTS '18). Internet Crimes Against Children, San Jose, California.

**O'Hara, Emily.** (ITED '18). Village Capital, Washintong, DC

**Sollars, Colleen.** (MBA '18). QuarterZero, New York, New York.

**Stranahan, Austen.** (MBA '18). Shortlist, Nairobi, Kenya.

**Throgmorton, Kaitlyn.** (MPA '18). Impaqto. Quito, Ecuador.

**Wahba, Radwa.** (IPD '18). Renfo Corporation. New York, New York.

**Yaqubian, Lina.** (MBA/IPD '18) Parcoures Developpement Durable, Montreal, Canada.

## Moscow State Institute of International Relations – Middlebury Institute Dual Degree Program Internships

Designed for students particularly interested in WMD nonproliferation and U.S.-Russian relations, this program covers global security, history, science and technology, area studies, public policy, and research methods—with an emphasis on practical skills. Students complete an internship and also prepare and defend a required thesis. Students take classes at MGIMO in Moscow in the first semester and classes in Monterey in the second and third semesters. Graduates are prepared for professional careers in the nonproliferation field in national governments, international organizations, academia, think tanks, and the private sector.

**Day, Caroline.** (NPTS/IA '18). Exiger Diligence, New York, New York.

**Demidov, Leonid.** (NPTS/IA '18) The M&A Advisor, Forest Hills, New York.

**Gary, Summer.** (NPTS/IA '18). UNODA, New York, New York.

**Margojev, Adlan.** (NPTS/IA '18). PIR Center, Moscow, Russia.

**Mayhew, Noah.** (NPTS/IA '18). International Atomic Energy Agency, Vienna, Austria.

**Ponce Blancas, Alain.** (NPTS/IA '18). PIR Center, Moscow, Russia.

**Rorabaugh, Alicia.** (NPTS/IA '18). iJet Integrated Risk, Menlo Park, California.

**Ross, Alexander.** (NPTS/IA '18). Tesla, San Carlos, California.

**Selezneva, Daria.** (NPTS/IA '18). UNODA, New York, New York.



*(Pictured: MGIMO/MIIS dual degree students at the 2017 Moscow Nonproliferation Conference.)*

## International Organizations and Nonproliferation Program (IONP)



The International Organizations and Nonproliferation Program (IONP), offered through the James Martin Center for Nonproliferation, allows students to gain practical experience in the field of nonproliferation policy, enhance their practical experience, apply professional skills and academic knowledge, and made a substantive contribution to their host organization. *(Pictured: Middlebury Institute students at a meeting of the Treaty on the Nonproliferation of Nuclear Weapons Preparatory Committee, Geneva, Switzerland.)*

**Mayhew, Noah.** (NPTS/IA '18). International Atomic Energy Agency, Vienna, Austria.

**Selezneva, Daria.** (NPTS/IA '18). UNODA, New York, New York.

**Rodgers, Joseph.** (NPTS '18). UNIDIR, Geneva, Switzerland.

**Halasz, Stephanie.** (NPTS '18). IAEA, Vienna, Austria.

**Rivas Cueva, Maria Gracia.** (NPTS '18). CTBTO, Vienna, Austria.

**Warnke, Paul.** (NPTS '18). UNODA WMD, New York, New York.

**Rowland, Maggie.** (NPTS '18). UNODA Strategic Planning, New York, New York.

## 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. *(Pictured: Middlebury Institute students meeting at the Middlebury in DC Center.)*

**Flay, Brigid.** (ITED '18). North American Export Grain Association, DC.

**Romanin, Jennifer.** (ITED '18). CBIZ Compliance Department, Washington, DC.

**Small, Cameron.** (ITED '18). National Foreign Trade Council, Washington, DC.

**Wyatt, Mince.** (ITED '18). United States Trade Representative Central Asia Office, Washington, DC.

**Gunther, Errhalt.** (ITED '18). Global Trade Alert, Japan.

**Weng, Yiqin.** (ITED '18). China Tech Journalist, Washington, DC.

## 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.

### Center for the Blue Economy Summer Fellowship



Center for the Blue Economy Summer Fellowships are designed to positively impact ocean and coastal sustainability, help the host organization fill a critical need with tangible deliverables, and prepare our students for their future careers. In 2018, eight students are pursuing Center for the Blue Economy Summer Fellowships, and their stories are below. Approximately 90% of our Summer Fellow graduates are currently employed in the ocean and coastal resource management field. Donor funded fellowships contribute greatly to their success.

**Acker, Jillian.** (IEP '19). OneReef, Bali, Indonesia.

**Blakesley, Samuel.** (IEP '19). E2E Foundation, Rincon del Mar, Colombia.

**Bray, Bryce.** (IEP '18). Conservation International, Honolulu, Hawaii.

**Burnett, Kyle.** (IEP '19). Socio-Economic Marine Research Unit/National University of Ireland, Galway, Ireland.

**DeGolia, Nico.** (MBA/IEP '18). WildAid, San Francisco, California.

**Ferré, Carlos-Henri.** (IEP '19). Carbon Table LLC, New Haven, Connecticut; New York, New York; La Plata, Missouri; Monterey, California.

**Fisher, Andrea.** (IEP '19). NOAA National Marine Sanctuaries, Monterey, California.

**Long, Alexandra.** (IEP '18). Mayor's Office, Anchorage, Alaska.

**McIntire, Andrew.** (IEP '19). OneREEF, Pohnpei, Federal States of Micronesia.

**Wyse, Oliviya.** (IEP '19). Monterey Bay Fisheries Trust (MBFT), Monterey, California.

### Design, Partnering, Management and Innovation: Rwanda

*Kigali, Rwanda, January Term 2018*



DPMI training covers project planning, facilitation, and partnerships along with social marketing. For the Rwanda cohort, there was seven days of intensive classroom instruction and 2-3 days devoted to a “real-life” client project for Partners in Health and the Rwandan Ministry of Health. Participants also had the option of arriving one week early and visiting Rwandan government and NGO offices in Kigali.

**Bailey, Kathryn** (IEP '19)

**Beckham, Rebecca** (IEP '19)

**Bremner, Coleen** (MPA '19)

**Emmons, Kaitlin** (IPD '19)

**Espina Romo, Vanessa** (IPD '18)

**Henry, Tyler** (MPA '18)

**Larson, Amanda** (IPD '18)

**Nemarich, Christopher** (IPD '19)

**Popik, Rachel** (MPA '19)

**Rovnak, Elizabeth** (IPD '19)

**Saad, Christina** (IPD '19)

**Schlesinger-James, Gabriella** (MBA '19)  
**Schroeder, Laura** (IPD '18)  
**Zimmerman, Kelly** (IPD '19)  
**Zhang, Zhishen** (MBA '19)

## International Education Management Paris Practicum

*Paris, France, January Term 2018*



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.

**Austin, David** (IEM '18)  
**Bohan, Kelly** (IEM '18)  
**Haltermann, Mary Bryan** (IEM '18)  
**Hysten, Kathleen** (IEM '18)  
**Iglesias, Sophia Antonia** (IEM '18)  
**Kisner, Molly** (IEM '18)  
**Laguna, Leslie** (IEM '18)  
**Lee, Christina Marie** (IEM '18)  
**Levin, Martha Louise** (IEM '18)  
**Lin, Carol** (IEM '18)  
**Lueker, Evelyn** (IEM '18)  
**Mentz, Madison Margaret** (IEM '18)  
**Otto, John, III** (IEM '18)  
**Stoltzfus, Alethea** (IEM '19)

## Nuclear Research Reactor Practicum

*Prague, Czech Republic, 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).

**Chau, Alexander** (NPTS '18)  
**Fernberg, Veronika** (NPTS '18)  
**Fetner, Bryan** (NPTS '18)  
**Ji, Seiyoon** (NPTS '18)  
**Liu, Grace** (NPTS '18)  
**Lyon, Tracy** (NPTS '19)  
**Morgan, Amber** (NPTS '19)  
**Pellegrino, Anne** (NPTS '18)  
**Redd, Autumn** (NPTS '19)  
**Rowland, Margaret Muir** (NPTS '18)  
**Steele, Kevin** (NPTS '19)  
**Tenyotkin, Julia** (NPTS '18)  
**Vassalotti, Olivia** (NPTS '18)

## Team Peru

*Calca, Peru, January Term 2018*



Agriculture extension in Peru is based off a western, top down, teacher-student model that does not consider traditional methods of knowledge transfer. The Andean Alliance for Sustainable Development (AASD) is currently partnering with the community of Saccio and a small group of identified community leaders to create a localized agriculture extension program that is specifically designed for small scale farmers. Small scale farmers are becoming marginalized within the larger community of farmers and being forced to move away from traditional agriculture practices in order to compete and stay relevant. A localized extension program offered trainings and resources for small scale farmers to organize, maintain traditional and environmentally friendly farming practices, provide agency and voice, and create innovative avenues to access markets.

**Howerton, Lauren** (IEM '19)

**Troy, William** (IEM '19)

**Breckinridge Wells, George** (*Middlebury College*)

**Carr, Ellie Jo** (*Middlebury College*)

**Crandall, Jennifer** (*Middlebury College*)

**Haefele, Mikayla** (*Middlebury College*)

**Jones, Hayley** (*Middlebury College*)

## ¡Viva Cuba!

*Havana, Cuba, January Term 2018*



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.

**Duncan-Poole, Ianthe Jillian** (IPD '19)

**Gill, Harrison** (IEM '18)

**Jorgensen, Elizabeth** (IPD '18)

**Sakihara, Nykole** (IPD '19)

**Shane, Molly** (IEP '18)

## Understanding the China Dream

*Beijing, Yunnan, Shenzhen, Hong Kong, and Shanghai, China, Summer 2018*



For two weeks this summer, eighteen Middlebury Institute and Middlebury College students traveled to six different cities across China and spoke with over fifty people, including graduate students, policymakers, researchers, members of the business

community, social entrepreneurs, and other stakeholders. Through round-table discussions and lectures, the students attempted to answer the question – what is the “China Dream?”

**Bray, Shawn** (NPTS '19)  
**Castiglione, Matt** (TLM '19))  
**Chien, Wei-Yi** (IPD '19)  
**Djeni, Marie** (IPD '19)  
**Errhalt, Gunther** (ITED '18)  
**Laur, Emily** (IPD '19)  
**Liu, Edison** (IPD '19)  
**Moody Wong, Yoki** (IEM '19)  
**Poda, Margaret** (MBA '19)  
**Robinson, Michael** (IPD '19)  
**Seltzer, Nick** (NPTS '19)  
**Shepherd, Caitlin** (IEM '19)  
**Sun, Furu** (TI '18)  
**Andrews, Colson** (*Middlebury College*)  
**Cho, Jaehyung** (*Middlebury College*)  
**Hagerty, Joanna** (*Middlebury College*)  
**Hunnewell, Nicholas** (*Middlebury College*)

**Tan, Jenny** (*Middlebury College*)

## South Asian Peacebuilding Program

*Gujarat, India, January 2018*

The Middlebury Institute Center for Conflict Studies led a two-week program to Gujarat, India in order to better understand the conflicts faced by the region. This course involved meeting various organizations and individuals – activists, NGO workers, civil societies, internally displaced, journalists and lawyers – who are working towards bringing Hindu and Muslim communities together in Gujarat. It also included visiting Gandhian institutions and the Gandhi Ashram.

**Beard, Stephanie** (IEP '19)  
**Floyd, Caitlyn** (IEP '19)  
**Robinson, Michael** (IPD '19)  
**Rhee, Hannah** (TLM '19)  
**Sanders, Gabriel** (IPD '19)  
**Van Gend, Kristen** (MPA '19)

## Peace and Conflict Resolution in the Ba

*Bosnia-Herzegovina, Serbia, Croatia, and Kosovo, Spring 2018*



Students visited fractured region of the former Yugoslavia with Professor Jan Black to explore topics of reconciliation, human rights and peace-building. Students conducted primary research and site visits throughout Serbia, Kosovo, Bosnia and Croatia, overseen by faculty. Students contemplated and addressed the causes of conflict and means of prevention; the processes of peace-building; the reconciliation of adversaries; and the reweaving of social fabric.

**Chatkara, Banicia** (IPD '18)  
**Creason, Nicholas** (IPD '18)  
**DeDominici, Nicholas** (IPD '19)  
**Dwyer, Jacob** (IPD '19)  
**Meylor, Shinae** (IPD '19)  
**Semonelli, Patrick** (MPA '18)

# Middlebury Institute Student Research and Projects

Be it 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 issue areas. Below are some examples of the work contributed to their various fields by Middlebury Institute students this past year.

## International Trade & Development



(Pictured: Ben Playfair, IPD '18 on a DPPI+ assignment for Mercy Corps in Patan, Nepal.)

**Agaidarov, Kuanysh.** (MPA '18). "US and Mexican Trade Relations within NAFTA." *Master of Public Administration Practicum*.

**Aka, Francesca.** (MPA '18). "Human Centered Design." *Master of Public Administration Practicum*.

**Fain, Jonathan.** (MPA '18). "Mercy Corps Practicum – Tola Consultancy." *Master of Public Administration Practicum*.

**Fisher, Elizabeth.** (MPA '18). "Using Child-Led Evaluation to Assess New Educational Initiatives in Cambodia." *International Professional Service Semester Presentation*. UNICEF, Phnom Penh, Cambodia.

**Gamolsky, Katya.** (MPA '18). "Open Source Russia: Exploring Resources in an Environment That is Plagued with a Lack of Accountability and Transparency." *Master of Public Administration Practicum*.

**Huang, Zijuan.** (IPD '18). "MEAL Guidance." *International Professional Service Semester Presentation*. Save the Children, New York, New York.

**Mubukwanu, Thabo.** (MPA '18). "A Monitoring, Evaluation, and Reporting Framework for GBV Fast-Track and User-Friendly Courts." *International Professional Service Semester Presentation*. UNDP, Lusaka, Zambia.

**Neill, Lacie.** (MPA '18). "Impact Investing in Food Systems Transformation." *Master of Public Administration Practicum*.

**Payne, Aricquel.** (MPA '18). "A Window into Six Square – Austin's Black Cultural District." *International Professional Service Semester Presentation*. Six Square, Austin, Texas.

**Ranjous, Lama.** (IPD '18). "The Research Hub." *International Professional Service Semester Presentation*. UN MGCY, New York, New York.

**Schroeder, Laura.** (IPD '18). "A Monitoring & Evaluation Plan for the Communications Department." *International Professional Service Semester Presentation*. Interaction, Washington, D.C.

**Soca, Lucia.** (MPA '18). "Reviewing a Program Design through Its Theory of Change: The Case of 'Plan Juntos.'" *Master of Public Administration Practicum*.

**Tilus, Casteline.** (MPA/IPD '18). "Community Perceptions of NGOs in Haiti: A Case Study of Camp-Perrin." *Master of Public Administration Practicum*.

**Yamaguchi, Shohei.** (MPA '18). "How to Increase the Tourists of Nikko City who will Visit Tokyo for Olympics/Paralympics." *Master of Public Administration Practicum*.

## International Education



(Pictured: Caitlin Shepherd, IEM '18, traveling with the China Dream practicum in Shanghai, China.)

**Brooks, Elizabeth.** (MPA '18). "Evaluation of Certificat d'Études Africaines en Ligne." *International Professional Service Semester Presentation*. LAM, Sciences Po-Bordeaux, Pessac, France.

**Otto III, John.** (IEM '18). "Developing Intercultural Competence: A Training for Students at the Middlebury School in France." *Middlebury Institute France Practicum*.

**Stoltzfus, Alethea.** (IEM '18). "MIIS Intensive English Programs GA Handbook." *Middlebury Institute France Practicum*.

**Throgmorton, Kaitlyn.** (MPA '17). "Leadership by Design: A Research Project to Inform the Co-creation of an Alumni Network that Truly Meets the Needs of Emerging Leaders." *Master of Public Administration Practicum*.

## Human Security & Migration



(Pictured: Middlebury Institute Students participating in the Balkans Practicum, Mosdar, Bosnia-Herzegovina.)

**DeShields-Williams, Kimani.** (IPD '18). "Decoding Debt: A Look at Debt and Reintegration in Asia and the Pacific." *International Professional Service Semester Presentation*. International Organization for Migration, Bangkok, Thailand.

**Lipkis, Julia.** (IPD '18). "OEF Summaries and M&E Resources." *International Professional Service Semester Presentation*. International Rescue Committee, New York, New York.

**Manzano, Oscar.** (MPA '17). California, Partners for Peace: A Social Media Analysis." *Master of Public Administration Practicum*.

**Packard, Laura.** (IEM/MPA '17). "Teton School District Hispanic Outreach Website." *Master of Public Administration Practicum*.

**Sher, Rebecca.** (MPA '18). "Femicide in Latin America." *International Professional Service Semester Presentation*. Accion Empresas, Buenos Aires, Argentina.

**Torres, Jillian Marie.** (MPA '17) "Qualitative Data Analysis of UN Women's Evaluation Report Recommendations." *Master of Public Administration Practicum*.

## Nonproliferation & Arms Control



(Pictured: Middlebury Institute Student Kevein Steele examining a nuclear reactor training station, Prague, Czech Republic.)

**Day, Caroline.** (NPTS/IA '18). "The Threat of Emerging Finance Technologies to the Nonproliferation Regime: A Case Study of North Korean Cyber Attacks." *Moscow State Institute of International Relations – Middlebury Institute of International Studies Dual Degree Program Thesis*.

**Diamond, Julia.** (NPTS '18). "New Hypersonic Weapons: Motivations and Arms Control Implications." *Nonproliferation and Terrorism Studies Honors Thesis*.

**Gary, Summer.** (NPTS/IA '18). "The India Deal: United States-Russia Relations in the Context of Nonproliferation." *Moscow State Institute of International Relations – Middlebury Institute of International Studies Dual Degree Program Thesis*

**Luber, Steven.** (NPTS '18). "Challenges and Benefits of Using the Internet of Things for Arms Control." *International Professional Service Semester Presentation*. UNIDIR, Geneva, Switzerland. NPTS

**Margov, Adlan.** (NPTS/IA '18). "U.S. – Russian Dialogue on the Iran Nuclear Program: Lessons Learned and Steps Ahead." *Moscow State Institute of International Relations – Middlebury Institute of International Studies Dual Degree Program Thesis*.

**Mayhew, Noah.** (NPTS/IA '18). "U.S.-Russian Cooperation on the Missile and Nuclear Weapons Programs of North Korea: A Comprehensive History and Prospects for the Future." *Moscow State Institute of International Relations – Middlebury Institute of International Studies Dual Degree Program Thesis*.

**Mishra, Sylvia.** (NPTS '18). "Examining the Sea-Based Dimension of India's Nuclear Triad: Does it Buttress Strategic Stability in South Asia?" *Nonproliferation and Terrorism Studies Honors Thesis*.

**Pan, Libiao.** (NPTS '18). "EC Simulation." *International Professional Service Semester Presentation*. CTBTO, The Hague, the Netherlands.

**Pan, Libiao.** (NPTS '18). "Looking in and Looking Out: Understanding China's Non-Membership in the Wassenaar Arrangement." *Nonproliferation and Terrorism Studies Honors Thesis*.

**Parada, Francisco.** (NPTS '18). "Radiological Security in Mexico." *Nonproliferation and Terrorism Studies Honors Thesis*.

**Ponce Blancas, Alain.** (NPTS/IA '18). "The Impact of the Humanitarian Initiative and the Nuclear Ban

Treaty Movement on the Nuclear Nonproliferation Regime." *Moscow State Institute of International Relations – Middlebury Institute of International Studies Dual Degree Program Thesis*.

**Selezneva, Daria.** (NPTS/IA '18). "History of US-Russia/Soviet Cooperation on Drafting and Revision of the Articles I, II and X of the Treaty on the Non-Proliferation of Nuclear Weapons." *Moscow State Institute of International Relations – Middlebury Institute of International Studies Dual Degree Program Thesis*.

## Public Health



(Pictured: Middlebury Institute Students working on community-based HIV support, Kigali, Rwanda.)

**Degfay, Tangut Zenebe.** (MPA '18). "Recommended Statistical Analysis Strategies for the Girls' Health in Girls' Hands Program Evaluation Team." *Master of Public Administration Practicum*.

**Futwi, Rahiel.** (MPA '17). "Expanding Chronic Kidney Disease Treatment & Prevention through Strengthening the Capacity of the Health Sector in Eritrea." *Master of Public Administration Practicum*.

**Larson, Amanda, Popik, Rachel, Rovnak, Elizabeth and Schroeder, Laura.** (IPD '18, '19). "Mother to Child HIV Transmission Social Marketing." *DPMI Rwanda Presentation*. Developed while in residence in Kigali, Rwanda.

**Payab, Onaba.** (IPD/MPA '18). "How can the Ministry of Public Health in Afghanistan Prioritize the Mitigation of HIV from Afghan Society?" *Master of Public Administration Practicum*.

**Watiri, Elizabeth.** (MPA '18). "A Needs Assessment for Cure Cervical Cancer (CCC)." *Master of Public Administration Practicum*.

**Zimmerman, Kelly** et. al. (IPD '19). "Community-Based HIV Support." *DPMI Rwanda Presentation*. Developed while in residence in Kigali, Rwanda.

*Semester Presentation*. Environmental Defense Fund, San Francisco, California.

**Howerton, Lauren and Troy, William** with Carr, E., Crandall, J. Haeefe, M. and Wells, G. (IEP '19). "Agricultural Extension in the Peruvian Andes: Exploring the Relationship between *Campesinos* and *Técnicos*." *Report for the Andean Alliance for Sustainable Development*. Developed while in residence in Calca, Peru.

**Jamal, Mahdia.** (IEP '18). "Ensuring Quality Control During Residential Environmental Mitigation for Exide Clean-up Project." *International Professional Service Semester Presentation*. State of California Department of Toxic Substances Control, Sacramento, California.

## Sustainability & Environmental Policy



(Pictured: Middlebury Institute student Ariana Alva Ferrari, IEP '19, visiting a school in the Bay Islands of Honduras to spread the word about sustainability.)

**Coletti, Luciane.** (IEP '18). "Policy Mechanisms for the Protection of Tropical Forests and Mangroves." *International Professional Service Semester Presentation*. Conservation International, Arlington, Virginia.

**Fu, MingQing.** (MPA '18). "How Local Governments of Small to Medium Sized Cities in China React as Factories Who Pollute Move In." *Master of Public Administration Practicum*.

**Gibbons, Siobhan.** (IEP '18). "Science-Based

**Demidov, Leonid.** (NPTS/IA '18). "Terrorist Use of Information Communication Technologies (ICTs)." *Moscow State Institute of International Relations – Middlebury Institute of International Studies Dual Degree Program Thesis*.



**Long, Alexandra.** (IEP '18). "Working Towards a Resilient Anchorage." *International Professional Service Semester Presentation*. City of Anchorage Resilience Program, Anchorage, Alaska.

**Powers, Mariko.** (IEP '18). "Strengthening Project Management for Large, Publically Funded Projects." *International Professional Service Semester Presentation*. Conservation International, Manila, the Philippines.

## Terrorism & Political Violence

*(Pictured: Mikki Franklin, NPTS '18, being commended for her work at the Combatting Terrorism Center, West Point, New York)*

## Meta-Lab Projects



Evaluation of Police Relationship with the Salinas Community (20 students participated)  
**Salinas Police Department**

Women Experiencing Homelessness in Monterey Bay Area  
(10 students participated)  
**Gathering for Women**

Data Presentations  
(1 student)  
**Fair Trade**

Online Course Modules in Canvas  
(5 students)  
**Middlebury Institute Fund for Innovation**

## Center for the Blue Economy Summer Fellowship



Center for the Blue Economy Summer Fellowships are designed to positively impact ocean and coastal sustainability, help the host organization fill a critical need with tangible deliverables, and prepare our students for their future careers. In 2018, eight students are pursuing Center for the Blue Economy Summer Fellowships, and their stories are below. Approximately 90% of our Summer Fellow graduates are currently employed in the ocean and coastal resource management field. Donor funded fellowships contribute greatly to their success.

**Acker, Jillian.** (IEP '19). OneReef, Bali, Indonesia.

**Blakesley, Samuel.** (IEP '19). E2E Foundation, Rincon del Mar, Colombia.

**Bray, Bryce.** (IEP '18). Conservation International, Honolulu, Hawaii.

**Burnett, Kyle.** (IEP '19). Socio-Economic Marine Research Unit/National University of Ireland, Galway, Ireland.

**DeGolia, Nico.** (MBA/IEP '18). WildAid, San Francisco, California.

**Ferré, Carlos-Henri.** (IEP '19). Carbon Table LLC, New Haven, Connecticut; New York, New York; La Plata, Missouri; Monterey, California.

**Fisher, Andrea.** (IEP '19). NOAA National Marine Sanctuaries, Monterey, California.

**Long, Alexandra.** (IEP '18). Mayor's Office, Anchorage, Alaska.

**McIntire, Andrew.** (IEP '19). OneREEF, Pohnpei, Federal States of Micronesia.

**Wyse, Oliviya.** (IEP '19). Monterey Bay Fisheries Trust (MBFT, Monterey, California.

## Appendix: Research Projects by Program

### International Education Management Symposium Projects

**Artamonov, Anatoliy**      Developing Website Layout Strategies

|                               |   |
|-------------------------------|---|
| <b>Austin, David</b>          | Developing Alumni Engagement Strategies                                       |
| <b>Bayman, Ashley</b>         | Leading Diverse Student Groups on Faculty-led Programs                        |
| <b>Cook, Caitlin</b>          | Designing Peer Mentor Program   |
| <b>Cordova, Janira</b>        | Redesigning and Updating an On-line Orientation Workshop                      |
| <b>Diaz de la Ruba, Pilar</b> | Developing the IEM in Spain Leapfrog Initiative                               |
| <b>DiFoggio, Jessica</b>      | Reflective Discussion Group   |
| <b>Draeger, Margot</b>        | Creating Marketing Plan and Developing Partnerships                           |
| <b>Espinoza, Stephanie</b>    | Developing <i>The Students We Share</i> Program                               |
| <b>Galbraith, Anna</b>        | Creating an Information Packet for Homestay Families                          |
| <b>Gauer, Ashley</b>          | Creating a Business Strategy Canvas Demo                                      |
| <b>Hudak, Victoria</b>        | Peer Institution Website Analysis   |
| <b>Hughes, McKenna</b>        | Designing an Onsite Reentry Program   |
| <b>Jackson, Alyssa</b>        | Designing a Supervisor Workshop   |
| <b>Joyner, Seth</b>           | International Student Involvement and "Young" Higher-Ed Institutions          |
| <b>Lavallee, Chelsea</b>      | Creating a Website Optimization Plan  |
| <b>Lin, Carol</b>             | Designing and Assessing Student Support Strategies for African Students       |
| <b>Malacki, Dave</b>          | Creating an Advising Guide  |
| <b>Mentz, Madison</b>         | Evaluating Outward Student Mobility   |
| <b>Miles, Leslie</b>          | International Student Housing Preference Study                                |
| <b>O'Dell, Grace</b>          | Designing an IEM Job Platform   |
| <b>Piacentini, Karla</b>      | Survey Analysis and Recommendations for Standardization of Program Operations |
| <b>Ray, Gabriella</b>         | Hiring and Onboarding Program Staff   |
| <b>Rekasis, JoLyn</b>         | Creating a Potential Partnership Toolkit                                      |
| <b>Smith, David</b>           | Conference & International Outreach Strategies                                |
| <b>Solomon, Daniel</b>        | Online Staff Training for Facilitating Intercultural Learning                 |
| <b>Tyson, Kathleen</b>        | Creating a Social Integration Program for Danish and International Students   |

|                            |  |
|----------------------------|--|
| <b>Wang, Ting</b>          | SJSU Recruiting Plan for Chinese Students                          |
| <b>Weisfeld, Stephanie</b> | Creating Policies and Procedures for Accepting J-1 Student Interns |
| <b>Wheeler, Paige</b>      | Creating a Resident Orientation Program                            |

## International Professional Service Semester

|                                   |   |
|-----------------------------------|---|
| <b>Brooks, Elizabeth</b>          | Evaluation of Certificat d'Études Africaines en Ligne   |
| <b>Coletti, Luciane</b>           | Policy Mechanisms for the Protection of Tropical Forests and Mangroves                          |
| <b>DeShields-Williams, Kimani</b> | Decoding Debt: A Look at Debt and Reintegration in Asia and the Pacific                         |
| <b>Fisher, Elizabeth</b>          | Using Child-Led Evaluation to Assess New Educational Initiatives in Cambodia                    |
| <b>Franklin, Mikki</b>            | The Threat of ISK in Afghanistan and Pakistan   |
| <b>Gibbons, Siobhan</b>           | Science-Based Behavior Designing for Sustainable Fisheries Management                           |
| <b>Huang, Zijuan</b>              | MEAL Guidance   |
| <b>Jamal, Madiha</b>              | Ensuring Quality Control During Residential Environmental Mitigation for Exide Clean-up Project |
| <b>Lipkis, Julia</b>              | OEF Summaries and M&E Resources   |
| <b>Long, Alexandra</b>            | Working Towards a Resilient Anchorage   |
| <b>Luber, Steven</b>              | Challenges and Benefits of Using the Internet of Things for Arms Control                        |
| <b>Mubukwanu, Thabo</b>           | A Monitoring, Evaluation, and Reporting Framework for GBV Fast-Track and User-Friendly Courts   |
| <b>Pan, Libiao</b>                | EC Simulation   |
| <b>Payne, Aricquel</b>            | A Window into Six Square – Austin's Black Cultural District                                     |
| <b>Powers, Mariko</b>             | Strengthening Project Management for Large, Publically Funded Projects                          |
| <b>Ranjous, Lama</b>              | The Research Hub  |
| <b>Schroeder, Laura</b>           | A Monitoring & Evaluation Plan for the Communications Department                                |
| <b>Sher, Rebecca</b>              | Femicide in Latin America   |

## Nonproliferation and Terrorism Studies Honors Thesis

|                           |  |
|---------------------------|--|
| <b>Diamond, Julia</b>     | New Hypersonic Weapons: Motivations and Arms Control Implications  |
| <b>Mishra, Sylvia</b>     | Examining the Sea-Based Dimension of India's Nuclear Triad: Does it Buttress Strategic Stability in South Asia?  |
| <b>Pan, Libiao</b>        | Looking in and Looking Out: Understanding China's Non-Membership in the Wassenaar Arrangement  |
| <b>Parada, Francisco</b>  | Radiological Security in Mexico  |
| <b>Preskitt, Danielle</b> | The Bear and The Wolf: The Twisted Fairytale – The Effectiveness of Russia's Foreign Policies During the Putin and Yelstin Administrations in Regard to Chechen Jihadist Terrorism |
| <b>Smith, Jimmy</b>       | White Supremacy and Jihadism: Developing Effective Counter Messaging   |
| <b>Zech, Allie</b>        | Drivers of Covert Drone Use: Trends and Patterns Moving Forward  |

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

|                             |  |
|-----------------------------|--|
| <b>Day, Caroline</b>        | The Threat of Emerging Finance Technologies to the Nonproliferation Regime: A Case Study of North Korean Cyber Attacks                                 |
| <b>Demidov, Leonid</b>      | Terrorist Use of Information Communication Technologies  |
| <b>Gary, Summer</b>         | The India Deal: United States-Russia Relations in the Context of Nonproliferation  |
| <b>Margov, Adlan</b>        | U.S. – Russian Dialogue on the Iran Nuclear Program: Lessons Learned and Steps Ahead   |
| <b>Mayhew, Noah</b>         | U.S.-Russian Cooperation on the Missile and Nuclear Weapons Programs of North Korea: A Comprehensive History and Prospects for the Future              |
| <b>Ponce Blancas, Alain</b> | The Impact of the Humanitarian Initiative and the Nuclear Ban Treaty Movement on the Nuclear Nonproliferation Regime                                   |
| <b>Rorabaugh, Alicia</b>    | Analysis of the Suppression of Acts of Chemical and Biological Terrorism Initiative by the Russian Federation  |
| <b>Selezneva, Daria</b>     | History of US-Russia/Soviet Cooperation on Drafting and Revision of the Articles I, II and X of the Treaty on the Non-Proliferation of Nuclear Weapons |

## Masters of Public Administration Practica Projects

|                        |                       |
|------------------------|-----------------------|
| <b>Aka, Franchesca</b> | Human-centered Design |
|------------------------|-----------------------|

|                              |  |
|------------------------------|--|
| <b>Agaidarov, Kuanysh</b>    | US and Mexican Trade Relations within NAFTA  |
| <b>Degfay, Tangut Zenebe</b> | Recommended Statistical Analysis Strategies for the Girls' Health in Girls' Hands Program Evaluation Team                              |
| <b>Fain, Jonathan</b>        | Mercy Corps Practicum – Tola Consultancy   |
| <b>Fu, MingQing</b>          | How Local Governments of Small to Medium Sized Cities in China React as Factories Who Pollute Move In                                  |
| <b>Futwi, Rahiel</b>         | Expanding Chronic Kidney Disease Treatment & Prevention through Strengthening the Capacity of the Health Sector in Eritrea             |
| <b>Gamolsky, Katya</b>       | Open Source Russia: Exploring Resources in an Environment That is Plagued with a Lack of Accountability and Transparency               |
| <b>Manzano, Oscar</b>        | California, Partners for Peace: A Social Media Analysis  |
| <b>Neill, Lacie</b>          | Impact Investing in Food Systems Transformation  |
| <b>Packard, Laura</b>        | Teton School District Hispanic Outreach Website  |
| <b>Payab, Onaba</b>          | How can the Ministry of Public Health in Afghanistan Prioritize the Mitigation of HIV from Afghan Society?                             |
| <b>Soca, Lucia</b>           | Reviewing a Program Design through Its Theory of Change: The Case of 'Plan Juntos  |
| <b>Throgmorton, Kaitlyn</b>  | Leadership by Design: A Research Project to Inform the Co-creation of an Alumni Network that Truly Meets the Needs of Emerging Leaders |
| <b>Tilus, Casteline</b>      | Community Perceptions of NGOs in Haiti: A Case Study of Camp-Perrin  |
| <b>Torres, Jillian Marie</b> | Qualitative Data Analysis of UN Women's Evaluation Report Recommendation   |
| <b>Watiri, Elizabeth</b>     | A Needs Assessment for <i>Cure Cervical Cancer</i>   |
| <b>Yamaguchi, Shohei</b>     | How to Increase the Tourists of Nikko City Who Also Visit Tokyo  |

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

|                            |  |
|----------------------------|--|
| <b>Bell, Lauren</b>        | 16 Days of Activism Guide and Development of Gender Equity Committee Organizational Structure for <i>Peace Corps Liberia</i>                                       |
| <b>Boynton, Katie</b>      | Survey Development, Core Competency Map, Results Framework, and Salesforce Implementation Plan for <i>Oasis Legal Services</i> LGBTQ Asylum Assistance Programming |
| <b>Chintakindi, Malvya</b> | Outcome Evaluation Tracker and Theory of Change for <i>Outline India</i>   |

|                           |  |
|---------------------------|--|
| <b>Draeger, Margot</b>    | <i>International Rescue Committee</i> Spice Kitchen Logic Model and Tracking Document to Measure Success of Spice Kitchen Entrepreneurs                              |
| <b>Garland, Megan</b>     | <i>Mercy Corps Corporate and Foundations Team</i> Strategy and Partnerships Plan   |
| <b>Gauer, Ashley</b>      | Monterey Bay Career Coach Education Toolkit and Workforce Development Results Framework for <i>M3 Monterey Bay Economic Partnership</i>                              |
| <b>Grant, Charlotte</b>   | Empathy Map, Problem Tree, and Results Framework on Unsafe Migration and the Prevention of Sexual Exploitation of Girls Programming at <i>Save the Children Laos</i> |
| <b>Hatch, Eli</b>         | Organization and Process Mapping to Facilitate Improvement at <i>NYU Tokyo</i>   |
| <b>Lavallee, Chelsea</b>  | <i>UNESCO</i> Senegal Core Competency Map  |
| <b>Minnich, Cody</b>      | Problem Tree of Cash Transfer for Pregnant Women and Children and Evaluation of Voices of Youth Programming at <i>UNICEF Cambodia</i>                                |
| <b>Morton, Katie</b>      | Swaziland Country Platform Closure Case Study, Closure Toolkit, and Exit Strategy for <i>Technoserve South Africa</i>  |
| <b>Nguyen, Amy</b>        | M&E Scale-up Strategy and Project Toolkit for <i>Relief International Myanmar</i>  |
| <b>Piacentini, Karla</b>  | Social Network Mapping for Strategic Partnership at <i>Foundations for Sustainable Development</i>   |
| <b>Rogel, Chdyli Tara</b> | Annotated Capture and Proposal Development Process for <i>FHI360 Global Education, Employment and Engagement Unit</i>  |
| <b>Yamada, Ayako</b>      | Ecosystem Mapping for <i>Asian Institute of Management</i>   |