Before and Beyond
Making a Global Gap Year
As Chairman of Baret Scholars’ Advisory Board, Benno played an invaluable role in the creation of Baret. His spirit will always guide our work.

During his storied and stellar career, Benno Schmidt had a profound impact on education around the world. In higher education, he rose rapidly to serve as Dean of Columbia University Law School and, then, President of Yale. For over a decade, he served as Chairman of the City University of New York, one of the largest university systems in the world.

Mid-career, Benno shifted his focus to push for reform in America’s public schools. He co-founded Edison Schools, a pioneering entity in the US charter school movement. Under his leadership, Edison built 100 of the first charter schools in over 50 cities enrolling over 60,000 students.

Over the past decade, he was a leader in international education. He co-founded Avenues: The World School. Avenues’ first campus is now one of the largest private schools in NYC, and it was followed by campuses in São Paulo, Shenzhen and Silicon Valley. At Whittle School & Studios he helped to found major K-12 schools in Shenzhen and Suzhou.

In the early days of Baret Scholars, he played a pivotal role in selecting our global route and shaping the content of our program, especially our Fellowships.

We miss him greatly.
I.

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Chapter 1

A Better Way

\textbf{ERIC HOLLENBERG, HARVARD CLASS OF 2017}

...being 19 years old is like no other time in your life. You’re old enough to be considered an adult, but no one expects anything from you. You can travel and work freely, but you’re not expected to have everything figured out. Youth is still on your side, and it is a very rare opportunity. I doubt that there will be another time in my life where I have such freedom to pursue what I want on such a broad scale.”

\section*{The March to College Admission}

\textbf{FOR THOSE persistent enough to pursue it or privileged enough to take it for granted, getting into college has become the capstone event for youth around the world. Whether college is the best for everyone is not the subject of this book, but, for now, it is the prevailing gestalt, so prevailing, in fact, that it consumes far more of young minds (and that of their families) than the four years of college itself.}

The pursuit of college begins early (often at age 8) and lasts long (perhaps 15 years). Though the departure points are different, all the travelers are headed for Mecca-like educational destinations including: Stanford, Harvard, Princeton, and Yale in America; the “Institutes” in India; Oxford, Cambridge, and Imperial in the UK; Tsinghua, Peking, and Fudan in China.

For example, in New York City, getting one’s children into the “right” preschools (for 3 year olds) is the beginning. One pre school—the 92nd Street Y—used to allow only 100 applications which had to be picked up physically at the school’s premises on a certain date. Investment bankers, doctors, lawyers, and other professionals would start cueing up the night before, staying all night in the line, rain or shine.

Next comes getting into prized K-8 or K-12 schools. Today, these youngsters are “interviewed,” often done as groups in “play dates” where behavior would be observed and reported by professional observers. God forbid a student has a tantrum the day of the interview!

In middle school, many students are nudged into extracurriculars that parents know will help when college admission comes. For the fortunate, coaches begin to appear, and subject tutors become a fixture. A child’s calendar starts to get jammed. Then comes high school, and the pressure really starts to mount. Getting into the right high school consumes more time, energy, and expense. Then doing well within that school, choosing the right subjects, joining school organizations, doing test prep, writing application essays, demonstrating leadership: the march has quickened and has never been more presurized. If and when they do get into college, one might imagine that the march has ended, but we all know that is not the case.

\section*{The Impacts of the Chase}

\textbf{BEGINNING HIGH SCHOOL} 

\textbf{WHILE WE might believe or want college to be a time of discovery, it quickly becomes the path to internships and prestigious jobs. Big companies, like Meta, Goldman Sachs, McKinsey, often start recruiting these students in their sophomore year, and students begin to orient their march into their doors as early as possible. The desire to make friends becomes entangled with the need to network; majors are chosen to reflect marketability; students become their CVs. Then, often after a graduation speech that tells them to follow their dreams, these young adults march into their careers to face the wonders and obligations of life.}

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**The Baret Program**

**BARET SCHOLARS** is an intense experience not a course. There is a great deal of learning but no professors. There are deliverables, but no homework. This will be a year of much reading, but there is no required text. Students will reflect on their year, but there are no tests. As one gap year proponent said, “This is not a year-off, it is a year very much on.”

Hundreds of discussions with students, families, schools and universities tell us that students are looking for a mix of curated, structured programs and independent exploration. Baret delivers on that, providing a combination of the well planned and the spontaneous, detailed in the pages of this book. Knowing that students learn in different ways, the Baret experience is built from a recipe of approaches. Sometimes the 180 student cohort functions together, sometimes as student groups of 12, often one-on-one with Fellows, and through completely independent work.

**FELLOWSHIPS: 105 TO CHOOSE FROM.**

Through the year, Baret will offer 105 different Fellowship programs as electives for its students, 15 possibilities in each of the 7 regions. Led by a Baret Fellow and limited to 12 students each, the Fellowships are 10-day programs organized around different interests from innovation to civilization, to nature to culture. All Fellowships occur outside the Home Base cities on the Baret route giving students experiences well beyond the world’s mega cities. Students can experience the small towns and wilderness areas of China and Africa, the entrepreneurial and art of the Americas, and the history and environmental concerns of some of the Fellowships are offered in adjacent countries including, to name a few, India/Africa, Mexico, Argentina, Peru, Greece, Jordan, the UAE, Saudi Arabia, Ghana, South Africa, Tanzania, Nepal, Sri Lanka, Vietnam and Korea.

**ADVISING:**

Except weekends, there is a 30 minute, daily “House” meeting for students and their Fellows to catch up and share experiences and problems. Additionally, each week, Baret students also meet one-on-one with their assigned Fellow. Modeled after the Oxford/Cambridge tutorial system, these sessions provide students with life design techniques, college preparation, and inspiration for their independent projects. Using well researched techniques, Fellows help students plan to get the most from their coming college experience and imminent adult lives. Key deliverables include Fellowship-led initiatives called “Designing your College Years” in the fall and “Designing your Life” in the spring.

**Curated and Structured**

IF BARET Scholars were a university—and we know it is—we’d like you to think of it as a dual Masters program in International Affairs and Life Design, not after a B&A but before it, and hopefully beyond it. There are three curated portions:

**THE MORNING PROGRAM.** Organized by Baret’s Global and Country teams, the Morning Program in each country brings 35 experts in front of our students, a total of 250 three times a year. Monday through Thursday during each of the 3 weeks in the 7 Home Base cities, Baret organizes a 3-hour program for the entire cohort. Think of this as a traveling, TED-like conference which immerses Baret students in the culture, politics, arts, businesses, and economies of each region. As content rich as the best of college courses, it differs dramatically in “production value.” With Peabody Award winning experience amongst our team, we combine engagement, entertain-ment, and education through talks, discus-sions, interviews, student participation and performances, which provide intellectual windows into these regions along with in-spiring models to think about themselves and design their own lives.

**NIGHT PROGRAMS.** In addition to the Morning Programs, Baret Scholars also attend 200 evening programs organized around different regions and interests. These range from informal coffee chats with Fellows to Nature-Nature hikes, street theater experiences, film viewings, and cultural events such as the Bund or The Bosphorus.

**TIME FOR THE UNPLANNED.**

We like some structure but give us lots of time on our own or with a couple of friends. That’s what students and edu-cators told us as we developed Baret. Gap year alumni said they learned a lot from meeting new people as they walked along the Bund or The Bosphorus. In our home base cities, every after-night and evening are free for students to do as they wish. And every weekend is a 3-day one allowing students to head off to the region around them, mostly by train and bus. Baret will present possibilities, but our students are free to walk, to read, and, on the last, to talk and discover one another.

**The Year Ends. Its Lessons Don’t**

Two hundred and forty days after their first day together in New Baret, Baret Scholars graduate on May 22, 2025, on the island of Hokkaido. It will be a week of sharing reflections, cementing friendships and presenting projects. They will walk off the island, proud and prepared, inquisitive and inspired, ready to make the most of their years ahead.

While a year like no other comes to an end, the benefits of Baret will last. Its graduates begin university a year ahead in perspective and maturity than their fellow freshman. They have designed their plan for college, not fallen into it. A Baret alumni for life, they have an entirely new set of global friendships forged from an intense year in unfamiliar environments.

More ready for careers in any country of their choice, they will have a special badge, something forever unique on their CV; they were in the founding class of Baret Scholars. If they choose to apply to college during or after their Baret year, they are more attractive applicants to the universities they really want.

Most important, Baret graduates will be culturally literate beyond their borders, forever seeing the world, and their home countries too, through a more informed lens. They are more ready to achieve what the young people of all generations most desire: making the world a better place.
Chapter 3

Your Best Year Yet

“Perhaps the best way of all to get the full benefit of a “time-off” is to postpone entrance to college for a year. For more than four decades, Harvard has recommended this option, indeed proposing it in the letter of admission. Now more than one hundred Harvard students defer college until the next year. The results have been uniformly positive. Harvard’s daily student newspaper, The Crimson, reported (5/19/2000) that students who had taken a year off found the experience “so valuable that they would advise all Harvard students to consider it.”

WILLIAM FITZSIMMONS, DEAN OF ADMISSIONS AND FINANCIAL AID, HARVARD COLLEGE

MARTYN E. MCGRATH, DIRECTOR OF ADMISSIONS, HARVARD COLLEGE

CHARLES DUCEY, ADJUNCT LECTURER IN PSYCHOLOGY, HARVARD GRADUATE SCHOOL OF EDUCATION

1 A Purpose-filled College Experience

THE “THOUSAND-YARD stare” is a phrase often used to describe the blank, unfocused gaze of combatants who have become emotionally detached from the traumatizing things they’ve been through. Regrettably, it is an apt characterization of how many—or even most—just graduate high school seniors feel after leaving from age 3 to age 18 to get into a desired college. Exhausted by the process of gaining entry into college, they are not really ready for it. They are like writers starting to write a novel, but with no outline, no context, no plan, no vision for it.

Baret does not want graduates to stumble towards their university years but begin them at the top of their game, not a year behind. Fresher, more mature, more informed, more worldly, better advised, and more inspired than their likely envious, battle-weary peers, they come to college with a purpose, their very own purpose.

Baret helps bring that purpose into focus through multiple facets of our program. We flood the zone of our students’ consciousness with a variety of experiences that challenge them to assimilate and find meaning from the different elements. Across the year, we infuse by low-pressure, steady flow of well designed “crash courses” in each of the seven cultures we will visit. We curate selected books and films. We inspire by bringing students up close with 250 Baret recruited, morning-program speakers who have started and led organizations and movements. We want our students to rub up against greatness in other people. And their assigned Fellows advise, support, listen, and learn from them at every day and in one-on-one get togethers every week. Across the year, we help each student think through their college time which lives ahead. Each student completes the Baret year with a personalized, purposeful college plan.

Baret’s design has been informed by research conducted by the U.S. Gap Year Association which has collaborated with colleges and universities from Middlebury to the University of North Carolina to track the performance of gap year students. Unsurprisingly, what these studies show is “most students who take a gap year end up performing at higher levels than would have been predicted.”

2 Broader Career Opportunities

PREDICTION: IN every interview for post-college jobs, in-college internships, and graduate programs in the decades ahead, interviewers will be fascinated by an applicant’s time at Baret. Why? Because the Baret experience will be viewed by interviewers as something distinct from virtually every other competing applicant. How many other applicants will have spent thoughtful time in China, India, Africa, the Middle East, North America, the US and Europe? Almost none. Baret Scholars is a substantive, lifelong addition to one’s CV and, with each passing year, it becomes more so as the Baret reputation spreads around the world.

Despite the rise in nationalism, according to World Bank research “there is no evidence that the world economy has entered an era of deglobalization.” Even with the lingering effects of Covid-19, world trade reached a record $32 trillion dollars in 2022. Large multi-national employers and small start-ups alike will increasingly seek team members with extensive international awareness and experience. Baret brings that to its graduates. It is not a casual, touristy, few-week trip to Europe which would be disregarded by interviewers. From early on, Baret is a year-long immersive experience in the entire world. Future employers will value that and understand they could “post” a Baret Scholar not just in their home country, but in many countries.

Baret graduates’ career opportunities are a transformative one. Here are our hopes for every one of our graduates.

3 Understanding the World

IN 1988, E. D. Hirsch, Jr., a University of Virginia professor, penned a forceful manifesto called Cultural Literacy. In an America then awash with highly prescriptive (and important) educational re-form theories, he put forth the view that without a grasp of certain background information, a person had little chance of entering the American mainstream. He believed knowing how to read and write was not enough. So as a way to know who Lincoln and the Roosevelts were and, even roughly, when the Civil War was fought. The title of one of his later works, How to Educate a Citizen: The Power of Shared Knowledge to Unify a Nation, could not make his point better.

Hirsch’s writings were focused mainly on citizenry in the United States, but his thoughts hold true when thinking of the world as a whole. To be real citizens of this planet, we must know more than a bit about it. We must all become geographers with the broader sense of the world, understanding not just maps but the human constructed phenomena going on within those lines on a page. A Chinese Mandarin teacher once said, “A second language is a second soul.” A broader and deeper understanding of the world is like another language. Almost osmotically, it morphs us into beings no longer confined by our original geographic boundaries. The more practical effects of Baret Scholars, like the above better college experience and more meaningful careers, also increase because their own view of what is personally possible expands. In their Baret year they see what success looks like. They hear the life stories of founders. They begin to think not just about what they want to do, but where they might like to begin their pursuits. They start to imagine possibilities for themselves from what field to pursue to what they might like to found on their own. They imagine how to lead a life of significance.

4 Seeing Home through a New Lens

THE PHRASE “gap year” has become synonymous with international experience. And, to be exact, for Baret students six months of their Baret year will be outside their home country or region. But for most of our students, one month of the Baret year will be nearer to home or, even, in their home city. Is that a waste? Not at all. Why?

First, when in their home regions, Baret participants will act as hosts or cultural interpreters for their visiting Baret colleagues. For example, when the Baret class of 180 students is in India for a month, the 20 Baret students from India step up to make sure that month is special and meaningful for their fellow participi-
Barett Scholars

However, we discourage students applying to college, knowing that students applying to Baret Scholars may want to apply to college during their Baret year. We are looking for students who buy into the broader Baret mission.

A New World of Friends and a Worldwide Network

Road to A More Desired College

The majority of Barett Scholars will have already been accepted to a college or university of their choice and will choose to defer admission to that college for one year in order to be part of Barett. So long as students do not seek to be admitted to another college during their gap year, most leading colleges in the US (and many elsewhere) not only allow such deferments, but encourage them, knowing that students will perform better as a result.

For a variety of good reasons, some students applying to Barett Scholars may want to apply to college during their Baret year. We welcome those applicants too. However, we discourage students applying solely for the reason that Baret is a “ticket” to highly desired universities. We appreciate that the Baret experience will enhance the chances of admission to more prestigious colleges. We know that Baret graduates will be highly sought after as Baret alumni will begin their college careers with maturity and a wholly different set of experiences. But, just as Princeton or Oxford would not waste applicants who come solely in order to get a better job, we are looking for students who buy into the broader Baret mission.

In the end, to add to their high school, college, and career friends, we are sure that they will have some of their closest in life. Desiring Fellows accompanying the cohort (and some who could turn out to be!) In multiple ways, Baret will bring these interest groups from São Paulo to Istanbul to Beijing to São Paulo to Singapore to Istanbul to Paris to São Paulo to Beijing. In the end, Baret students will have a different view of the world. There’s no required form. A Capstone Project doesn’t have to be done by one student. A song can be created and sung by many. This is not a “final.” It can be done and shared along the way or in Hokkaido. What unifies these Capstones is that each one is a work of choice, a work of joy. All were encouraged. None were required.

And there then is You

“Self discovery” and “finding yourself” have become cliches about as attractive as offerings at a government-run cafeteria. There is no branded bottle filled with the awakening of your true self. Like getting yourself in shape, it’s years in the making and never finished. Still, you can make choices to accelerate the possibility and make your days more satisfying while creating who you want to become.

One of the choices you can make is to do something you haven’t done. That includes, if but for a year, checking out the grind, the culturally prescribed, everyone-one-has-to-do-it, mindset. Go where you have not been and may never go again. Talk, a lot, with people you don’t know—yet. Read a lot of what you want.

Another choice is to do something creative during this time. Write, draw, design a house you one day want to build, think about something you’d like to start one day.

A gap year (and Barett is just one variation) is one way towards your own growth and discovery. It may not be perfect, and it may well be difficult, but it is far likely to be better than the too-well-trodden current plan.

Perhaps Your Last Best Chance

In the 1960s and 1970s, hundreds of thousands of young people were, in Ken Kesey like fashion, on the road, mostly after they had completed college. That was a different time, and the world was a different place. Ambitions, careers, expectations, and even visa requirements were different then. Though not impossible, the likelihood is low today that just graduating college students would or could take a year to do anything remotely like Barett Scholars. However, the moment between high school and college is perhaps the best chance to do so, perhaps even the last best chance. We hope the thoughts above move you towards that moment.
Chapter 4

A Brief History of Studying the World

BARET SCHOLARS is founded upon the long-standing belief that understanding the leading cultures of the world is an essential part of one’s cultural literacy. While Baret Scholars takes place during the year between high school and college, commonly referred to as a “gap year,” its structure is more akin to post-college scholarship programs. We think of it as a Sydney of college that occurs before the regular 4 years.

For centuries, the desire to understand and explore other cultures has existed, and the programs founded to fill this need have informed our work. Here’s a brief history of some and further background information.

The Grand Tour

In the early 1600s, Europeans introduced the idea of a “Grand Tour” as part of a young person’s education. By the 1800s, most young men of privilege did grand tours of leading European societies, often accompanied by tutors (or ciceroni as they were called then). The average Grand Tour lasted at least a year. The experience was an educational rite of passage, particularly for young, aristocratic, English men. Edward Gibbon said, “...foreign travel completes the education of an English gentleman.” However, British travelers were not the only nationalities on the road. From the 1600s, young men in countries such as Denmark, France, Germany, the Netherlands, Poland and Sweden all went on similar journeys, thinking of it as an important way to complete their education. Americans of the 19th century Gilded Age expanded the Grand Tour idea to include both sexes. The less privileged tried to mimic the idea, as Mark Twain captured in his enormously popular Innocents Abroad in 1869. Further, in 2009, the BBC/PBS mini-series based on Little Dorrit (then Moggendorf) and villages on Crete’s southern coast. A famous route pushed East from Europe along what became known as the “Hippie Trail,” young people heading overland in battered buses and Land Rovers from Istanbul to Kabul, Kashmir, and Kumbh. The era spawned books and music, including On the Road Again recorded by the American blues-rock group Canned Heat in 1967.

The idea of “studying abroad” dates back to the 12th century when Hollanders came to England to spend time at Oxford University. And across the centuries there are many examples, most sporadic. The 20th century saw a dramatic rise in semesters and year-abroad activity—across the globe. In 1919, the Institute of International Education (IIE) was created by Nobel Peace Prize winners Nicholas Murray Butler and Stephen Duggan, and in 1924, the University of Delaware launched America’s first officially credited study abroad program. That year, eight students embarked on a six-week trip to France. Over the years, that original program developed into what eventually came to be known as Junior Year Abroad (JYA). It paved the way for other universities to develop their own international semesters and years abroad. Today, about 350,000 US students a year do some study abroad, most in short-duration programs of less than a year and typically in one location. About 15% of US students spend some time abroad during their college years.

On the Road in the 1960s

In the 1960s and 1970s, the idea and the limited geography of the original Grand Tour was expanded. Across the globe, hundreds of thousands of young people hit the road seeking discovery of themselves and other cultures. Unlike the Grand Tours of earlier days, these were typically done on shoestring budgets and, mostly, with minimal planning. Though itineraries varied greatly, there were entire makeshift communities of students in certain destinations such as Marrakech and Essaouira (then Mogador) and villages on Crete’s southern coast. A famous route pushed East from Europe along what became known as the “Hippie Trail,” young people heading overland in battered buses and Land Rovers from Istanbul to Kabul, Kashmir, and Kumbh. The era spawned books and music, including On the Road Again recorded by the American blues-rock group Canned Heat in 1967.

Semesters and Years Abroad

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Gap Years

ACCORDING TO the Gap Year Association, 30,000–40,000 U.S. college students annually take a gap year prior to starting college. The number one use of their time: see the world, perhaps inspired by Steve Jobs who spent a year abroad before college. Gap year numbers are expected to jump dramatically with recent research showing that 40 percent of US high school seniors consider the gap year idea. Leading universities are also promoting gap years. For 40 years, Harvard has encouraged gap years and, today, actually recommends them in its admission letter to students. British parents are reported to spend nearly one billion pounds per year to fund gap years for their recent high school graduates.

OVER THE past century, educational institutions have been founded upon the theme of international understanding. Since 1902, the Rhodes Scholarship has brought students from the US and the British Commonwealth to the UK. Following Rhodes, The Fulbright Program was launched in 1946 and now provides 8,000 grants a year. In 1962, during the height of the Cold War, United World College was founded by German educator and philosopher Kurt Kahn. UWC now has 60,000 alumni who have graduated from its 18 campuses located worldwide. Its first campus, Atlantic College in Wales, brings together 300 students from over 100 countries for their last two years of high school. Most recently, Schwarzman Scholars, which was founded in 2016 and is frequently referred to as the “China Rhodes,” annually brings over 100 students from around the world to the one-year Masters program in Global Affairs at China’s leading university, Tsinghua in Beijing. Rhodes, Fulbright, United World College, and Schwarzman have all inspired and informed Baret Scholars, which aspires to build upon and bring new scope and features to their pioneering work.

Top Tier Scholarship Programs

4 Year College Study and Post Graduate Work Abroad

DRIVEN BY the desire to seek the best college experience, students worldwide do 4-year college programs and postgraduate education abroad. The T.I.M.E. Association in France conducted a 2021 study on student overseas education. It reported that millions of students seek bachelor’s, master’s and PhD’s abroad, the largest contributors being:

- China 993,367
- India 376,065
- Germany 122,638
- Vietnam 108,527
- South Korea 101,774
- France 99,488
- United States 84,349

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ELITE ARCHITECTURAL firms typically employ three iterative phases of design: SD, DD, and CD. Schematic Design is the early visionary process, involving rough, imaginative sketches; Design Development delves deep into each project aspect, rigorously questioning feasibility and functionality; and, finally, Construction Drawing materialises as the culmination, a comprehensive compilation of thousands of pages of detailed drawings and specifications, serving as the blueprint for contractors to bring the envisioned building to life. From the very outset, the best architects assemble an integrated team of designers, engineers, cost estimators, and an array of specialty consultants to deal with everything from lighting to sound. Prototyping is critical—with many versions disregarded for better ones.

So it has been with the design of Baret Scholars. For 15 months, the thoughts and efforts of over 100 individuals have gone into building this exceptional 1 year experience from the day of acceptance to graduation.

The Early Draft
In the summer of 2022, working with Benno Schmidt, Yale’s former President, Chris Whittle penned a 5,000-word initial draft of the Baret program, code-named GlobalGap. He was inspired and informed by his own experiences: working and studying abroad, funding 180 full scholarships for his alma mater (which included a year abroad), and his own gap-like-year.

Throughout the fall of 2022, the early draft of GlobalGap 1.0 was shared with 40 “readers.” These included students who have taken or wanted to take gap years, graduates of Rhodes, Fulbright, and Schwarzman Scholarships, fellow entrepreneurs, college advisors, and educators. Their feedback was encapsulated in a sentiment many shared: “I wish Baret had existed when I did my gap year!” Readers resoundingly endorsed and expanded Baret’s holistic mix of structured, curated elements and highly independent experiences.

Refinement
BASED on this early phase of input, GlobalGap 2.0 was produced, with a long list of improvements. Capital was raised to continue development and to start bringing on full-time team members and planning consultants. Monthly design sessions, particularly on how to build the TED-inspired Morning Program were held with the best-selling author and podcast producer Scott Galloway, along with members of his team Katharine Dillon and Ed Elson. Bill Gubbins, an author and an authority on programming, played a pivotal role in shaping the program’s design. BAU Advisors was brought in to provide financial advice, develop the financial model and engage the investment community.

We reviewed related graduate programs from Rhodes, Fulbright, and Schwarzman to current gap year offerings. We attended conferences, such as the US Gap Year Association in Montana in May, and studied academic essays, travel books, and podcasts on the nature of transition experiences.

Inputs from the Expanded Founding Team
SPRING 2023 marked the onset of team expansion, facilitated by two leading global recruitment agencies. Hundreds of applicants were considered for the 15 original posts. The interviewing process itself became the equivalent of a design workshop, a goldmine of fresh perspectives—all incorporated in the GlobalGap design.

By the summer of 2023, the design was largely complete. It culminated in an August 4-day retreat of the 15 Baret team members in Istanbul. There, every element of the program was meticulously examined and refined. And, just as fashion designers sew on the label last, the Baret Scholars name was chosen.

On-Going Design
THOUGH this book is the culmination of thousands of hours of work over the past 15 months, it is not the end product. Unlike an inanimate building which is very difficult to change, Baret Scholars is a living, flexible institution that will evolve year to year based on the input of its students, Fellows and families.

From time to time, we will publish revised editions to this document as well as Supplements. These will further detail and report upon certain parts of the design.
### ORIENTATION
**New England**  
Sept 8 – Sept 14, 2024

### US & NORTH AMERICA
**New York**  
Sept 15 – Oct 4

Fellowships  
Oct 4 – Oct 14

Including:  
- Los Angeles  
- Denver  
- Mexico City

### BRAZIL & SOUTH AMERICA
**Sao Paulo**  
Oct 15 – Nov 4

Fellowships  
Nov 4 – Nov 14

Including:  
- Rio de Janeiro  
- Brasilia  
- Patagonia

### FRANCE & EUROPE
**Paris**  
Nov 15 – Dec 4

Fellowships  
Dec 4 – Dec 14

Including:  
- Athens  
- Tuscany  
- London

### TURKEY & MIDDLE EAST
**Istanbul**  
Jan 15 – Feb 4

Fellowships  
Feb 4 – Feb 14

Including:  
- Jordan  
- Dubai  
- Saudi Arabia

### KENYA & AFRICA
**Nairobi**  
Mar 15 – Apr 4

Fellowships  
Apr 4 to Apr 14

Including:  
- Varanasi  
- Kashmir  
- Kilimanjaro

### INDIA & SOUTH ASIA
**New Delhi**  
May 15 – May 22

Fellowships  
May 4 – May 14

Including:  
- Shenzhen  
- Manzhouli  
- Ho Chi Minh City

### CHINA & EAST ASIA
**Beijing**  
Apr 15 – May 4

Fellowships  
Mar 15 – Apr 4

Including:  
- Shenzhen  
- Manzhouli  
- Ho Chi Minh City

### BREAK
Dec 15 – Jan 14

### GRADUATION
**Hokkaido**  
May 15 – May 22
Overview

GRADUATES of top universities or professional schools will tell you that one of the most important parts of their college experience was their fellow students, those they worked with, bonded with, became friends for life with. This is why the world’s great universities don’t just rigorously select students but also consciously build their freshmen classes to include a great diversity in talents, backgrounds, and geographies. So it will be with Bar- et Scholars. Our objective is to create a cohort which will be the most culturally diverse experience of our students’ lives.

Class Size and Structure

AS CONTEXT, class sizes vary in leading educational programs. Top boarding schools typically have a senior class from 100 to 300 students. Harvard has a freshman class of about 1900 students while Tsinghua has 4,000. Rhodes awards about 100 scholarships per year while Schwarzman Scholars annual class can reach 200. Columbia University Business School has about 850 students in its first-year program.

For Baret Scholars, following a 9-month recruiting and selection process, the class of 2024 will consist of 180 students. We chose 180 students as our class size for two reasons.

VERSATILITY & ENGAGEMENT: Its scale enables and facilitates multiple strands of the Baret program. For example, a meaningful cohort size ensures the development of many different “interest groups” from clubs, to teams, to many options for smaller traveling groups; it increases the probability that students will easily develop a number of friendships and is an attractive audience size for the hundreds of important speakers we will be attracting to our Morning Programs.

LOGISTICS & COMFORT: The cohort size is large enough so that we can command attractive hotel and conference arrangements, but small enough that we can all fit on single flights from country to country.

Combined with the above advantages of scale, we break the cohort in 15 Houses of 12 students. Each house, supervised by a dedicated Fellow will convene daily. (Details on page 14).

Class Demographics

GEOGRAPHIC DISTRIBUTION: The 180 students will be drawn from every part of the world. Though the exact cohort will differ year to year, Baret’s ideal class will look something like the following:

- South & Central America 25
- Europe 25
- Africa 25
- Middle East 20
- India 20
- China 20
- Southeast Asia/Australia 20
- US, Mexico & Canada 25

DIVERSITY OF INTERESTS: To enrich everyone’s experience and enable various tracks within Baret, we want to draw together students with a wide variety of interests so that a cohort includes, for example, artists, writers, athletes, techies, musicians, photographers and filmmakers, the scientifically oriented, the entrepreneurially minded, and so forth.

GENDER BALANCE: Baret Scholars is committed to fostering a balanced gender representation.

AGE PROFILE: The great majority of our students will be fresh out of high school graduates, averaging around 18 years.

LANGUAGE: Though dozens of languages will be spoken within the cohort and some of our morning program sessions will be translated, the day-to-day language of the cohort will be English - thus requiring English proficiency by all cohort participants.

Core Attributes of a Baret Scholar

THERE IS no single “type” of student that will be selected for Baret Scholars. As noted above, we place great value on diversity, believing that yields the best experience for everyone. Yet there are some qualities we look for in all participants.

- An enthusiastic, optimistic belief in our mission.
- A desire to contribute to the class by bringing and sharing a particular interest or expertise (from climate to music to athletics).
- A commitment to responsible and safe behavior: Students who will both look after themselves and their fellow classmates. We believe in fun (and there will be plenty every day), but responsible behavior is high on our list of qualities as the safety and security for the entire class is a promise we make to all.

24 BARET SCHOLARS
Chapter 8

The Baret Global Team

**DURING THE 2024–25 Baret Scholars Program, a 40 person full-time professional team will be in support, roughly 4.5 professionals for every student.**

This includes the 20 person Global Team, who have been at work for as much as 15 hours a day planning and implementing the program presented in this book. Included in that group are Country Heads in charge of setting up and student recruitment in each of the regions Baret will be visiting. Think of them as leaders of “advance teams” who, long before our students arrive in each country, have made needed arrangements for a smooth and successful in-country experience. Of particular importance, they will be co-producers of the 12 Morning Programs in each Home Base city as well as arranging a variety of afternoon and evening options for our students. Most importantly, Country Heads will accompany and support the cohort while Baret is in their Home Base country.

The Baret Traveling Team

**THE BARET Traveling Team consists of 20 full time professionals accompanying the 180 students. This group will be working with students for a full year, from the day students receive their acceptance letters until the end of their term on their planes home from Hokkaido. Recruited between January and April of 2024, their appointments will be announced as they join. Below is a description of the team and their responsibilities.**

Fellows

**EACH FELLOW leads a House of 12 students through the entire year. For ease of communication, a House will be named after the Fellow, example Garcia House, or Agarwal House, or Zhao House. A Fellow is a Baret student’s most important link to the Baret program. Think of them as a year-long mentor and lifelong friend. Described briefly below and in more detail in the Advising chapter of this book, Fellows will have vital roles: House Meetings, one-on-one Advising, Interest Group Leadership, Fellowship Planning & Leadership, and Parent Communication. Fellows report to the Deans described below. And, of note, their rooms will be on the same floor as their House students.**

Traveling like the students they will serve, these Fellows will be taking a gap year of their own, just later in life than the student cohort. Most will be taking official Sabbaticals or self-created breaks from their chosen endeavors, returning to their work following their year with Baret Scholars.

Fellows will be chosen from countries across the globe and will be experts in their fields. They will come from different walks of life like state departments, politics, business, journalism, NGOs, athletics, the military, counseling, universities, schools, law, arts, medicine, film, and photography. Some may have just completed graduate school and will be taking this opportunity prior to their next post. Some may be between posts in their career. Others may see this year as an opportunity to understand their chosen field on a global level, observing and researching just as our students will be doing. Students could even assist their Fellows in research initiatives and be a collaborator on their projects. Most importantly, they would have both academic and operational experience and, preferably, in a boarding setting (3) have graduated from a leading university, usually at the Master’s level, and (4) have extensive international experience.

Dean

**ANNOUNCED IN March 2024, the Dean will have full accountability for the 180 students and the 20 traveling team members throughout the year. Coordinating with members of the Global team, and very closely with the Country Heads while in their regions, the Dean will oversee all aspects of the Baret Program. Reporting to the MO will be the Associate Dean, the Medical Officer, the Security Officer, and 7 of the Fellows (the other 8 Fellows reporting to the Associate Dean).**

Having founded and led over 100 schools around the world with nearly 180,000 students, Baret’s Global Team has extensive experience in recruiting senior, educational leaders. Baret’s Dean will have the following qualifications: (1) have served in a senior leadership post at a leading school, college, or educational endeavor, (2) have both academic and operational experience and, preferably, in a boarding setting (3) have graduated from a leading university, usually at the Master’s level, and (4) have extensive international experience.

Associate Dean

**MINIMALLY IN large respects both the qualifications and role of the Dean, the Associate Dean will be a close partner with him/her. In a corporate setting, think of the Dean as a CEO and the Associate Dean as COO. He/she will divide the management aspects of the team and split the “officer of the deck” role so that each has some break during a typically hectic Baret week.**

Medical Officer

**THE 180 Baret students will travel with a full-time, licensed clinician called a Medical Officer (MO). In background, the MO will either be a physician or a physician assistant with at least 10 years of experience. Following a student’s acceptance and prior to their arrival at orientation, the MO will conduct a confidential, one-on-one interview with each student to create a health dossier on each Baret student. This will include any health conditions and prescriptions the MO should know about prior to their year around the globe. In addition, the MO will monitor needed vaccinations. Working with the Country Heads, the MO will arrange well-in-advance contracts in each country with physicians, pharmacies, clinics, and hospitals so that all students have immediate access to these healthcare facilities. All of the Home Base Cities on the Baret route have medical facilities.**

As described in more detail in Section IV of this book, the Medical Officer will attend to any student health needs during their time with Baret, being the “first call” a student would make if in need of medical attention. The MO will be on a 24/7 call and all students will have his/her contact information. Though the Baret MO will not be licensed in every country of the route, they will be the conduit for contracted physicians, clinics, and hospitals noted above.

Security Officer

**DESCRIBED EXTENSIVELY in Section IV of this book, safety and security will be paramount at Baret Scholars and the Security Officer (SO) will have full accountability for such.**

With at least 10 years of experience in a security role at a school, university, company, or government law enforcement agency, the SO will manage the security protocols throughout the route. Similar to the Medical Officer, the SO will make certain advance arrangements in each country to include: (1) briefing students on safety/security and matters of law prior to their arrival in each country, (2) advance planning with hotel security, (3) arranging a contract with a local lawyer to be “on call” and (4) establishing relationships with local law enforcement agencies.

During the stay in each country, the SO will monitor student adherence to safety procedures, often utilizing features which will be included in Baret’s technology platform. Certain “check in” protocols will be utilized. And, like the Medical Officer above, the SO will be on a 24/7 call should any student have an issue that arises.
**Chapter 9**

**Four Key Elements of the Baret Scholars Program**

The Basics: Time, people, places

**THE PROGRAM** strives to nurture a comprehensive and holistic understanding of that will add another layer of a region's multifaceted phenomenon occurring across layers and moments. It respects the delicate balance between structure and freedom. The Baret Scholars is a gap year that encapsulates this blending of two exists - 150 hours, represents 60–70% of a typical college year. In a typical college year consisting of two semesters, total in-class time according to various estimates is 350–450 hours. Baret's Morning Program alone, just 1 of 4 key elements of Baret, consists of 150 hours.

During their three weeks in the Home Base city, students will participate in The Morning Program: an exceptional and academically enriching daily conference tailored to be the spine of their gap year experience. As we travel around the world, spending a month in each region - North America, Latin America, Europe, Middle East, Africa, India, and China - this program will be their intellectual compass.

**The Baret Way**

**IN EACH** region, students will spend 20 days in a city and 10 days in another part of the region - a Fellowship. Just as depth perception and 3D vision is enhanced by two eyes, regions cannot be understood through just one city. There are forces - cultural, economic, historical - that have shaped these regions from outside the cities, and it's imperative that students who plan these patterns of life are like. This combination of experience, these two tiers, will ground a student's sense of a region and give them something unique to remember for the rest of their lives.

For example, in India, all students will spend their first 20 days in New Delhi during which they will learn about the region through 36 inspiring talks, interviews, conversations, debates, and performances given by leaders from different walks of life through our Morning Program. They will explore the city with their friends, engage in volunteer work if they choose, take trips to neighboring towns, such as Jaipur, Agra, or Mussoorie, on the weekends, spend time with their fellows, go for cultural or sports events, meet local Indians, and pursue their own personal interests. We will provide them with a list of recommended books, music and films about the region - as well as a different layer to their experience of the city.

Students choose how they spend the last 10 days of the month. They will be given 15 Fellowship options - places and experiences designed by Baret - which will explore the city in the region and a chance to pursue their interests. For example, in India, a Fellow with a deep interest in the environment might lead a group to India to study Tiger conservation; a Fellow with expertise in technology and entrepreneurship might lead a group to Bangalore (the IT hub of India); a journalist might take students on a train journey to central India; a Fellow interested in theatre might take the students to a local theater and train them in acting. During the Fellowship, students will explore the region, develop a skill with the Fellows, and places they would never have imagined.

Following are descriptions of each of the four key elements of Baret.

---

**The Morning Program**

**THERE’S a reason Baret thinks of itself as “a 5th year of college.” As context for the scope of what is about to be described, a typical US college student spends 12-15 hours per week in class with a professor. In a typical college year consisting of two semesters, total in-class time according to various estimates is 350–450 hours. Baret's Morning Program alone, which is just 1 of 4 key elements of Baret, consists of 150 hours, represents 60–70% of a typical college year.**

During their three weeks in the Home Base city, students will participate in The Morning Program: an exceptional and academically enriching daily conference tailored to be the spine of their gap year experience. As we travel around the world, spending a month in each region - North America, Latin America, Europe, Middle East, Africa, India, and China - this program will be their intellectual compass.

**In the Home Base city, Monday thru Thursday from 10:00 am to 1:00 pm, The Morning Program will provide students with a deep and textured understanding of each region. We will bring expert speakers, thinkers, performing artists, and leaders who will inspire curiosity and a nuanced understanding of the region that they’re exploring. The Morning Program has been inspired by the likes of TED, Master Class, and 60 Minutes.**

**Our goal is to elevate awareness beyond popular culture and superficial representations of any region. Not just appealing literature or culture. By listening to and engaging with experts entrenched in the complexities of their regions, we intend to cultivate a deep cultural literacy, a cosmopolitan fluency within our scholars. Every month as they transition to a new region, the Morning Program will shift its focus, dedicating itself to unraveling the intricacies of that specific culture. From the rich history and traditions to contemporary advancements and challenges, we’ll make sure the Baret Scholars will never look at the world the same way again.**

---

**The Baret Program**

THE MORNING PROGRAM is not class! It’s a daily event. The Morning Program will feature a mix of content. Students will learn about the many dimensions of a region: economic, art, culture, history, healthcare, religions, geography, mythology, sport, demographics, fashion, food, and politics, among others. The content will not be in old fashioned lecture format but through a variety of delivery methods: we bring important, relevant elements of the show vibrant and present. Additionally, our students will always participate - they are not passive listeners. Pre-selected questioners from our students will engage the speakers, enter into discussions, and everyone will participate in creative ways.

Those sections which are talks will all be TED-style talks - compact and curated presentations by highly informed and skilled speakers. There will be panel discussions, interviews, conversations, short films, cooking demonstrations, music and dance performances. In short, the Morning Program will keep students on their toes - not because they might get asked a question, but because they’ll be wondering what might come next.

The spatial environment in which students experience the Morning Program has been given a careful thought. With a total audience of 200 students and staff, we think of it as a set, not a dull conference hall or some dull conference hall in a hotel. As shown in this book, Baret is designing a Shakespeare-theatre-like space, an in the round set with state-of-the-art technology, excellent sound and visuals, and comfortable seating. We think of our facilities as extensions of ours and will rent in each city as just a “canvas” for the space we’ll create. Already in development for over a year, the Morning Program is a significant undertaking by Baret Scholars. It is the equivalent of producing 7 different 12-day conferences across the world. In the
course of a year, Baret students will experience 250 major segments, 36 in each region. This requires creative and program management resources—and Baret has them. A team of 13 full time Baret staff members are the program producers, consisting of our 2 Co- Presidents, 4 global program experts, and each of our in-country, Country Heads. The full-time Baret team is supported by a host of advisors, film makers, and technology experts.

In the past year, we’ve already created 30 minute-by-minute “runs of show,” thinking through each major element, each delivery mechanism (interview, debate, talk, performance) and what we call “interstitials” which break up the debate, talk, performance) and what we call “interstitials” which break up the major elements.

As the coming months unfold, Baret will produce various supplements to this book. Amongst those will be increasingly detailed updates on guests in each region and their topic. As a sneak preview to that, here’s just a sampling of 15 headlines from some of the 36 planned segments from our New York Morning Program:

- “The Meaning of America”
- “Modern Dance in NYC: A 3 Part Performance”
- “Heroin and Heroes: 10 American Innovators”
- “The Big History of the United States”
- “Underbelly: The Bad and the Ugly of America.”
- “The Influence of Jazz”
- “In 30 Charts—The United States in Numbers and Maps”
- “Understanding the Race for President Via Policing”
- “$24 trillion and Counting: Why America is the World’s Leading Economy”
- “From Harvard to Amazon: 10 Great Universities and what They Mean”
- “Tour De Force: A Painter on Stage”
- “The World’s Best and Worst: American Universities and Schools”
- “Hospitalized: America’s Healthcare”
- “A Country through its Photographs”
- “Predictions: The Next 100 Years for America”

2.

The Baret Scholars Advising Program

Our students will experience on their own the region in all the complexities showcased and introduced in the Morning Program. They can choose how they do this. For the afternoons, students are given a menu of experiences. They can commit to volunteering at a local NGO, a homeless shelter, reach or learn a language, explore the city, or accompany a fellow as they research and develop their own project, or “only to sign documents related to my student.” Nothing is forced. Everything is on the table. Students can work on their Capstone Projects, form and follow interest groups, watch films about the region, or pick a book from our reading list. They will never be at a loose end. They will always have long weekends. From Friday to Sunday, they can take trips to neighboring towns and cities, explore the countryside, go on walks, discover the world on the peripheries of these cities. Often students on a gap year don’t know what to do, what’s possible, what’s interesting, or what’s safe. We will leverage our expertise in each of these regions to make sure that our scholars will always have exciting, well-researched options. This part of the program enables them to experience and interact meaningfully with the region—a critical dimension that is often overlooked in college and school. They will get to spend time on the ground, experiencing the city, real people, real problems, and people working to solve these problems. We believe that this opportunity will complement the knowledge that our students will gain from The Morning Program and allow them to meaningfully and meaningfully work in the communities where they chose.

3.

The Facet of Balance of Mentoring someone carefully and with an eye on giving them the opportunity to create themselves.” — Steven Spielberg.

The Journey through adolescence and high school is transformative and pivotal. It’s a time of burgeoning independence, one where Bareters discover and define their one’s identity; a wonderful and challenging time. However, it’s a difficult journey to navigate, and many teenagers are left grappling with unvoiced uncertainties and unformed decisions. Those lucky enough to have stumbled upon a caring mentor, coach, or counselor, know how important and formative those relationships can be.

One-on-one guidance of students was first documented at the University of Oxford as early as the 16th century, but it still remains a rarity at even the best colleges and high schools around the world. Providing advice related to college applications during a high school senior’s year, students at the vast majority of universities and prep schools do not experience individualized, holistic, frequent, one-on-one mentoring or counseling. If one asks students “how often do you spend time one-on-one with a teacher, mentor or advisor” the typical answer will be “rarely” or “almost never” or “only to sign documents related to my course selection.” A recent study by NACADA, shows that U.S. universities have full time guidance counselor for every 367 students. Another study by Student Voice showed that nearly half of university students had not even received one-on-one advice on basic graduation requirements.

Baret students other alternatives. If there are more than 12 students selected for a Fellowship, Baret will create multiple “sections” of it, each comprised of 12 students. In order to maintain the intended small group dynamics of Fellowships, the added sections will function independently from one another.

2. Fellows—105 to Choose From

TO BEGIN, how did Baret arrive at the number of 105 Fellowships? Simple: math.

In the following country sections, you will see a panoply of possibilities, all educationally themed around different interest areas. As different as each Fellowship is, they share certain structural elements. While the Morning Program is the entire cohort at work, Fellowships are small groups, each comprised of 12 students and each fellow, experienced in the offered subject or region. In each group, when possible, we will include 1 student who is from the country or region acting, if you will, as a fellow’s shadow. Fellowships will be 10 days in length. Each is educationally themed and organized, not idle tourism. And, finally, each Fellowship occurs in their home country or in a country adjacent or nearby. In the following country sections, you will see descriptions of 48 of the 105 Fellowships. These have been developed by Baret’s Country Heads and the Global Team. The remaining 57 Fellowships will be announced once we have recruited each of the 15 traveling Fellows. Why? To include the expertise and perspective of the Fellows in the development of these 57 remaining offerings. Further, we are requesting that Fellows who are interested to apply for a Fellowship, please download the application which gives us a guide to the remaining Fellowships we should develop. Note: in coming Supplements to the book, we will announce to applying students these additional Fellowships.

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1. Baret will combine all the Fellowships into a Fellowship Catalog which students will receive immediately following the final selection of applicants next spring. This catalog will include bios of the Fellows leading each Fellowship.

2. Students can then choose from the catalog of 7 of the Fellowship offerings (per country/region). We will ask students to provide their 1st and 2nd choices from each region in order to help match students with Fellowship choices.

3. If there are more than 12 students selecting a particular Fellowship, Baret will create multiple “sections” of it, each comprised of 12 students. In order to maintain the intended small group dynamics of Fellowships, the added sections will function independently from one another.

4. Similar to (3) above, in the unlikely event there is little demand for a Fellowship (say 2 or 3 students), Baret will delete it from the offering and provide students with other alternative opportunities.

5. Though unusual, with 105 choices there may be the opportunity of extreme weather or political events which develop as we move along the Baret Route. Should any events arise, we will consult with students on alternative Fellowships.

*STRANDS* OF FELLOWSHIPS

A STUDENT who has a particular interest in, say, climate may choose to “string together” multiple Fellowships that relate to the environment in climate. By the time of graduation in May 2024, they could, for example, have completed 5 or even 7 environmentally oriented Fellowships, all in different regions of the world. In effect, they will have self-designed a “global Fellowship in the environment.” Imagine the same for Culture, or Politics, or Innovation, or Nature. Think of it as a “major” in the Baret Program, one that will be attractive to colleges and future employers alike.
III.

Regions & Fellowships

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Chapter 11

US & North America

HOME BASE CITY
NEW YORK CITY
SEPT 15 - OCT 4
30 DAYS

15 NORTH AMERICAN FELLOWSHIP OPTIONS
OCT 4 - OCT 14
30 DAYS
US Global Significance

“We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.” There, in one 1776 sentence, is the beginning of America, drawn from the collectively-Oedipal efforts of its Founding Fathers to throw off Father England.

America was founded by change agents, rebels with a cause, people wanting freedom from existing constraints and orthodoxies. And for 250 years it has been a global symbol of freedom, messy and imperfect as it is. By the tens of millions, similarly minded individuals immigrated to the United States to find their piece of the American Dream. And, largely, it worked. Arguably no country on earth has seen such liberty, not just politically, but economically. America’s revolutionary spirit spawned one of the most entrepreneurial cultures ever which gave rise to its dramatic growth. America’s economy is, by nominal measures, the largest in the world at $27 trillion. While only 4% of the global population, the US accounts for roughly 15% of global GDP.

Freedom of the press prospered here and that ability to “say what you will” has led to one of the world’s most self-examining, self-critical cultures. Autocrats marvel at the uncontrollability of it all. Newspapers, magazines, and documentaries focus on how the American story is not as simple as that served up in high school textbooks, how it has not delivered for minorities, women, or the indigenous people of early America. However, America continues, and a deep understanding of it is imperative.

Why NYC?

NEW YORK City became the world’s first mega city passing the 10mm population mark in the 1930s. Though it now ranks 11th in the world’s most populated metropolises, through the second half of the 20th century it was viewed as the world’s greatest city—and it remains the globe’s wealthiest, perhaps most iconic, and, by many rankings, most important city.

Though its choice as Home Base for Baret students while in America may seem obvious from its scale alone, that’s just one reason for its selection. Immense—walkable and connected by a metro with the largest number of stations (424) in the world, it is very easy to get around what has become several cities within a city.

New York is America’s center of television news, publishing, art, fashion, and finance. Two of the world’s top 10 museums, the Metropolitan and MOMA, are here. The UN will hold its “Summit on the Future” when Baret is in town. Unbeknownst to many, it is America’s largest college town with 1,000,000 students in higher education, which includes Parsons, Columbia University, and New York University— which has the largest number of international students of any US college. New York is often ranked as the world’s most diverse city with over 40% of its residents born outside of the US. And, behind Silicon Valley, it is America’s 2nd largest start-up hub.

Across our 20 days in New York City and its neighboring regions, we will conduct 12, 3-hour Morning Programs as extensively discussed earlier in this book. We will assemble over 50 speakers, authors, and performance groups and, to do that at the highest quality, Baret needs tremendous talent to choose from. New York has that and more. In the city, there are 250,000 businesses including 10% of all the S&P 500; 3200 associations; 220 colleges and universities; and the HQs of the country’s largest news organizations including the New York Times, the Wall Street Journal, ABC, NBC, CNN and FOX. Nearly 15% of all the journalists in America live in the New York metro area. These assets ensure a world-class Baret Morning Program.

It lends itself to long weekends that Baret students will enjoy. There are mountain ranges just a couple of hours to the north and some of the world’s great beaches 100 miles east of the city. If bumpy by China and European standards, rail systems connect the entire Northeast Corridor from Boston to Washington, a region where 1/7th of the US population resides. For the subsequent 10-day Fellowship programs around the US and in Mexico and Canada, direct and economic air service is plentiful.

Finally, NYC residents know that September and October are the best times to be here. Warm but not too hot.
us with great films and television shows since its golden days in the 1930s and 1940s. LA walks and talks the language of film with 160,000 directors, producers, screenwriters, actors, and technicians employed there. Led by a Fellow that is a Hollywood savant, this Fellowship will be a favorite for Baret students who might be thinking ahead to such a career. Their days will be filled with meeting aspiring actors, struggling writers, and elevator-pitching producers who say things like “think of it as a mash-up of Notting Hill and Babylon Berlin.”

**Road Trip**

**ON THE ROAD NEW YORK TO SAN FRANCISCO**

In 1957, Jack Kerouac published his acclaimed novel, On the Road. He wrote about his book to a friend: “I embarked on a journey through post-Whitman America to find America and to find the inherent goodness in American man. It was really a story about two Catholic buddies, roaming the country, in search of God. And we found him.” In the footsteps of Kerouac, 12 students led by a Baret Fellow will do what only a small percentage of US students have ever done: traverse 2,900 miles by a Baret Fellow will do: traverse 2,900 miles of US landscapes. Evenings will be small-town events: country fairs, rodeos, and, as it will be football season, “Friday Night Lights.” There will be daily hikes, often in some of the country’s great National Parks.

**Culture**

**LALA LAND LOS ANGELES/HOLLYWOOD**

Through the sign on the hill is a bit garish, Hollywood has enthralled our students with great films and television shows since its golden days in the 1930s and 1940s. LA walks and talks the language of film with 160,000 directors, producers, screenwriters, actors, and technicians employed there. Led by a Fellow that is a Hollywood savant, this Fellowship will be a favorite for Baret students who might be thinking ahead to such a career. Their days will be filled with meeting aspiring actors, struggling writers, and elevator-pitching producers who say things like “think of it as a mash-up of Notting Hill and Babylon Berlin.”

**Environment**

**GREENUP DENVER/BOULDER**

Along a stretch of the Rocky Mountains including Denver and Boulder is an area dubbed the “Colorado Clean Range.” There, over 2100 companies are engaged in “clean tech,” piloting the path of renewable-energy’s future. On top of the Smokies in the United States, it is claimed to be the highest protected wilderness area in the Eastern United States with elevations reaching 6,600 feet and covering 800 square miles. Beginning near Fontana Lake and ending at Davenport Gap, the students will camp each night along the trail, cooking their own meals and carrying their own food and provisions.

Note: one of Baret’s founders grew up on the edge of the Smokies and walked most of these trails in his youth.

**Politics**

**DD 538 WASHINGTON DC**

A number made part of the vernacular by Nate Silver’s acclaimed political site called 538, that’s also about the number (935) of senators and congressmen in the US capitol. Add 1 president, 12,000+ lobbyists, and 393 think tanks and you have a typical day in Washington. This Baret Fellowship, led by a Fellow with political experience, dives into democracy at work (or not) doing what DC does best: meetings. We’ll meet politicians, staffers, policy buffs, and commentators. Our students will be in town just a few weeks before one of the most consequential elections in history. If the polls are right it is likely to be a rematch between President Joe Biden and former President Donald Trump and the every-4-year-clash of Red and Blue will be in full bloom.

**Nature**

**BOOTS REQUIRED THE APPALACHIAN TRAIL**

Built from 1921 to 1937, the Appalachian Trail is 2,200 miles long connecting Georgia in the south to Maine in the north. Passing through 14 US states, it is claimed to be the longest “hiking only” trail in the world. 12 Baret students, led by a Fellow experienced in the outdoors, will walk 72 miles (115 kilometers) in the strikingly beautiful Great Smoky Mountain National Park in North Carolina and Tennessee. A UNESCO World Heritage Site, the Smokies are one of the largest, protected wilderness areas in the Eastern United States with elevations reaching 6,600 feet and covering 800 square miles. Beginning near Fontana Lake and ending at Davenport Gap, the students will camp each night along the trail, cooking their own meals and carrying their own food and provisions.

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**Innovation**

**START UP U SAN FRANCISCO/SILICON VALLEY**

Silicon Valley is home to more than 40,000 start ups including the likes of Apple and Intel. In one 10 year stretch alone, from 1990 to 2000, 29,000 ventures formed there, which made The Bay Area of San Francisco the highest ranked start-up ecosystem in the United States. Stanford University is a mecca of entrepreneurship and, just over the hill, Sand Hill Road is an address almost synonymous with venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and, just over the hill, Sand Hill Road is an address almost synonymous with venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow skilled in entrepreneurship and venture capital. This Baret Fellowship, consisting of 12 students and a Fellow with an expertise in environmental and climate matters will spend their days meeting with these organizations, learning about existing innovations and R&D for future ones. They’ll also visit teams at the University of Colorado which is ranked in the top 10 universities in the US for renewable energy research.
Chapter 12

Brazil & South America

HOME BASE CITY
SÃO PAULO
OCT 15 - NOV 4
20 DAYS

15 LATIN AMERICA FELLOWSHIP OPTIONS
NOV 4 - NOV 14
10 DAYS

Street view of Downtown São Paulo
Brazil & South America

Brazil’s Global Significance

BRASIL’S UNIQUE position as South America’s economic giant makes it the ninth-largest economy in the world and the largest and most populous country in Latin America with a nominal GDP of $2 trillion and a population of 203 million people. Brazil’s population has grown over ten-fold since 1900, when the total population was close to only 17 million.

Considered the country of the future, Brazil is at the very centre of a global transition into a green economy and may well be the leader of the pack. This vast country is cleverly and firmly placing itself in the global green energy matrix. With a territory “blessed by nature,” Brazil’s energy sources are 85% renewable, making the country one of the cleanest energy producers in the world.

Beyond its economic significance, perhaps Brazil’s most notable contributions to the world are in sports, arts, music, and literature. There is no explanation for the excitement that ripples far beyond Brazilian shores when the canary-yellow football jersey makes its debut in a World Cup, just as no appropriate words could accurately describe Caetano Veloso and Gilberto Gil’s genius in songwriting. MoMA in New York now features works by Tarsila do Amaral who famously wrote in 1923, “I want to be the painter of my country.” Today, Brazilian architecture continues its long tradition of excellence inspired by the great works of Oscar Niemeyer and Lina Bo Bardi.

It is definitely worth exploring this multicultural society, which unites every imaginable skin tone and continues to receive immigrants from all over the world, creating a rich and complex society living together in the land of carnival and samba.

Why São Paulo?

SÃO PAULO came full circle from its poor and humble beginnings; it was founded by Jesuit priests in 1554, who made their way from the Brazilian coast and started a settlement to evangelize the local indigenous population. For two centuries after its founding, São Paulo remained a poor, isolated and underdeveloped region on the Portuguese colonial map. Fast-forward to the 21st century and today São Paulo is considered an alpha global city, with its greater metropolitan area housing over 30 million inhabitants. It has the largest and most important stock exchange in all of the region, with close to USD 3.5 billion being traded every day.

The New York Times describes this city as “a city for city people, where street art, street noise and street food cede, but only occasionally, to high design, high rollers and high-end restaurants... Brazil’s biggest city has long attracted migrants and dreamers, making it a great place to explore the country’s kaleidoscopic variety of regional cuisines and musical genres.” The Afro-Brazilian Museum, unique for its approach to colonization and assimilation, and the Museum of Art of São Paulo whose bright red, brutalist building stands on top of São Paulo’s highest point on the famous Avenida Paulista are thriving cultural institutions.

São Paulo offers experiences to satisfy even the most demanding of sports fans it’s home to one of the most exciting Formula 1 race tracks, as well as 3 major soccer teams. Beyond entertainment, it is also where you will find world-respected universities such as USP – University of São Paulo and FGV-Getulio Vargas Foundation.

As a regional Latin-American hub, São Paulo is well positioned to put Baret Scholars in contact with leading speakers, authors, practitioners, thinkers, artists and performance groups from Brazil and neighboring countries. The city’s manifold activities are central to medicine, scientific research, engineering & innovation, financial services, arts, music and many other possible interests that can be nurtured and explored. Adding to that, the cohorts will visit at the end of spring, where temperatures rarely drop under 21 °C (70 °F), and almost never go over 30 °C (86 °F). You couldn’t pick a better time of the year.

“Africa is not a country. It’s a continent.”
ALBERTO SANTOS DUMONT
Fellowships

CULTURE RIO THE REDEEMER RIO DE JANEIRO

Some would say that there is no other city as dazzling as Rio De Janeiro. The dominance of nature in this urban landscape is second to none. However, everything you’ve heard about it is true: gorgeous beaches, forest trails within the city, cycling paths along the beach, markets, museums and the exuberant energy and sense of humor that defines the carioca that are always ready to drink an ice cold chopp, listen to some bossa nova and engage in a great conversation. Our students, guided by a Fellow with a deep understanding of art and culture, will experience Rio for 10 days. They will engage in the preparation for Carnival at Mangueira, one of Rio’s most beloved samba schools, playing their part in creating costumes and other essential elements in the preparations that samba schools face to parade and compete at carnival in the famous Rio Sambodrum. But all this beauty comes with its challenges and Rio’s Favelas are as infamous as Bossa is famous. This is why Baret Scholars will also volunteer with the globally recognized Favela Holding, the first socially oriented conglomerate of companies geared towards the development of shanty towns and their inhabitants.

THE HIDDEN ART OF INHOTIM MINAS GERAIS

Fellowships will have the choice to discover one of the most beautiful states in Brazil, Minas Gerais (as the name suggests, it was the mining State under the Portuguese and its rich minerals made it a center of art and architecture during Brazil’s Golden Age.) This fellowship will offer an immersion into slow food culture, baroque art and churches, as well as stunning contemporary art and architecture. Living side by side with traditional baroque and folk Brazilian culture, sits Inhotim, one of the world’s largest and most beautiful open-air art spaces housed within one of Roberto Burle Marx’s gardens. Inhotim is home to pavilions created by some of the most important contemporary international artists such as Matthew Barney, Doug Aitkin and William Kentridge to name a few and this Fellowship will give our students the opportunity to intern at this internationally respected art institution. It will be led by an Art History Fellow and promises to deepen or awaken interests in art conservation, architecture, and environment, all while being fed impeccable soul food.

A FINE BALANCE CUIABA

Baret Scholars will journey into Cuiaba, in the state of Mato Grosso, ready to learn how Brazil finds the balance between environment conservation and being a powerhouse in agricultural commodities. They will first visit one of the finest national parks in South America, where they will swim in waterfall-bed lagoons and see animals in the wild while learning about the extraordinary challenges in environment conservation and its importance. Then head for an in-depth visit to a soy and a cattle farm where they will learn how the technology and development of Brazil’s agribusiness goes hand in hand with its staunch conservation policies.

POLITICAL ACTION INTO THE AMAZON MANAUS, AMAZON RIVER

The Amazon Rainforest: The largest and most important forest in the world, and the riches of its biodiversity, will be the adventure of a lifetime for our students who will enter the forest with a Fellow specialized in Botany. Beginning in Manaus, they will visit one of the most beautiful opera houses in the region. From there, they will continue onto an eight-day journey along the rivers Negro and Amazon, where they will witness this ecosystem at work. They will paddle canoes at night and spot crocodiles with flashlights, hike in the jungle with local guides, see the famous pink dolphins and experience its array of scents, fruits, nuts, water flowers and animals. They will also visit Anavilhanas National Park and learn how to make manioc flour in a local community. Baret Scholars will volunteer with an NGO to understand the importance of protecting our environment and its biodiversity, as well as the role of education in local Amazonian communities. They will also come into contact with the Yanomami people and learn about the role they have played in bringing awareness to the destruction of the Amazon since the 1970s.

POLITICS AN ARCHITECT’S CAPITAL BRASILIA

Brazil, forever believing in utopias and actually setting out to build them, took it one step further than most would when in 1956, by decree of the then President Juscelino Kubitschek, the government commissioned the young Oscar Niemeyer to be the lead architect in building from scratch a new capital in the middle of the jungle. Four years later, the new capital was inaugurated and the Brazilian federal government moved into its new home. Baret Scholars will explore Niemeyer’s vision and embark on perhaps the most unique experience and opportunity they will have in South America: a Fellowship experience with the federal government of Brazil. They will get a glimpse of what getting things done in the public sector really looks like, while being isolated from the rest of the country, out in the jungle.

POLITICAL ACTION SACRED MOUNTAINS, SACRED FIBERS PERU

Baret Scholars will start their Peruvian journey in Lima, the capital of this ancient nation with its rich pre-Columbian heritage, ethnic diversity, and emerging art and fashion scenes, as well as being the undisputed gastronomy capital of Latin America. Baret Scholars will also visit Cuzco and Machu Picchu. They will walk 4 days up the old Inca Trail to this monument of a city that is a marvel of history, engineering, and human will. They will be led by a Fellow with a deep interest in Archaeology, getting students to go beyond the picturesque and into antiquity.

NATURE THE END OF THE WORLD PATAGONIA

This Fellowship will begin in Buenos Aires and carry on to the farthest point in the Southern Hemisphere: Patagonia. In Buenos Aires, our students will get the chance to experience a beautiful city that has the smallest required of any nation’s capital, yet the intimacy of a small town. Before they set out on their journey, they will get to work: our students will experience first-hand the intricacies and challenges of running a business in a deeply troubled economy by spending time shadowing a successful Argentinian entrepreneur. Then, on their journey south, they will navigate through the Strait of Magellan, Beagle Channel, and weather permitting, Cape Horn, where Pacific and Atlantic oceans collide. Nature is as stunning as it is rare in this region and the austral skyes expand about you. Sea lions and Magellanic penguins are common sights. Our students will hike on glaciers and experience the way of life of the Argentinian. This is one trip they will take with them for the rest of their lives.
France & Europe

HOME BASE CITY
PARIS
NOV 15 - DEC 4
20 DAYS

15 EUROPEAN FELLOWSHIP OPTIONS
DEC 4 - DEC 14
10 DAYS

Looking up at the Arc de Triomphe de l'Étoile, Paris
Europe’s Global Significance

EUROPE HAS played a pivotal role in shaping world events for centuries. It is considered the birthplace of Western civilization, stretching back millennia with ancient civilizations like the Greeks and Romans, who laid the foundations for modern society, to the era of the Renaissance, Enlightenment, Industrial Revolution, World Wars and formation of the European Union (EU). Today Europe is grappling with significant issues such as immigration, climate change and the future of the EU with debates around social cohesion, labor markets and multiculturalism. Understanding modern Europe and its history is crucial for gaining insight into global politics, economies and international relations.

Today, Europe remains a vibrant hub of cultural exports, with certain countries developing unique ‘brands.’ Scandinavia is renowned for its minimalist design and cost-effective mass production exemplified by household names like H&M and Ikea. Italy, particularly Milan, is a global fashion capital, housing the headquarters of luxury giants like Gucci, Prada, and Valentino. Meanwhile, Germany’s automotive design excellence is celebrated worldwide, with BMW, Mercedes, and Audi setting the standard for engineering prestige.

With a population of 742 million, Europe is among the most densely populated continents on the planet. Despite this, it grapples with demographic challenges such as declining birth rates, an aging population, and evolving migration patterns. Economically, Europe stands as a formidable powerhouse. The European Union, composed of 27 nations, operates as a single market boasting a staggering GDP of €14.5 trillion, making it the third-largest economy globally, trailing only the United States and China.

Why Paris?

FRANCE IS the most visited country in the world and its capital city, Paris is the main reason why. Named “la Ville Lumière” or “City of Light” during the Enlightenment, it remains appropriate, for Paris has retained its importance as a center for intellectual pursuits and has long been a source of inspiration for artists, writers and musicians such as Picasso and Hemingway.

This dynamic urban environment serves as an engaging classroom for students. The city boasts over 1,000 art galleries, with the Louvre alone housing an astounding 35,000 pieces of art. It’s a major player in the global business arena, hosting 1.1 million businesses, including a thriving tech hub and the headquarters of prestigious fashion and luxury houses like Chanel, Louis Vuitton, and Dior. Paris is also a world-renowned center for medical research and healthcare innovation, attracting significant attention from major pharmaceutical companies.

Paris is synonymous with historical architecture, featuring iconic landmarks such as the Eiffel Tower, Notre-Dame and Sacré-Cœur. The city is a culinary paradise, offering gastronomic education through dining at Michelin-starred bistros, savoring croissants in quaint neighborhood cafes, discovering local fromageries, and exploring vibrant open-air markets. Paris is also a world-renowned center for medical research and healthcare innovation, attracting significant attention from major pharmaceutical companies.

Visiting Paris in winter is a delightful experience with its festive atmosphere, temporary ice rinks, cultural events, and an array of seasonal comfort foods.

“The construction of Europe is an art. It is the art of the possible.”

JACQUES CHIRAC, FORMER PRIME MINISTER AND PRESIDENT OF FRANCE
France & Europe

Home-made ravioli being prepared in Chiampi, Tuscany

CULTURAL
TASTE OF ITALY
ITALY

Students will experience an immersive culinary tour through Italy, a nation celebrated for its rich gastronomic heritage. Our culinary exploration will span from the vineyards in Tuscany to the bustling markets of Rome and the charming canals of Venice. Throughout the journey, students will take part in hands-on cooking classes, delving into the techniques and traditions that underpin Italian culinary excellence. They will explore the process of olive oil production, and travel to the picturesque Chianti region in Tuscany, renowned for its vineyards, experiencing training from a sommelier. They will participate in pasta and gelato-making classes and explore Venice’s food markets, tasting local products and learning about the city’s culinary traditions. Students will become experts in Italian cuisine, understanding their art and science and the history of its production.

ROAD TRIP
CYCLING DOWN THE ISTER
GERMANY, AUSTRIA, SLOVAKIA

In 2009, Pope Benedict XVI said The Camino is “…a way shown with so many manifestations of fervor, repentance, hospitality, art and culture which speak to us eloquently of the spiritual roots of the Old Continent.” Students will embark on the journey along the ancient pilgrimage route that has captivated travelers for centuries. They will traverse a diverse landscape, from rolling hills to picturesque villages, stopping at historic monasteries and churches along the way. Each day, students will embark on a dual exploration, one physical and one spiritual, commemorating their voyage from the north of Madrid and ending in Santiago de Compostela, the revered city housing the tomb of St. James. Students will develop an appreciation for the historical, cultural, and religious significance of the route.

NATURE
CAMINO DE SANTIAGO PILGRIMAGE
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Polish Kota, Japan

Students will experience an immersive journey of Greece’s rich history, from the cradle of Western civilization to the enchanting world of Greek Mythology. This Fellowship goes beyond traditional learning; it will be guided by a Fellow versed in Greek mythology and will offer a hands-on archaeological experience that will connect students to the past. Beginning in Athens, the birthplace of democracy, students will delve into history with visits to the National Archaeological Museum and the Acropolis, a UNESCO World Heritage Site. Here they’ll walk in the footsteps of great philosophers such as Plato and Aristotle. Students will then travel to Delphi and visit the temple of Apollo, discovering the stories of heroes like Oedipus. This will be followed by a visit to Crete, the mythical birthplace of Zeus and home to the labyrinth of Minos, which housed the Minotaur, where students will participate in a guided tour of the palace of Knossos. In Crete, students will participate in archaeological digs, working alongside experts, unearthing artifacts and gaining insights into the techniques of excavation. On this trip students will not only learn about Greece’s past but actively contribute to the preservation of its rich heritage.

Innovation: THE NETHERLANDS
ECO-TRAIL
Netherlands

This Fellowship will allow students to learn about eco-friendly initiatives and environmental sustainability efforts in the Netherlands, guided by a distinguished Fellow who is an expert in environmental sustainability. Beginning in Amsterdam, students will engage with the city’s remarkable initiatives aimed at reducing water pollution. They will delve into the innovative world of sustainable architecture, visiting renowned eco-buildings such as the Eye Film Institute and the dynamic urban hub of De Ceuvel. These architectural marvels exemplify the concept of living, breathing structures that harmoniously interact with their environment, conserving energy, recycling water, and even generating their own power. As we journey to Rotterdam, students will have a unique opportunity to visit the world’s first floating farm, providing them with valuable insights into sustainable agriculture and innovative solutions for food production. Additionally, our visit to The Hague will allow students to gain an in-depth understanding of Dutch environmental policies and their impact on global sustainability. Furthermore, students will explore the United Nations International Court of Justice, where vital discussions on global sustainability take place, fostering a deeper appreciation for international cooperation in addressing pressing environmental challenges.

Netherlands

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Turkey & Middle East

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ISTANBUL
JAN 15 - FEB 4
20 DAYS

15 MENA FELLOWSHIP OPTIONS
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10 DAYS
The Middle East’s Global Significance

**Strategically Positioned** at the crossroads of continents, the Middle East and Turkey hold immense global significance, both historically and in the modern era. Geographically, this region serves as a vital bridge connecting Asia, Africa, and Europe, playing a central role in international trade and energy transportation. Home to around 450 million people, its geological wealth is staggering, particularly when it comes to energy resources, with 45% of the world’s proven oil reserves located in the Middle East.

Historically, the Middle East holds a unique place as the spiritual heartland of major world religions. Currently, the Middle East and Turkey play an outsized global role in politics, particularly geopolitics. Today, the Middle East’s strategic location as a tricontinental hub, its vast petroleum reserves, its importance to Muslims, Christians, and Jews alike, and its many political disputes give it a global relevance out of proportion to its size. The region is a high-priority strategic focus for world powers. By immersing themselves in the Middle East, students will learn to better understand pressing current events that affect the global political landscape.

The region is also a bustling hub of economic activity, characterized by rapid urbanization and diversification. Cities like Dubai and Doha showcase this dynamism with ambitious infrastructure projects and hosting globally renowned events like Expo 2020 and the 2022 FIFA World Cup. Initiatives like Saudi Arabia’s Vision 2030, backed by a significant investment of $500 billion, exemplify the region’s commitment to innovation.

With centuries of historical legacies and active roles in shaping the future, the Middle East and Turkey offer dynamic opportunities for exploration and engagement, making them compelling destinations for inquisitive students. Whether through economic diversification, cultural exchange, or geopolitical influence, these regions continue to play a significant role on the global stage.

Why Istanbul?

“IF THE world was only one country, Istanbul would be its capital,” declared Napoleon. Positioned strategically at the crossroads of Asia and Europe, Istanbul, a city rich in cultural history and heritage, beckons Baret explorers to explore the unique confluence of East and West.

Here, history echoes through the ages, as empires such as the Roman, Byzantine, and Ottoman once fervently vied for Istanbul’s prestigious mantle as their capital. Today, the city embraces its legacy, with over 2,000 mosques, 400 opulent hamams (bathhouses), and an abundance of regal palaces and formidable fortresses. The iconic Hagia Sophia, originally a cathedral built in 537 AD, has a dome that has inspired architects for centuries. The city hosts four UNESCO World Heritage Sites ensuring that every corner of the city holds a piece of history.

Istanbul, a European capital of culture, showcases the struggle of modernization and preservation. In the midst of swift political and economic shifts, Istanbul offers students a front-row seat to witness dynamic socio-political and cultural movements in action, bringing history to life.

More than a historic gem, Istanbul thrives as Europe’s largest metropolis. It’s home to 16 million people and 67,000 companies spanning diverse industries, from manufacturing to banking, finance, retail, and tourism. In this vibrant urban landscape, students will discover a flourishing creative sector adorned with world-class art galleries, resounding music venues, illustrious film production studios, and cutting-edge fashion design studios. The city’s vibrant economy, intertwined with its profound historical significance, creates an exceptional learning environment for students to foster their academic and personal growth.

“There is in the Middle East an awakening that defies slumber. This awakening will conquer because the sun is its leader and the dawn is its army.”

**Kahlil Gibran**
Fellowships

INNOVATION: NEOM: PIONEERING THE FUTURE OF INNOVATION | SAUDI ARABIA

Nestled along the Red Sea coast in Saudi Arabia, NEOM is a visionary undertaking that seeks to rival Silicon Valley by shaping the future of innovation, technology, and entrepreneurship. Spanning an impressive 26,500 square kilometers (10,230 square miles), this mega-city project is strategically positioned to become the world’s next hub for cutting-edge ventures and pioneering ideas. Within the NEOM Fellowship, composed of 12 students and a seasoned Fellows with profound city planning expertise, students will embark on a transformative 10-day journey. Students will encounter real-life challenges that demand innovative solutions at the intersection of design thinking and urban development. Their journey will involve active engagement with visionary experts bailing from both the public and private sectors, with a particular focus on the intricacies of city planning. This immersive experience aims to nurture their problem-solving skills, foster creativity, and provide firsthand exposure to the complexities of shaping cutting-edge cities for the future.

ROAD TRIP ON THE ROADS: JORDAN EDITION 2022

A road trip through Jordan is a captivating journey. Beginning in Amman, the capital city, students will learn about and explore the ruins of the Roman Empire, with highlights like the Amman Citadel, a historic site dating back over 3,000 years. As the road trip continues, students will venture to the extraordinary Dead Sea, renowned as the lowest point on Earth at 3,400 feet (1,000 meters) below sea level, gaining insights into water conservation and sustainability. Moving on to Wadi Mujib, adventurers will embark on invigorating hikes through the world’s lowest nature reserve, immersing themselves in its breathtaking canyons and dramatic landscapes. In Petra, a UNESCO World Heritage Site, students will delve into the world of archaeology while exploring the rock-carved wonders, including the iconic Treasury. The road trip journeys southward leading to Wadi Rum, a desert wilderness celebrated for its towering sandstone cliffs adorned with extensive petroglyphs. This surreal landscape served as the backdrop for cinematic classics like “Lawrence of Arabia” and “The Martian.” In Wadi Rum, students will have the unique opportunity to camp and live like the Bedouins, acquiring survival skills, such as celestial navigation, water and food procurement, and rescue signalling.

Finally, the expedition culminates in Aqaba, Jordan’s coastal gem along the Red Sea, offering world-class diving and water sports experiences.

CIVILIZATION: EXPLORING THE SACRED ISRAEL

Israel and Palestine unveil a captivating fusion of historical and cultural wonders. These lands offer a profound insight into the origins of major world religions. Students will engage in interactive dialogues and discussions with local Christian, Muslim, and Jewish religious leaders and communities to better understand the city’s unique religious dynamics and promote tolerance. Dialogues will come to life as students learn from the holy Bible, Torah and Koran. After deep diving through religious texts, students will have the opportunity to engage with iconic landmarks in the holy books, such as the Western Wall, an enduring symbol of the Jewish faith; the Church of the Holy Sepulcher, believed to be the sacred site of Jesus’s crucifixion and burial; and the Al-Aqsa Mosque, perched atop the Temple Mount.

Throughout the journey, students will learn about traditional crafts such as pottery, calligraphy, and mosaic-making, providing insight into the city’s artistic heritage. The expedition also includes opportunities to visit modern metropolises like Tel Aviv, Haifa, and Ramallah, each contributing a unique facet to the diverse relational significance of these holy lands. During this Fellowship, participants will gain firsthand insights into the complexities of the Israeli-Palestinian conflict, a long-standing and evolving struggle that significantly influences the historical narrative and contemporary dynamics of the region.

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Business: Gulf Grandeur UAE

Embarking on a transformative journey through Dubai and Musandam showcases the Gulf’s captivating diversity. Starting in Dubai, a dazzling modern metropolis, students will be immersed in the world of entrepreneurship connecting with thriving incubators such as the Dubai Future Foundation and the DIFC FinTech Hive. Here students will work on the “Norway of Arabia” for its fjord-like landscapes and rugged coastline. At the northern tip of the Arabian Peninsula, Musandam remains a hidden gem celebrated for its breathtaking natural beauty.

The dramatic Musandam Peninsula features deep, narrow inlets known as “Khor,” carved through nature lovers, offering dolphin watching, and hiking on Jebel Harim, all against the backdrop of this region’s pristine natural beauty.

Political Action: Empowering Refugees, Turkey

This volunteer fellowship, in partnership with a certified volunteer NGO, offers a unique opportunity to make a meaningful impact in the lives of the millions of displaced refugees. Turkey has generously welcomed millions of refugees, particularly from Syria, who have fled violence and turmoil. Students will learn from YPO and NGO leaders about the global refugee crisis and how countries support integration.

As part of this fellowship, students will volunteer and support local schools where both refugees and Turkish children study together. Assisting in these classrooms, volunteers play a vital role in empowering refugees and providing humanitarian support to children aged 5 to 16. Through educational initiatives, cultural exchange, and compassionate interactions, volunteers offer hope for a brighter future and a sense of belonging to these disadvantaged communities. Volunteers can expect to assist with educational activities, monitor refugee children’s progress, and provide much-needed support to local teachers and administrators.

Cultural: Mountains in Morocco

Morocco’s diverse population, exceeding 36 million people, comprises Berber, Arab, and European influences, making it a cultural mosaic. Crossing across Morocco, each city has its own unique character. Students will start their Moroccan journey by discovering Casablanca, the largest city, which is a bustling economic hub with a modern skyline. Then students will migrate to Fez, a UNESCO World Heritage site, where winding, narrow alleys lead to the fascinating examples of Islamic architecture and craftsmanship. After two days of city exploration, the group will drive across the Middle Atlas, after which they will begin their hike through the High Atlas Mountains. Trekkers will witness an authentic and cultural lifestyle that has been practiced in the valley for centuries while they work their way towards Toubkal – the highest peak in North Africa. After the climb, students will be rewarded by experiencing the jewel of Morocco, Marrakech, where history and tradition meet vibrant street markets and stunning palaces.
Chapter 15

Kenya & Africa

HOME BASE CITY
NAIROBI
FEB 15 - MAR 4
20 DAYS

15 AFRICA FELLOWSHIP OPTIONS
MAR 4 - MAR 14
10 DAYS
Kenya & Africa

Africa’s Global Significance

AFRICA, THE cradle of civilization, has been the epicenter of human history. It is home to 2 million-year-old hominid fossils in Tanzania and legendary civilizations such as Ancient Egypt and Carthage. This heritage continues to echo today through a rich cultural tapestry, expressed in its 3000 tribes and more than 2000 languages and dialects. Influential figures, from political leaders like Nelson Mandela and Archbishop Desmond Tutu to writers such as Chimamanda Ngozie Adichie and global music icons like Burna Boy, have all emerged from this vibrant backdrop, making indelible marks on the global stage.

Often termed the “next frontier of growth,” Africa stands as a beacon of opportunity. With its 54 nations and the world’s youngest demographic, it’s rapidly transforming, set to house approximately 30% of the global population by 2050. Yet, the global media’s portrayal, often shadowed by stories of poverty, corruption, or inequality, offers a myopic view. In reality, the continent pulsates with dynamism, evident in its trailblazing technology adaptation, with some countries boasting a mobile penetration of over 100%, and innovative mobile money services reflecting the continent’s resilience and ingenuity.

Yet, amidst this rapid growth and cultural richness, Africa also bears the weight of global challenges. Its breathtaking landscapes, teeming with increasingly endangered wildlife, underscore its vulnerability to climate change—especially poignant given its minimal contribution to global carbon emissions. Such complexities and opportunities beckon students to immerse themselves in Africa, to experience and understand a continent that’s so vital to our global narrative.

Why Nairobi?

KNOWN AS the “Green City in the Sun,” Nairobi stands out as one of Africa’s most vibrant and alluring urban centers. Nestled just south of the equator, this metropolis of 4.3 million people is a verdant oasis, thanks in part to the heroic efforts of Nobel Peace Prize laureate Professor Wangari Maathai. Notably, Nairobi holds the distinction of being the only city in the world with a national park where visitors can witness lions, rhinos, and giraffes against the backdrop of the iconic Nairobi skyline.

Beyond its natural wonders, Nairobi plays a pivotal role as a major economic hub in East Africa, serving as the center for finance, commerce, and industry across the region, which makes it a great place to host our Morning Program. The city has attracted an impressive array of multinational corporations, international institutions, and businesses, with several United Nations agencies choosing Nairobi as their African headquarters. Additionally, Nairobi proudly hosts one of Africa’s oldest stock exchanges.

Moreover, Nairobi has earned its nickname as the “Silicon Savannah,” becoming a technology and innovation epicenter and the birthplace of the ground-breaking mobile money platform, M-Pesa.

This city, celebrated for its political stability, reflects Kenya’s global connections and the ebb and flow of international influence. The increasing presence of China is evident through a multitude of Chinese contractors engaged in large-scale infrastructure projects and a recently established Chinatown. Simultaneously, European and American influences continue to leave their mark. In many ways, Nairobi feels like a snapshot of modern Africa; it is an important microcosm of beauty and juxtapositions for our students to apprehend: tall skyscrapers near corrugated iron slums, peaceful green parks in stark contrast to constant, dusty construction, and a buzz of life that still seems to find moments of calm – especially in February, which is our summertime.

“I never knew of a morning in Africa when I woke up that I was not happy.”

ERNEST HEMINGWAY
The Indian Ocean, is the ideal backdrop for an unforgettable journey volunteering with marine conservation and sustainability-related organisations while gaining an understanding of the history and politics that shape the region. Our Fellowship begins in Mombasa, Kenya’s historic coastal hub, we’ll delve into the region’s captivating past, marked by the influences of Portuguese, Arab, and British settlers, as evidenced by the architecture and religious diversity. Nearby, Watamu introduces us to vital turtle conservation initiatives and the exploration of the Arubuko-Sokoke forest, the last bastion of dry coastal forest. Our journey culminates on the neighbouring and enchanting island of Lamu, where foot and donkey are the primary modes of transport. Lamu, a UNESCO World Heritage site, grapples with the juxtaposition of tradition and modernity, exemplified by its construction of a new port, underscoring the dynamic challenges of preserving its unique heritage. Here, we will engage with local managers and tourism projects and the fight against plastic pollution, showcasing Kenya’s commitment to environmental sustainability.

Mount Kilimanjaro
The first country in Sub-Saharan Africa to achieve independence, Ghana’s rich history, vibrant culture, and enduring contributions to Pan-Africanism make for a fascinating visit. This Fellowship is about digging deeper into the journey and tensions that are defining modern Africa. Our students will be accompanied by a Fellow with deep knowledge of politics and history, adding a layer of knowledge on top of this experience. Our time in Ghana will focus on the Pan-African movement and history. Starting in Accra, participants will visit iconic sites like the Kwame Nkrumah Mausoleum and spend time at the University of Ghana to learn about the origins and impact of the Pan-African, whose ideals are African unity, self-determination, and progress. We will also engage with the Secretariat of the ARCTA (African Continental Free Trade Agreement) which is based in Accra and responsible for increasing intra-Africa trade to a market of ~1.2 billion people and a combined GDP of $3 trillion. The journey continues to the Cape Coast and Elmina castles, shedding light on the darker history of the slave trade history and the Homecoming movement, which welcomes the diaspora on pilgrimage to these sites.

Mount Kilimanjaro
Climb Mount Kilimanjaro and challenge yourself to summit Africa’s highest mountain, witnessing incredible natural scenery and shrinking glaciers which are tragically projected to disappear by 2050. The journey of this Fellowship begins in lush rainforests, where students learn about the incredible biodiversity of the region, sporting unique flora and fauna. As you gain altitude, the terrain changes dramatically, and you discover the significance of acclimatization to overcome altitude sickness. The summit night, with its harsh conditions and surreal moonlight landscapes, is a long moment of resilience and a chance to test the sheer power of human determination. Along the way, interactions with local guides and porters provide the cultural education, imparting knowledge about the Chagga people and their traditions. The adventure culminates with the triumphant sunrise at Uhuru Peak, a chance to test your Africa from its highest point, a moment to savor for oneself. Mount Kilimanjaro is not merely a hike; it’s an unforgettable odyssey of learning, personal growth, and natural wonder.

CULTURE THE AFRICAN RENAISSANCE NIGERIA
Dubbed the “Cultural Capital of West Africa,” Lagos, the largest city in Africa’s most populous nation, holds a pivotal role in shaping the global narrative of fashion, art, and music. Led by a Fellow with a deep interest in culture and arts, our students will witness the African creative renaissance and create pieces of art and fashion in this milieu. Today, Lagos Fashion Week stands tall as a cornerstone event in African fashion, with Nigerian designers gracing the likes of Beyoncé, Michelle Obama, and Lady Gaga, elevating African design on the world stage through a fusion of traditional craftsmanship and contemporary aesthetics. Meanwhile, Art X Lagos, a dynamic contemporary art fair, serves as a vibrant canvas for emerging and established African artists, sparking creative dialogues and propelling African art into the international limelight, drawing art enthusiasts and collectors from around the world. And who can escape the infectious rhythm of Afrobeats, with celebrated artists like Rema, Burna Boy, Davido, and Wizkid, all hailing from Nigeria? Join us on this journey as students immerse themselves in the vibrant realms of fashion, art, and music, gaining insights into the challenges and opportunities shaping a new era of African creativity.

POLITICAL & SOCIAL REGIONS & FELLOWSHIPS
Regrettably, the data on their ecosystems. In particular, the Gambia River is home to a rich diversity of flora and fauna. As you gain altitude, the terrain changes dramatically, and you discover the significance of acclimatization to overcome altitude sickness. The summit night, with its harsh conditions and surreal moonlight landscapes, is a long moment of resilience and a chance to test the sheer power of human determination. Along the way, interactions with local guides and porters provide the cultural education, imparting knowledge about the Chagga people and their traditions. The adventure culminates with the triumphant sunrise at Uhuru Peak, a chance to test your strength against the elements. Mount Kilimanjaro is not merely a hike; it’s an unforgettable odyssey of learning, personal growth, and natural wonder.

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Chapter 16

India & South Asia

HOME BASE CITY
NEW DELHI
MAR 15 - APR 4
30 DAYS

15 INDIAN & SOUTH ASIAN FELLOWSHIP OPTIONS
APR 4 - APR 14
30 DAYS

Dazzling saris, India
India’s Global Significance

India, the world’s largest democracy, is home to 1.4 billion people and the world’s 5th largest economy. It is a land of deep diversity - religious, linguistic, geographic, economic, cultural, social, and more, all at a state grappling with the tensions of pluralism, secularism, and inclusion. Its rise as a major global player through its burgeoning economy, growing middle class, and geopolitical significance is a transition to behold.

However, India’s future is only one of its many treasures. The subcontinent is the home of Yoga, Mahatma Gandhi, Bollywood, Gautam Buddha, Ayurveda, The Taj Mahal. It is a kaleidoscope of traditions, histories, and people. There are 122 major languages. Prior to colonization, India was the richest region of the world. Its spiritual and philosophical teachings, from the Vedas and Upanishads, have inspired countless visionaries. T.S. Eliot once said that the great philosophers of India “make most of the great European philosophers look like schoolboys”; The Beatles’ wrote their White Album while in Rishikesh, and a statue of Nataraja - a dancing Lord Shiva - stands outside CERN.

Today, India is a place of ambition. It has the largest youth population; it is the home of the CEOs of Microsoft and Google; it recently landed a spaceship on the south pole of the moon. India is where tradition meets innovation, and where ancient wisdom collides with 659 million smartphone users.

Why Delhi as Home Base

The National Capital Region of Delhi has an estimated population of over 28 million. It is the second-largest metropolitan area in the world. It is dense and sprawling, rich and poor, historical and modern. Strategically located on the banks of the Yamuna River, Delhi has been the capital of the region 4 times over - during the Sultanate, the Mughal Empire, the British Empire, and now modern India.

From the Mughal grandeur of The Red Fort and Jama Masjid to the sublime beauty of Lutyen’s colonial Delhi, it is a city that travels through time. And, it boasts a clean and efficient metro system that ferries millions through the city everyday. It is a city that can be old and new within seconds; it serves as a vivid classroom for aspiring young minds.

The streets of Delhi whisper and shout tales of politics, governance, and history. It is home to the seat of power in India, where the nation’s policies and future are shaped. Students found in the city and actively engage in its politics, history, and culture. It’s also a city that breathes business - from the bustling markets of Chandni Chowk to the modern, sleek corporate towers of Gurgaon, students can feel the diverse economic fabric of India.

Delhi is perfectly located to take advantage of the long Baret weekends. Just 240km to the south of Delhi is the Taj Mahal - a true wonder of the world. Additionally, beautiful and iconic Indian towns like Jaipur, Mussoorie, and Haridwar are all within striking distance from Delhi.

Most importantly, we will be visiting Delhi in its prime: the spring. The sky will be blue, the thick, red flowers of the Semal Tree will be in bloom, and the great festival of colour, Holi, will be celebrated.

Delhi is the best city in India to host our Morning Program. There are over 200,000 businesses in Delhi, 91 colleges associated with Delhi University, and innumerable NGOs, think tanks, and policymakers. We will invite influential current and past politicians from a range of political parties, journalists and publishers from powerful news organizations like NDTV and The Hindustan Times, students, activists, and researchers from Delhi University, IIT, and Ashoka, and world-renowned artists and authors. We’ll bring together 50 of the very best from the great range that Delhi has to offer, which will open up the city in fascinating ways.

“India lives in several centuries at the same time.”
ARUNDHATI ROY

“To other countries, I may go as a tourist, but to India, I come as a pilgrim.”
MARTIN LUTHER KING, JR

The Lotus Temple, Delhi
The Royal Bengal Tiger is one of the most iconic and endangered species in the world. There are only 3100 of them left in the wild. Over this 10 day fellowship, a select group of students led by a seasoned fellow with expertise in wildlife and conservation will enter, explore, photograph, and understand the world of the Royal Bengal Tiger. They will spend their time in Kanha National Park’s Tiger Reserve in Madhya Pradesh, seeking the elusive tiger, understanding its habitat, and conserving the natural environment around the tiger. Additionally, they will learn to capture the essence of the natural world through wildlife photography, potentially using these photographs as an element of their Capstone Project.

![View of the Himalayas from Kashmir](image)

**ENVIRONMENT**

**TIGER TYGER, BURNING BRIGHT MADHYA PRADESH**

A The Royal Bengal Tiger is one of the most iconic and endangered species in the world. There are only 3100 of them left in the wild. Over this 10 day fellowship, a select group of students led by a seasoned fellow with expertise in wildlife and conservation will enter, explore, photograph, and understand the world of the Royal Bengal Tiger. They will spend their time in Kanha National Park’s Tiger Reserve in Madhya Pradesh, seeking the elusive tiger, understanding its habitat, and conserving the natural environment around the tiger. Additionally, they will learn to capture the essence of the natural world through wildlife photography, potentially using these photographs as an element of their Capstone Project.

**Fellowships**

**REGIONS & FELLOWSHIPS**

- **KASHMIR**
  - **A** The journey of a lifetime commences with a pilgrimage. Students will trek from Jammu to the revered Vaishno Devi Temple, the home of the Goddess Durga, bestower of strength and protection. They will then board the historic Himalaya Express which travels the length of India. They will see shifting landscapes and cultures as they traverse Kashmir, Punjab, Haryana, Uttar Pradesh, Rajasthan, the Deccan, Maharashtra, Kerala, and Tamil Nadu. Along the way, they will talk to travellers, record stories, and learn to survive a 78-hour train journey that stops 69 times. They will end in the beautiful and sacred town of Kanyakumari, the southernmost tip of the Indian subcontinent where three oceans meet - The Bay of Bengal, The Arabian Sea, and The Indian Ocean.

- **NEPAL**
  - **C** This is a Fellowship into the heart and history of Indian business. Our students will be led by an ex-entrepreneur Fellow to Bangalore, the bustling IT and startup hub of India. Bangalore is the birthplace of great Indian companies like Infosys, Wipro, Byju, and Polycom. Mixing in this startup culture, they will meet and learn from founders of young companies in India to understand the problems they’re tackling and the markets they’re expanding. Then they will visit the digital landscape of Bangalore and travel 390km to explore the ruins of Vijayanagar, which in 1500 CE was the richest city in India and the second largest in the medieval world. This is a fellowship of hope and history, a compelling juxtaposition to inspire the spirits and educate the minds of future entrepreneurs.

- **VARANASI**
  - **B** This is a Fellowship into the heart and history of Indian business. Our students will be led by an ex-entrepreneur Fellow to Bangalore, the bustling IT and startup hub of India. Bangalore is the birthplace of great Indian companies like Infosys, Wipro, Byju, and Polycom. Mixing in this startup culture, they will meet and learn from founders of young companies in India to understand the problems they’re tackling and the markets they’re expanding. Then they will visit the digital landscape of Bangalore and travel 390km to explore the ruins of Vijayanagar, which in 1500 CE was the richest city in India and the second largest in the medieval world. This is a fellowship of hope and history, a compelling juxtaposition to inspire the spirits and educate the minds of future entrepreneurs.

- **BARET SCHOLARS**
  - **G** This is a Fellowship into the heart and history of Indian business. Our students will be led by an ex-entrepreneur Fellow to Bangalore, the bustling IT and startup hub of India. Bangalore is the birthplace of great Indian companies like Infosys, Wipro, Byju, and Polycom. Mixing in this startup culture, they will meet and learn from founders of young companies in India to understand the problems they’re tackling and the markets they’re expanding. Then they will visit the digital landscape of Bangalore and travel 390km to explore the ruins of Vijayanagar, which in 1500 CE was the richest city in India and the second largest in the medieval world. This is a fellowship of hope and history, a compelling juxtaposition to inspire the spirits and educate the minds of future entrepreneurs.

- **KASHMIR TO NEPAL**
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- **NATURE**
  - **Examina the jewel in the crown kashmir**
    - **F** Kashmir is known as paradise on Earth - and our students will get to visit it. However, there has been plenty of trouble in paradise, political and economic, which has made Kashmir a place of deep tension. Our students will spend 3 days on Dal Lake in Srinagar, experiencing the beauty and troubles of the city. They will then embark on a journey that some call the most beautiful trek in India. They will cross the Liadder River, enter the valley, and make their way over hills and the Jagmargi meadows to reach Lake Taras, Marsar, and then Sundarsar. They will camp along the way, navigate with their Fellow, cook, and learn to identify the local vegetation. These 10 days will give our students the opportunity to experience the beauty of Kashmir and why it’s still so deeply contested.

- **POLITICAL ACTION**
  - **Cleancing the sacred varanasi**
    - **E** The Ganga is India’s most sacred river. Every day, millions of Hindus bathe in its water and immerse their dead. And Varanasi is the city on its banks that is most longed for at that moment of death. So while it is the most sacred - a place to bury and a place to cleanse - it is also the most polluted. For 10 days, our students will live in Varanasi with a Fellow and volunteer with a local NGO that is working to clean the river. Varanasi is in many ways the Jerusalem of India - ancient and worshipped, its alleys packed with history, temples, mosques, weavers, and a growing modernity. This Fellowship allows students to engage in environmental action in a most complicated and significant bend in the river: where modern health and science meet ancient beliefs and practices.

- **ENVIRONMENT**
  - **The roots of an island Sri Lanka**
    - **H** This is a Fellowship into the heart and history of Indian business. Our students will be led by an ex-entrepreneur Fellow to Bangalore, the bustling IT and startup hub of India. Bangalore is the birthplace of great Indian companies like Infosys, Wipro, Byju, and Polycom. Mixing in this startup culture, they will meet and learn from founders of young companies in India to understand the problems they’re tackling and the markets they’re expanding. Then they will visit the digital landscape of Bangalore and travel 390km to explore the ruins of Vijayanagar, which in 1500 CE was the richest city in India and the second largest in the medieval world. This is a fellowship of hope and history, a compelling juxtaposition to inspire the spirits and educate the minds of future entrepreneurs.

- **EVERGREEN**
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- **CULTURE**
  - **Pilgrims and mountaineers nepal**
    - **G** This is a Fellowship into the heart and history of Indian business. Our students will be led by an ex-entrepreneur Fellow to Bangalore, the bustling IT and startup hub of India. Bangalore is the birthplace of great Indian companies like Infosys, Wipro, Byju, and Polycom. Mixing in this startup culture, they will meet and learn from founders of young companies in India to understand the problems they’re tackling and the markets they’re expanding. Then they will visit the digital landscape of Bangalore and travel 390km to explore the ruins of Vijayanagar, which in 1500 CE was the richest city in India and the second largest in the medieval world. This is a fellowship of hope and history, a compelling juxtaposition to inspire the spirits and educate the minds of future entrepreneurs.

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Chapter 17

China & East Asia

HOME BASE CITY
BEIJING
APR 15 - MAY 4
20 DAYS

15 CHINA & EAST ASIAN FELLOWSHIP OPTIONS
MAY 4 - MAY 14
10 DAYS
China & East Asia

China’s Global Significance

With a history of over 5,000 years, China is home to over 1.4 billion people, representing approximately 17.7% of the global population. Picture a vast land where ancient dynasties have laid the foundation for ultra-modern skyscrapers. From thousand-year-old temples to the bustling chatter of its innovative tech hubs, China is a magnificent mosaic of the past meeting the present. China stands tall with the world’s second-largest economy, driving nearly a third of global economic growth. Its reputation as a manufacturing behemoth is crystallized by its title as the “factory to the world,” churning out over 28% of global manufactured goods. Beyond its industrial prowess, China epitomizes the spirit of achieving the seemingly impossible: from ultra-fast bullet trains that reach speeds of up to 350 km/h (220 miles/h) to the metamorphosis of Shenzhen, which transitioned from a quiet fishing village to a global tech hub. Over the past two decades, China’s growing economy has solidified its status as a global powerhouse. Its 2001 entry into the World Trade Organization reshaped global trade networks and diplomacy. However, the country is one of the largest greenhouse gas emitters, which is juxtaposed with its position as the world’s leader in solar panel production and a producer of nearly one-third of global wind power.

China’s rich cultural heritage and modern geopolitical ties ensure its influence is felt far and wide. This nation isn’t just a country; it’s a phenomenon. As its influence ripples across continents, it becomes clear: to begin to understand the trajectory of our world today is to discover China, both its past and its present.

Why Beijing?

Beijing, the capital of China, offers a captivating blend of history and contemporary significance. With a storied history spanning over 3,000 years, Beijing is one of the most populated cities in the world, with more than 21 million residents. It stands at the heart of Chinese politics and plays a pivotal role in international relations.

Beijing is the biggest star in a galaxy of cities that host global headquarters. A stunning 19% of revenue generated by the Global 500 last year - 6.1 trillion - was created in Beijing. The city hosts numerous headquarters of major state-owned enterprises and private financial corporations in its financial street. Beijing’s Zhongguancun area is a world-leading center of scientific and technological innovation and entrepreneurship, focusing on developing artificial intelligence and quantum communication. Furthermore, Beijing is a thriving hub of innovation and education, home to 28% of China’s startups, including high-tech companies like ByteDance, the owner of TikTok.

Beijing is a city that straddles the divide between the ancient and modern worlds. Since the Ming dynasty, Beijing has been the center of traditional Chinese culture and learning. The city’s cultural and historical significance is underscored by iconic landmarks, such as the UNESCO-listed Forbidden City and Temple of Heaven, which draw millions of tourists annually. China’s capital also serves as a gateway to the Great Wall, a testament to ancient engineering and history. With all its ancient wonders, it is also a place that fully embraces the fast-paced development of modern life, such as the 798 Art Zone, with towering 21st-century architectural wonders standing alongside the cultural relics of the past.

When it comes to access, Beijing boasts a robust metro network spanning over 700 kilometers, offering exceptional convenience for Baret students to navigate the city and its surroundings. Its extensive subway system seamlessly links to major landmarks, facilitating easy exploration of cultural attractions, educational institutions, and exciting adventures. Moreover, Beijing’s bustling international airport, one of the world’s busiest, provides Baret students with effortless access to neighboring Asian countries, enriching their experience throughout the Baret fellowship program.

“In China, the past and the future coexist harmoniously, creating a dynamic and ever-evolving nation that commands respect and admiration.”

Ai Weiwei

Street view Beijing
China & East Asia

Fellowships

Business

Innovation within Tradition - Shanghai

Shanghai is an epicenter of ambition where the past and future are in constant dialogue. This metropolis, home to over 26 million is a testament to deliberate vision, policy design, and human ingenuity. Your Fellow, an expert in policy and economics, will take you for workshops with business leaders and entrepreneurs which will give you a glimpse into how forward-thinking policies help shape a city, turning it into a super-metropolitan of culture, commerce, and innovation. They will discuss the intricate political and social dynamics that have cemented the city’s stature and discover how local governmental policies have not only attracted global talent but have also nurtured a conducive ecosystem for startups and innovators. This Fellowship is about understanding how strategic urban planning can foster connectivity, community, and creativity – you will never see a city in the same light again.

Innovation: “Silicon Valley” of China - Shenzhen

Ranked as China’s third most economically and technologically advanced city, Shenzhen stands as a remarkable testament to rapid transformation. In just four decades, Shenzhen has evolved from a humble fishing village into a global technological powerhouse, boasting a nominal GDP surpassing that of international cities like Hong Kong, Seattle, Mumbai, and Sydney. Today, it proudly ranks among the world’s top ten largest economies. Shenzhen’s skyline is a dazzling testament to innovation, featuring architectural marvels like the Tencent Seafront Towers and the Huawei Research Center. Guided by their Fellow, this Fellowship will learn about how the “1992 Southern Tour” transformed the region and its people. Our Fellow, an expert in tech and innovation, will take you into the traditional markets of technological ingenuity, to access the innovation hubs of some of the world’s largest tech giants and most innovative tech start-ups. Our Shenzhen Fellowship offers students an immersive experience in this dynamic business ecosystem, an opportunity to explore the vibrant startup scene, and the chance to gain valuable insights from visionary tech leaders.

Bringing the Past to the Present - Xi’an

Step into Xi’an, a city that has not only sculpted the annals of ancient history but is also shaping the contours of the modern geopolitical landscape. As the starting point of the legendary Silk Road, Xi’an is a crucial crossroad in China’s vision for the future—the Belt and Road Initiative (BRI), a grand country strategy to rekindle and expand upon its ancient trade routes.

The formidable Terracotta Army is a silent testament to Emperor Qin Shi Huang’s timeless ambitions. At the same time, the ancient city walls echo with tales of traders, scholars, and warriors who once tread the same path that today’s modern traders aspire to navigate. Xi’an’s streets are alive with tradition, from the intricate art of shadow puppets to the flavorful dance of its famed hand-pulled noodles.

By joining the Xi’an Fellowship, you’ll immerse yourself in China’s rich historical and cultural heritage and gain insights into the nation’s modern-day aspirations that are tethered to its storied past. Here, guided by your Fellow, you will access historical pictographic writings. Here, diverse communities interact, bridging past legacies with contemporary pursuits. Choosing the Lijiang Fellowship is an invitation to dive deep into a realm of cultural discovery and an opportunity to delve into ethnohistory, study local music traditions, and even enhance language and communication skills through interactions with Naxi residents. The region’s geography and geology offer valuable lessons, while the impact of tourism on sustainability and local communities can be observed firsthand.

Nature

Dragon Snow - Lijiang

Lijiang is a city where the splendors of nature unite effortlessly with deep-rooted cultural traditions. Lijiang is nestled amidst the majestic Jade Dragon Snow Mountain and paints a picture of timeless beauty. Its UNESCO-listed Old Town, characterized by winding cobblestone streets, traditional wooden homes, and gurgling waterways, whiskers tales of the ancient Tea Horse Road and the vibrant traders who once walked its paths.

At the core of Lijiang’s charm is the Naxi community, an ethnic group with a distinct Dongba heritage showcased through mesmerizing music, spirited dances, and unique traditions. This Fellowship is an invitation to explore a realm of cultural discovery and an opportunity to delve into ethnohistory, study local music traditions, and even enhance language and communication skills through interactions with Naxi residents. The region’s geography and geology offer valuable lessons, while the impact of tourism on sustainability and local communities can be observed firsthand.

Mixed Manchuria - Manzhouli

A city in the north of the Inner Mongolia Autonomous Region, Manzhouli City is a confluence of three distinct worlds: China, Russia, and Mongolia. For over a century, it has stood as a strategic port and is known as the “window of East Asia.” The city is full of history, where Mongolian armies, led by war legends such as Genghis Khan,

Fisherman in Lijiang

sites and museums, have inspiring conversations with local artists and pay visits to the key driver of the city’s economy today - the new energy industry. In the heart of China, you’ll witness the nexus of history and future ambition, offering a unique perspective into the country’s evolving global vision.

Culture

Savoring Sichuan - Chengdu

Beyond the irresistible blend of old and new, Chengdu exhibits a rare balance between tradition and modernity. The city draws more than 8 million international visitors annually, making it the nation’s largest urban center. Chengdu is a city that enables students to play a pivotal role in shaping cross-border trade, transportation, and even international politics.

Now a mixing and mingling urban city that enables international trade between three countries, Manzhouli City has many things to offer – Matryoshka Dolls Square, heavily influenced by Russian culture, the breathtaking natural landscape at the untainted Hulunbuir pasture land, horse rides and sleepovers in yurts, the mysterious Zhanainuoer tribes whose descendants once dominated the region and spread out to Japan and North America. Interestingly, today’s Inner Mongolia has more ethnic Mongols than Mongolia itself.

As our students explore Manzhouli, they’ll explore a blend of Mongolian and Russian culinary traditions, reflecting the city’s diverse cultural heritage. The city also offers unique opportunities to learn about the Chinese-British joint venture, which serves as a model for cross-border trade.

Ho Chi Minh City, also known as Saigon, is a captivating destination with a rich history, vibrant culture, and delectable cuisine. Renowned for its immaculately preserved French colonial architecture, lively street scenes, historic landmarks, pedestrian-friendly promenades, museums, and galleries, the city draws more than 8 million international tourists annually. Ho Chi Minh City serves as a prominent hub for finance, media, technology, education, transportation, and relaxation, contributing approximately 25% of the nation’s overall GDP. With our Fellow, students will appreciate the city’s well-preserved colonial architecture, while experiencing Vietnamese cuisine and daily life in traditional markets like Ben Thanh. The city’s lush parks and serene riverside areas provide opportunities for relaxation and reflection, where scholars can also immerse themselves in the city’s culture and delectable cuisine.

remains a testament to the Qing Dynasty, explore Sichuan’s distinct cuisine, learn about the intricacies of Sichuan opera, and engage in the traditional art of tea ceremonies at the world’s largest outdoor tea house. On the Chengdu fellowship, our scholars will have the opportunity to learn about urbanization, infrastructure development, and the balance between tradition and progress.

Beijing, also known as Peking, is the capital of China and the country’s political, cultural, and international交往 center. Beating the heart of modern China, this city attracts millions of tourists every year, making it a vital destination. The city is known for its historical landmarks, bustling streets, and vibrant night life, making it a captivating destination for our scholars.

On the Chengdu fellowship, our scholars will have the opportunity to learn about urbanization, infrastructure development, and the balance between tradition and progress.
IV.

Logistics, Logistics, Logistics

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Chapter 18
Safety & Security

“Safety is no accident.”

THE SAFETY and security of our students is of paramount importance, and, in these matters, there is no substitute for experience and preparedness. Our distinguished senior leadership team has led some of the most esteemed universities and schools across the world. These institutions span:

- Over 100,000 students in enrollment,
- Faculty and staff numbering above 50,000,
- Campuses situated in diverse locales, from China to the UK, the US, Brazil, and Pakistan,
- Facilities extending across 50 bustling cities like New York, Beijing, São Paulo, and Lahore.

These institutions have major board-level events, conduct frequent large-scale events, and oversee international and local travel for both students and staff. They employ hundreds of safety, security, and healthcare professionals with highly developed protocols and training. One, Yale University, operates its own world-renowned hospital. The leadership team has worked and lived in 14 different countries—and 6 of us have done gap years of our own. This experience informs all that we do at Baret Scholars.

Overseen by a Global Director of Safety and Security, the Baret Scholar safety program includes 16 parts:

1. SELECTION OF 180 RESPONSIBLE STUDENTS: Baret’s safety and security begins with the selection of its students. We will choose students who have demonstrated responsibility in their young lives, respecting their institutions, environments, laws, and peers. While we set protective measures in place, how students conduct themselves and watch out for one another is paramount.

2. SELECTION OF 20 ACCOMPANYING PROFESSIONALS: We will bring the same discipline as above to the selection of the 20 professionals who will accompany the 180 students on their journey around the world. The Dean will have served in the leadership team of a top university or boarding school. Our team will include a full-time Medical Officer (physician or nurse), a Security Officer (with a law enforcement background), and a technology specialist in charge of the Baret App which will include multiple safety, security, and emergency features. All will undergo background checks, references, and various assessments.

3. TRAVELING TEAM TRAINING: Prior to orientation, the 20 accompanying professionals will undergo 2 weeks of intensive training focusing on safety, security, and medical protocols.

4. GLOBAL STUDENT ORIENTATION: The program’s inaugural week is earmarked for a thorough orientation, embedding significant safety and security sessions. Critical highlights include:
   - Embracing the Baret Culture, emphasizing the interwoven thread of safety.
   - Insights into country-specific laws, norms, and customs for our diverse destinations.
   - Championing the “buddy system,” promoting group outings.
   - Utilizing the Baret App’s cutting-edge location finder.
   - Instituting seamless “check-in” procedures.
   - Equipping both students and staff with robust emergency protocols.

5. PRE COUNTRY-ARRIVAL BRIEFINGS: Immediately prior to arrival in each country, we will “re-brief” students and staff on laws/norms of the “coming” country/city.

6. SECURITY AT BARET HOTELS: Baret hotels will be chosen with safety and security in mind. For the most part, these will be hotels that are part of global hotel networks. A requirement of selection is that the hotel have a substantial security team and well-practiced protocols. The Baret traveling Security Officer will interface daily with the hotel security staff and they will work as a team. Finally, Baret students and staff will be housed on “Baret Floors.”

7. SELECTION OF BARET AIRLINES: Baret entrusts student transit to only top tier airlines (example Emirates, Delta, America, British, Air China, etc.—not charter flights or small, local carriers), ensuring safety in the skies.

8. LOCAL PHYSICIAN CONTRACTS: In each city, Baret will sign a contract well in advance of our arrival with a leading, local physi-cian to provide “24/7 concierge” medical services to Baret students when needed. Students will be introduced to the local physician on the first day and provided contact information. The traveling Baret Medical Officer will always accompany students if they need to visit a local physician.

9. LOCAL HOSPITAL CONTRACTS: In each city, Baret will sign a contract well in advance of our arrival with a leading, local hospital. The traveling Baret Medical Officer will establish a contact in each embass ory advisory on “Baret Floors.”

10. LOCAL ATTORNEY CONTRACTS: In advance of our arrival, Baret will sign a contract with well-connected, local legal counsel should we need any legal services during our stay in the city.

11. GLOBAL MEDICAL EVACUATION CONTRACTS: There are various global medical groups, like Mayo, SOS, which provide medical evacuation services should we ever need such for a student or a member of staff. We will evaluate the best of these and sign a global arrangement in advance of program commencement.

12. LOCAL LAW ENFORCEMENT COORDINATION: The traveling Security Officer will, in advance of our arrival, establish an important relationship with local law enforcement.

13. LOCAL EMBASSY COORDINATION: The Baret student body will be from 20 different countries. In advance of arrival in each city, the Baret Security Officer will establish a contact in each embassy or consulate so, should the need arise, we will have easier access to embassy officials.

14. PARENT COMMUNICATION: Parents will be provided contact information for their student’s Fellow, the traveling Medical Officer, and the traveling Security Officer so, should a need arise, they can directly reach these individuals.

15. ROUTINE HEALTHCARE NEEDS: Immediately following a student’s acceptance into the Baret program, they will be asked to provide a “healthcare inventory” to the traveling Medical Officer. This assessment will include any pre-existing conditions, prescriptions, and dietary needs which need to be attended to by Baret. The traveling Medical Officer will be on call for routine needs and, as mentioned above, will accompany students for any “in country” medical needs.

16. ROLE OF BARET COUNTRY HEAD: Working with the traveling healthcare and security teams, Baret’s Country Head will provide “in country,” on-the-ground coordination of many of the services noted above including vetting of the healthcare providers. Many of the above services will be “multi-year” contracts in which Baret becomes an important client of the various providers.

We hope the above provides you a sense of the level of resources which Baret will provide to make this year a safe and secure one for students. Prior to commencement of the Baret orientation, we will provide “kits” of safety and security information to both students and their families.
Fitness & Sports Program

“He who has health has hope, and he who has hope has everything.”
ARABIAN PROVERB

Central to our fitness program is support. In addition to helping students continue and develop their fitness habits, we will help create “good starts” for those who want to begin such a journey. This requires a certain freedom of schedule and facilities. The Baret year provides such flexibility. Other than the Morning Programs that are held Monday through Thursday, students are free to schedule their afternoons, evenings, and weekends in a manner that includes fitness routines.

As for facilities, Baret will ensure that the hotels in our Home Base cities have well equipped gyms with aerobic and weight machines. In most cases, these hotels will also have swimming pools, and many will have economically feasible, group access to larger sports complexes with wider arrays of sports facilities. The Fellowships might not have direct access to such facilities; however, many will involve extensive walking, exercise, and hiking.

The greatest facilities will be our cities themselves, particularly for walkers, runners, and bikers. In advance, the Baret Country Head will research and recommend safe running, walking and biking routes, tracks, parks, available campuses, and nearby hikes. What better way to get to know a city than by walking it?

And, yes, there will be teams. The Baret traveling community is 180 students and 20 adults, sufficient to have enough individuals interested in particular sports to form teams. Public fields and courts can cater to sports like soccer and basketball. Running and walking groups will be encouraged and formed. As mentioned above, some of our Fellows will have athletic and coaching experience and can pitch in—but students can form their own groups as well. From time to time, we’ll organize matches with local teams, another way to get to know the country.

In the Morning Programs, we will invite national athletes and coaches to provide insight into the sports and fitness of the country—and invite students onstage to have a go with a world class Yogi or Yogini.

One’s understanding of a nation is never quite complete without experiencing a major sporting event. Through advance block bookings, we’ll experience baseball at New York’s Yankee Stadium, basketball at Madison Square Garden, cricket at Delhi’s Firoz Shah Kotla Stadium, and football at Parc des Princes in Paris and Estadio do Morumbi Stadium in São Paulo.

The Baret Scholars App will be pivotal in our fitness journey. In order to share cohort-wide progress, we’ll incorporate one of the best and most widely used fitness apps. Students can track their progress day to day, month to month, and we’ll have some fun by displaying (with no individuals named) our aggregate fitness from total workouts to total miles to total cohort weight!

Finally, a little competition for those that want to join in will be provided. We were inspired by The Island School, a semester long program in the Bahamas, where the students, together with the program’s Navy Seal founder, end the semester with a half marathon. At our graduation ceremonies on Hokkaido Island in May of 2025, Baret will field a variety of year-end competitions, all optional of course!

“WE SHOULD make it possible for students to return from this year in the best shape of their lives,” said one key consultant to Baret Scholars early in our planning process. We’ve committed to making this aspiration a reality and challenge the all-too-common “freshman 15,” the 15 pounds (7 kg) that many freshmen gain during their first year of college! However, we recognize that every student has their own perspective on fitness. We will neither be messianic nor neglectful; we will provide support for our students to create or build upon their own fitness and sports regiments.

Crucially, fitness and sports provide a prism into the diverse cultures we will be encounter. Every region has its own approach to personal health, and its own sport passions. The understanding of a country through its sports is woven into our program.

A distinguished fitness consultant will craft our fitness offerings and present them during Baret’s orientation in New England. Moreover, three of Baret’s leadership team are world class athletes, a captain of the Princeton University Tennis Team, a captain of Columbia University Golf team, and a US National Swimmer. While it isn’t mandatory, one influential criterion for selecting our Fellows will be their athletic participation and coaching experience, ensuring a diverse range of athletic expertise.

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Chapter 20

Transportation, Boarding, Dining, Visas & Vaccinations

LOGISTICS, LOGISTICS, logistics. That is an apt description of the less than exciting, but no less critical, operational aspects of Baret Scholars. To the uninitiated, the task could seem daunting. To those of us on the Baret team who have built and managed large systems of schools with aggregate enrollment of nearly 100,000 students, it is all in a day’s work. And to Jeanne Baret, who set out in a 100 foot wooden ship not even knowing her exact destination, what we are executing wouldn’t seem challenging at all!

Baret’s logistics begin with a multi-cultural, full-time, 40 person team (20 globally and 20 with the Baret Scholars each day.) The Baret team was designed and built with an eye towards local logistics. Baret team members were born in and live in our 7 regions. They know the language, the laws, the norms and the pluses and minuses of each country’s infrastructure. They know that São Paulo to Rio is a short 220 miles (355 km) as the crow flies, but along the Dutra road, it can take 6-8 hours if you are unlucky with traffic. On the other hand, Beijing to Shanghai, a distance of over 700 miles (1,130 km), is an easy, 4 hour, high speed train ride. Strategic partners (like global air carriers and hotel groups) will extend the expertise of Baret’s logistics.

IN OUR Home Base cities, Baret will arrange for blocks of rooms in major hotels for students and the traveling Baret team. As our requirements are substantial (significant conference facilities/technology, high quality food service, central city locations so our students can move around easily, and strong security systems) typically these hotels will be global or national brands or affiliates of such.

We will secure entire floors and Baret Fellows will reside on each floor. Students will be 2-to-a-room. Roommates will change in each Home Base city but we will be attentive to student preferences, including rooming with the friends they make as they go along in the Baret year. During Fellowship travel (where we don’t need the same level of conference capability and stays are shorter), hotels will be safe and comfortable, but more basic, even rustic when we are far off beaten paths.

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Vaccinations

THERE WILL be a shot! Again in the 120 days prior to orientation, our Medical Officer will advise students of required (or recommended) vaccinations for each country. Students will need to arrange these, but we’ll guide them in that process.
V.

The Baret Team & Advisors
Chapter 21

The Baret Team & Advisors

IN JULY of 2022, Chris Whittle, the earth’s oldest (and by far the oldest!) member of our founding team, penned Version 1 of the plan for Baret Scholars. Its early, descriptive code name was GlobalGap. Fifteen months later, there are 16 of us full time along with 4 important advisors. We came together one by one, meeting for the first time face-to-face as a full group at a planning retreat in Istanbul this past summer.

Though serendipity played a role in how we met, the organizational design of Baret Scholars was intentional and careful. From inception, we knew that trust in us and in our international experiences would be the core of our appeal to students and their families. We knew the only way to manage our global operational requirements was by mirroring the multi-cultural mission of Baret.

Our strength comes from the warp and weft of our differences and commonalities. Not one of us grew up in the same city. A dream come true for Zoom, today we live in 12 cities and four from 14 different countries. Rivaling an Emirates flight crew, we speak 17 languages, including a couple of dead ones, and we are learning many more. Our careers are a mosaic of art and construction, television and investment banking, publishing and fashion, education and cosmetics, consulting and engineering, even a budding psychoanalyst.

What binds us together is a belief in the Baret mission: that today’s cultural literacy is only achieved by knowing both your home country and the wider world. All of us are internationalists, having lived and worked in an average of 3 countries. As a group, we’ve been fortunate to see the transforming effects of powerful education. Amongst us are graduates of the world’s most highly regarded universities including Oxford, Cambridge, Harvard, Yale, Princeton, Columbia, Penn, and Stanford. We’ve not just gone to strong educational institutions, but founded and managed them too including large and admired schools in NYC, Shenzhen, Lahore, and São Paulo. And we’ve been professionally honed by leading, global companies such as J. P. Morgan, Bain, Goldman Sachs, McKinsey, Lazard, and BCG. As collaborative as we are, there is a competitive streak in Baret too. Our team sports national and college level athletes in tennis, swimming and golf.

Meet us below and watch, by further announcements, as we grow to over 40 in the months ahead, all to support our Founding Cohort of 180 Baret Scholars.

**Advisory Board**

**FERNANDO MONCHO LOBO**
**BOARD OF ADVISORS**
**BASED: NYC & BUENOS AIRES**

Saltar, Argentina to Bremen, Germany is 6,995 miles. To a 16-year-old, it’s even further. During high school, Fernando thought a year outside his home country would broaden his education, and off he went from Bachillerato Humanista Moderno to Ökumenisches Gymnasium zu Bremen. He looks back on this year as foundational to his multi-cultural life. His 30-year financial career took him further afield to Hong Kong, New York, London, and Madrid. JP Morgan was the first decade and foundation of his professional path in finance before launching his own asset management company. After that RAU Advisors. Fernando says “I firmly believe having more than 100 best friends is possible.” Baret’s team looks forward to being 20 or more of those.

**LI JING**
**BOARD OF ADVISORS**
**BASED: BEIJING**

Twenty years after she taught the first English class at China’s most renowned high school, Renda Fuzhong (RDFZ) in Beijing, students of that class still call her for all manner of advice, whether they should marry, take a post, or move to another city. To them, she will always be “Laoshi,” translated as “old teacher,” no matter one’s age as a show of respect. And teaching will always be at the heart of her career. She rose quickly at RDFZ; by her mid-20s she managed its extensive international connections, including its membership in G30, the organization of the top 30 schools in the world. She created and oversaw more than 40 outbound and inbound international programs to 30+ country destinations annually for its 4,600+ student body.

**EDUCATION:** Columbia University, MPA; Beijing Foreign Language University, MA and BA

**LANGUAGES:** Mandarin, English

**LIVED IN:** United States, Argentina, UK, Germany, Hong Kong, Spain, China

**SPECIAL BOOK:** The Dictes: Years of Hope, Days of Rage, Todd Gitlin
FRANCISCO SALONIA-RUZO, BOARD OF ADVISORS 
BASED: MAMÌ

Francisco spent his youth almost entirely on the 35th parallel, albeit in two different hemispheres. A childhood in Buenos Aires (34.6 degrees South) and his college days in Chapel Hill (34.6 degrees North) were interrupted only by a year-long exchange program as a high school senior in Columbia, Missouri. “It was tough: different language, different country, different culture, and my first time away from home,” he recalls. “But after that experience, my desire to get to know the rest of the world increased significantly. After my first year in college, I backpacked around the globe.” He and an Argentinean friend (see Fernando Moncho Lobo, another Baret Advisory Board member) both applied for scholarships to UNC—and they both won. Little did they know then that their careers would intersect at JP Morgan and that they would later co-found both Antarccris Asset Management and then BAF Advisors.

Francisco serves on the Board of Advisors of Baret Scholars and, since our inception, has guided the organization in multiple ways, including being one of its earliest investors. His parents are founders of a significant Buenos Aires school and his father was the Secretary of Education in Argentina. Francisco brings a wealth of educational experience to Baret.

Education: University of North Carolina, Chapel Hill, BBA; University of Chicago, MBA Languages: French, Italian, Spanish, English Birthplace: Buenos Aires, Argentina
Lived In: Italy, France, United Kingdom, United States, Argentina
Special Books: Intto Thin Air, Jon Krakauer

OMER SALAMAT, CEO 
BASED: NEW YORK CITY

Though tri-lingual, Omer still does not understand the word “mañana.” His sense of urgency is sterling, infusing daily energy into Baret Scholars. Born of the classroom—his mother and father built the leading system of private schools in Lahore—he intuitively understands Baret’s educational mission. Having arrived at Columbia University straight from Lahore, Omer understands firsthand how the Baret program can give students headed West to university a better start and finish to their college days. In the decade following Columbia, he held posts in the financial sector at Goldman Sachs, Ares Management, and Morgan Stanley. In 2011, he returned to his home country to become CEO of the Salamat system of schools now 10 campuses, with 4,000 students, and 890 faculty and staff. Under his leadership, 4 campuses were added beyond Lahore and he attracted faculty from around the world to join.

Research shows that the world’s best schools are also those with strong fiscal management. In a country where leading private schools have a tuition of 1/10th that of their Western counterparts, Omer learned well how to make every rupee go further for both students and staff. As Baret Scholars CEO, Omer will oversee every function of the company, from program development to admissions to finance. His direct reports include the Co- Presidents, CFO, Country Heads, and the Dean of the traveling team. As, Captain of Columbia’s golf team, he’ll be expected to arrange a few rounds for interested students along the Baret route.

Education: Columbia University, BA Languages: Urdu, Punjabi, English Birthplace: Karachi, Pakistan Lived In: UK, UAE, Pakistan
Special Book: Maximum City—Bombay Lost and Found, Ruthu Mehra

ALEXANDRA GARCIA, CO-PRESIDENT 
BASED: MEXICO CITY

With a mother who was the Rhonda in The Beach Boys hit “Help Me Rhonda” and a stepfather who was twice Mexico’s Ambassador to the United Nations, the easy path would have been to become a diplomat (or groupie!). She chose the world of art. For 20 years, Alexandra has broadened access to art as an editor and publisher of over 100 art titles, she’s been the artistic director of several leading international galleries and curator of important art exhibitions. She’s held publisher or editor positions at Turner Libros and A&R Press. In São Paulo, she co-founded and was Artistic Director of Associação para o Patrimônio Contemporâneo and was Artistic Director for Galeria Nara Roesler. For the 2015 Venice Biennale, she produced the monumental Danekova and Lee Ufan exhibition. Alexandra opened the first Latin American gallery, Galeria Nara Roesler, in New York City. She is right at home in Basel, Hong Kong, Miami, Fiac in Paris, or MACO in Mexico City.

As Co-President of Baret Scholars and alongside a fellow Co-President from Asia to be appointed in early 2024, she will be the creative spirit of the organization, leading the team charged with developing every aspect of the Baret Scholars experience. Her mandate includes production of the Morning Program, Fellowships, and, one of her favorites, the Advisory Program.

Education: The New School, BA Languages: Spanish, Portuguese, French, Italian, English
Birthplace: Mexico City Lived In: Mexico, Switzerland, France, England, United States, Spain, Brazil
Special Book: Big Bar and the Oranges of Heironymus Bosch, Henry Miller

BASED: NAIROBI

FRANCISCO SALONIA-RUZO, BOARD OF ADVISORS 
BASED: MAMÌ

Nobody has ever correctly guessed where Elahe is from, and we know why: She has ethnic roots in India, Pakistan and Germany but was proudly born and raised in Kenya (the fourth generation of her multicultural family). She’s a foodie with a love for travel and bringing people together; she turned her Stanford residence into a crêpe restaurant every quarter. Although she went to a British boarding school, Elahe arrived in California for her undergrad without having ever been there, a challenging adjustment, having ever been there, a

**Languages:** Swahili, Hindi, Urdu, French, English
**Birthplace:** Nairobi, Kenya
**Lived In:** Kenya, South Africa, Zambia, United States, UAE, France, United Kingdom
**Special Book:** Untamed, Glendon Doyle

Elahe arrived in California for her undergrad without having ever been there, a challenging adjustment, having ever been there, a
With Swiss and Indian parents, Noah says that the idea of an independent year between high school and college was assumed and supported. Having grown up in the particularly competitive, pressure-cooked environment of New York City independent schools, both his sister (who provided good, early advice to Baret on the balance of structure and independence) and Noah benefited from gap years which they self-styled. A Summa Cum Laude graduate of Princeton in International Affairs, Noah spent his year between high school and college in Argentina, advancing his Spanish, and college in Argentina, growing to be one of America’s largest private schools in New York City with campuses in São Paulo, Shenzhen, and Silicon Valley as well. Chris also built the two Whittle School & Studios campuses in Shenzhen and Suzhou. He is one of the few entrepreneurs to found not one but two “unicorns,” the Silicon Valley moniker for entities recommended for investments. By his senior year, Chris had scored 4 straight years a Scholar-Athlete of the Intercollegiate Tennis Association (ITA), Following Princeton he was recruited to Lazard’s Investment Banking group specializing in healthcare mergers and acquisitions. Noah lives in a hothouse of fellow Princeton entrepreneurs in the Williamsburg neighborhood of New York City. As Baret’s CFO and COO, Noah will guide the complex operational aspects of Baret Scholars including booking roughly 40,000 hotel room nights in our first year of operations. Education: Princeton University, BA Languages: Spanish, English, German Birthplace: New York City Lived In: Germany, Argentina, United States Special Book: When Breath Becomes Air, Paul Kalanithi

Raised in a small town along the foothills of the Smoky Mountains, he’s the one who recommended the Baret Fellowship 73-mile trek on the Appalachian Trail! Early on, Chris enjoyed building things, constructing forts and cabins with young friends in the woods they would play in. And build he did. In his 50-year career, Chris founded and led 5 education and media endeavors, employing over 8,000 team members. Founded in his college apartment, Whittle Communications grew to be one of America’s top 100 media companies, publishing Esquire and broadcasting daily to 8,000,000 students through the Channel One network, with Anderson Cooper as its first anchor. In the mid-1990s, along with former Yale University President Benno Schmidt, Chris pioneered the charter school movement, establishing over 100 campuses with 60,000 students. In 2012, Chris co-founded Avenues: The World School, now one of the largest private schools in New York City with campuses in São Paulo, Shenzhen, and Silicon Valley as well. Chris also built the two Whittle School & Studios campuses in Shenzhen and Suzhou. He is one of the few entrepreneurs to found not one but two “unicorns,” the Silicon Valley moniker for entities realizing market valuations of over $1B. Inspired by his own, year-long, post-college circuit of the globe and by the 180 full-ride, 5-year scholarships he funded which included a year abroad, Chris conceived and is full-time Executive Chairman of Baret Scholars. Education: University of Tennessee Languages: English Birthplace: Etowah, Tennessee Lived In: United States Special Book: Magister Ludic, Herman Hesse

Probably the first in Harvard history, Jaein did her senior thesis on the food trucks of New York, titled “The New Kid on the Block: How Food Trucks Have Transformed from Roach Coaches to Cultural Phenomenon.” Her hands-down favorite was a lobster roll on 6th Avenue near 53rd Street. Jaein, the daughter of a mechanical engineer and a children’s book author, grew up surrounded by numbers and words. Moving from Korea to the United States when she was 10, she did not know a word of English, but after living in local libraries for months, she was quickly accepted into a “gifted” program. And she could clearly write, serving as an editor at the Harvard Crimson and doing internships at the Huffington Post, the Wall Street Journal, and Chosun Ilbo back home. Professionally, marketing has been a theme at Bain, Google, Verizon and an online insurance start-up called Lemonade. Passing on her good fortune, while at Harvard, she co-founded a leadership conference for underprivileged high school students in Korea. As Baret’s Country Head of United States, Jaein will lead program development and student recruitment there. She will also work with Korean communities across the world. Education: Harvard University, BA; Gaia’s Millennium Scholar Languages: Korean, English Birthplace: Baton Rouge, Louisiana Lived In: Korea, United States Special Book: The Giving Tree, Shel Silverstein

While his Italian grandfather was scoring goals for AS Roma, his Brazilian grandfather built roads, bridges, and tunnels as Secretary of Transportation for the State of São Paulo. Guilherme’s life has merged the two fields with a career in sports and transportation—and a healthy dash of education. His career included nearly a decade with world shipping giants, including Maersk. In the past decade, he had leadership posts at Somos, one of Brazil’s most important media companies. He co-founded Complete Sports Solution, an organization taking Brazilian student-athletes around the world for training. His life has been a rolling, global experience! Following an early childhood in Brazil, he did his high school days in Milan, Italy and his university ones in England. For 11 months, he signed on to the crew of a cruise ship, visiting ports from the Black Sea to Drake’s Passage. His career in shipping led him to live in Norway and Denmark, and while on a sabbatical year of volunteer work, he set up camp in Mozambique and Zambia. Buenos Aires remains one of his favorite cities and he believes Patagonia, one of Baret’s Fellowship locations, is the most beautiful place in the world. As Baret’s Country Head of South America, he will lead both programming and recruitment there. Given his experience in sports management for young people, he’ll be involved in our Sports/Fitness program design. Education: University of Kent, BA Languages: Portuguese, English, Spanish, Italian Birthplace: São Paulo, Brazil Lived In: Italy, UK, Denmark, Norway, Lebanon, Zambia, and Mozambique Special Book: The Master and Margarita, Mikhail Bulgakov

Heads of Country/Regions

NOAH AGARWAL, CDO/CFO BASED: NEW YORK CITY

With Swiss and Indian parents, Noah says that the idea of an independent year between high school and college was assumed and supported. Having grown up in the particularly competitive, pressure-cooked environment of New York City independent schools, both his sister (who provided good, early advice to Baret on the balance of structure and independence) and Noah benefited from gap years which they self-styled. A Summa Cum Laude graduate of Princeton in International Affairs, Noah spent his year between high school and college in Argentina, advancing his Spanish, and college in Argentina, growing to be one of America’s largest private schools in New York City with campuses in São Paulo, Shenzhen, and Silicon Valley as well. Chris also built the two Whittle School & Studios campuses in Shenzhen and Suzhou. He is one of the few entrepreneurs to found not one but two “unicorns,” the Silicon Valley moniker for entities recommended for investments. By his senior year, Chris had scored 4 straight years a Scholar-Athlete of the Intercollegiate Tennis Association (ITA), Following Princeton he was recruited to Lazard’s Investment Banking group specializing in healthcare mergers and acquisitions. Noah lives in a hothouse of fellow Princeton entrepreneurs in the Williamsburg neighborhood of New York City. As Baret’s CFO and COO, Noah will guide the complex operational aspects of Baret Scholars including booking roughly 40,000 hotel room nights in our first year of operations. Education: Princeton University, BA Languages: Spanish, English, German Birthplace: New York City Lived In: Germany, Argentina, United States Special Book: When Breath Becomes Air, Paul Kalanithi

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Heads of Country/Regions
**GABY HAFFNER, HEAD, EUROPE BASED: LONDON**

Most of the Baret team have done a gap year. Gaby did two—both before and after her time at Cambridge. She holds our internal record for reach, spending time in 52 countries around the world, with a heavy dose of the Far East including Burma, Laos, Cambodia, Thailand, Sri Lanka, Korea, China and Japan. She stayed two months in the Dalai Lama’s Himalayan hometown—but reports no sightings. Her Hispanic hometown—but not just of her homeland. Zina is an expert in almost any city you can name - a very valuable spreadsheet of the best neighborhoods and restaurants in the world lives on her computer. Zina has been to over 80 countries (a previous bio here said colleague Gaby Haffner, Baret’s Country Head of Europe, held the record at 52. Correction!). Her professional experience includes time at leadership posts at Careem (acquired by Uber), and Boston Consulting Group. Ranking first in the entrepreneurial boot camp of her INSEAD class, she founded Hummingbird Ventures where she mentors over 50 startups in MENA. Not to be forgotten, along the way, she taught English to kindergarten children in Hong Kong.

**ZINA AJLOUNY, HEAD, MIDDLE EAST BASED: DUBAI/ISTANBUL**

With Palestinian refugees as grandparents, a Muslim mother, and a Christian father, Zina brings to Baret Scholars an understanding of the wonders, intricacies, and subtleties of her homeland, the MENA region of the world. But not just of her homeland. Zina is an expert in almost any city you can name - a very valuable spreadsheet of the best neighborhoods and restaurants in the world lives on her computer. Zina has been to over 80 countries (a previous bio here said colleague Gaby Haffner, Baret’s Country Head of Europe, held the record at 52. Correction!). Her professional experience includes time at leadership posts at Careem (acquired by Uber), and Boston Consulting Group. Ranking first in the entrepreneurial boot camp of her INSEAD class, she founded Hummingbird Ventures where she mentors over 50 startups in MENA. Not to be forgotten, along the way, she taught English to kindergarten children in Hong Kong.

As Baret’s Country Head of the Middle East, Zina will lead program development and student recruitment there. And we know she’s really good at it, having just organized and completed Baret’s Leadership Retreat in Istanbul.

**OFORI-KWAFO AMPONSAH, HEAD, AFRICA BASED: NEW YORK**

As we look for future expansions of the Baret route, it is only fitting we have one ex-NASA team member on board, so to speak: early in his career, Ofori was at NASA’s Armstrong Flight Research Center in Los Angeles. Educated in the U.S. Northeast (first at the Hotchkiss School and then at nearby Amherst College), he headed to the UK for his MBA from Oxford. A college Water Polo athlete, he later substituted water for ponies, playing polo from Buenos Aires to Accra. Note: in Ghanaian culture, one's middle name is the day you were born; Ofori arrived on a Thursday and thus he is “Yaw.” Professionally, Ofori has been a senior consultant, guiding 100s of Africa’s 54 countries. As Baret’s Country Head of Africa, Ofori will lead program development and student recruitment there.

**FARHAD ANKLESARIA, HEAD, INDIA BASED: LONDON AND DELHI**

Reading the Iliad and the Odyssey in the original Homeric Greek and hosting one of the largest and most successful parties Yale has ever seen (Electro) reveal the range of Farhad’s personality. He’s a natural-born advisor to students. Following Yale, he worked at Red Associates in New York and Copenhagen, but he soon moved back to India to form a highly successful, full-service college consultancy, guiding 100s of students over a decade. Studying to one day become a psychoanalyst, his Saturdays in London are spent at an institute understanding Freud and Lacan. He enjoys writing metrical poetry and is the author of a beautiful book on grammar—he also co-wrote and edited the book you are reading right now. We’re told he can identify almost any tree in Delhi where he also became a national level swimmer. Quitting his first job, he took a gap year around his home country of India, in Greece (Athens, Delphi, Arcadia, Hydra), Israel, Jordan and Thailand. Crossing the Allenby Bridge into Jordan during that year remains an important moment for him. As Baret’s Country Head of India, Farhad will lead the overall program there, aid in Baret’s recruiting of students from the Indian diaspora worldwide, and contribute to the development of our Advisory system.

**GARY OFORI-KWAFO AMPONSAH, HEAD, AFRICA BASED: NEW YORK**

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By her account, she grew up in a small town in Anhui province, China. For the record, Bengbu’s population is mere 1,900,000! Her love for Journey to the West as a child ignited her lifelong quest to explore the world. As an engineering major in Shanghai, she watched the Chinese diaspora across the globe. And she will keep us thinking about outcome metrics!

Education: University of Oxford, MII; UCLA, BA Languages: Mandarin, English Birthplace: Hainan Island, China
Lived in: United States, China
Special Book: Journey to the West: Wu Chong’en

As Baret’s Head of Global Scholarships, Kalady will see that students worldwide know about our 40 scholarship programs and guide Baret’s review of the many hundreds of applications expected for these grants. She will also work with foundations, family offices, and companies worldwide to increase the number of Baret scholarships offered.

Education: University of Pennsylvania, MA; Washington & Lee, BA Languages: Bangla, Hindi, English Birthplace: Hartland, Wisconsin
Lived in: Nepal, India, The Netherlands, United States
Special Book: Whittier Men in Plasos, Keith Basso

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Special Book: Whittier Men in Plasos, Keith Basso

An old saying goes: “The front-line troops are always in favor of retreat.” Not so with Kristal Shipe. For 38 years she has not just held the line but ran to the problem, any problem she has been asked to tackle. She does so with a patience and charm that belies her immense capacities. In 1983, she joined Whittle Communications (then called 15-30), a rapidly rising media endeavor with team members scattered across 7 buildings in Knoxville. Two years later she became the EA of Chris Whittle, and for nearly 4 decades hence, she has helped make possible the 5 media and educational endeavors she has founded. Though in later years not based where the companies were, during the annoying days of dial-up, she could have patented the concept of virtual work. Her home base in Knoxville is not an outpost of, but an inbox for the leadership teams.

Education: Knox Union Vocational-Technical
Languages: English
Birthplace: Knoxville
Lived in: United States
Special Book: The Education of a Gardener, Russell Page
VI. Tuition, Fees, Applications & Scholarships

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Applications & Deadlines 100
Scholarships 101
College Guidance 102
Chapter 22

Tuition, Fees, Applications & Scholarships

Tuition

TUITION FOR Baret Scholars is similar to that of a year at a top-tier university in the United States, even though the Baret program is in 7 regions of the world versus a single campus. For 2024–25, Baret Scholars tuition will be $64,500. For students accepted via Baret’s Early Application Program, tuition payments would be due in 3 installments on the following dates:

- On February 20, 2024 $16,000
- On April 20, 2024 $16,000
- On August 15, 2024 $32,500

Total $64,500

For students accepted via Baret’s Regular Application Program, tuition payments would be due in 2 installments on the following dates:

- On April 26, 2024 $32,000
- On August 16, 2024 $32,500

Total $64,500

Fees

BARET SCHOLARS provides and arranges for all flights and transportation plus 7-days-a-week room and dining for the entire Baret Scholars program year. This includes for the fall (from Sept 8, 2024 to December 15, 2024) and for the winter/spring term (from January 15 to May 22). It also includes all Travel/Room/Dining Fees for both the Home Base cities and for the Fellowship cities.

For all accepted students, regardless of having applied early or regular, Travel/Room/Dining deposits will be due in 3 equal installments on the following dates:

- On April 26, 2024 $10,000
- On August 15, 2024 $10,000
- On November 16, 2024 $10,000

Total $30,000

Incidental Expenses

STUDENTS WILL be responsible for any incidental expenses they choose to make during the course of the year. Consistent with typical university policies, students would be responsible for their travel to the Baret orientation location and, upon graduation, back home. Similarly, students would be responsible for their travel to and from home during the winter break.

Applications and Deadlines

BARET SCHOLARS is a selective admissions program. Given that Baret has only 180 seats for applicants across the entire world, we expect far more applications than able candidates. Similar to university admission programs, we have two admission cycles described below: Early Application and Regular Application.

As noted in the previous section describing how we will build the Founding Class of 2024–25 to ensure great cultural diversity, students will be asked to apply by region, noting their country of origin in their application. Baret has allocated the following seats for each region of the world:

- South & Central America: 25
- Europe: 25
- Africa: 25
- Turkey & Middle East: 20
- India & South Asia: 20
- China & East Asia: 20
- Rest of Asia/Oceania: 20
- US & North America: 25

Regular Application Deadlines:
- By March 1 Preliminary Applications Filed
- By April 7 Full Application and Interviews Completed
- By April 20 Notification of Acceptances

The application is available online at baretscholars.org

Baret Scholarships

Tuition

Scholarships

BEYOND WHAT we are allocating Baret seats to exceptional applicants. With this mission in mind, we’re launching two scholarship programs to ensure that the most talented and driven individuals, hailing from every corner of the globe, have the opportunity to join us on this extraordinary adventure.

20 Baret Honor Scholarships — $10,000 each.

THE BARET Honor Scholarships will be for $10,000 each, to be applied towards Baret’s tuition costs. As with the Full Scholarships above, these grants will be spread across the world, generally 3 per region. Our Honor Scholarships will be fully merit based, awarded to quite outstanding applicants regardless of financial need. Our admission process for Honor Scholarships will cover 100% of both the $65,000 tuition and the $50,000 travel/room/dining expenses to each selected student for incidental expenses during the year and travel to and from the program. Just as we are allocating Baret seats to different regions of the world, these Full Scholarships will be spread across the globe, generally 3 for each region.

Our Full Scholarships will be awarded to truly outstanding applicants with demonstrated financial need. Note: students with financial capacity to afford Baret should not apply for these awards. These are among the largest scholarship awards in the world, and we expect enormous numbers of applications for them. Our admission process for Scholarship programs will follow the same timetable as our other admissions (see the Application section). Baret’s Admission Committee will review all applications and then select 200 Full Scholarship finalists to be interviewed. Once these 200 finalists are identified, we will request confidential documentation to support their financial need utilizing the services of a 3rd party organization used by universities and private schools for these purposes.

A minimum of 20 Full Scholarships will be awarded for our 2024–25 class with these funds being provided largely by Baret Scholars itself and, partially, by the philanthropic generosity of foundations, families, and companies around the world who support the Baret mission. The Baret team will be organizing support for its scholarships worldwide, and, over time, we hope to expand beyond the initial number provided here.

20 Baret Full Scholarships — $105,000 each.

THE BARET Full Scholarships will be for $105,000 each. Each scholarship will (1) cover 100% of both the $65,000 tuition and the $50,000 travel/room/dining costs and (2) provide a $10,000 stipend to each selected student for incidental expenses during the year and travel to and from the program.

On what basis will Baret’s Admission Committee make a decision on each application? The worst educational experiences are those “done to students.” Baret’s spirit is one of students guiding their own learning, working collaboratively and sharing their interests with fellow students. We seek students with demonstrated, significant accomplishments in something they care about: it could be art, music, athletics, writing, an entrepreneurial endeavor, or any field of study. Of course, we are impressed by those who sat a 1600 SAT score or a straight A transcript infer. Though not determinative, we will take those into account.

Equally, Baret is attracted to students that are still discovering themselves but have creative minds and a strong desire to strengthen their work ethic. As the song Audition goes in the movie LaLaLand, “so bring on the rebels, the ripples from pebbles, the painters, and poets, and plays.” We welcome every student with a desire to explore their minds, their hearts, and the world around them — to apply.

What do we ask for in our application? Think of the application as a “presentation of you,” an audition of sorts. We are interested in what you have already accomplished for yourself and for others versus requiring you to create something forced for our Admissions Committee. Think of your application to Baret as pulling together a collection from your life. Though there are minimum requirements in the application, there is also considerable flexibility allowing you to make your case to our Admission Committee as you see fit. One example: create a video of any length to tell us about yourself, your interests, why you are attracted to Baret and/or what you would like to do in your Baret year.

What about interviews? Once Baret has received all applications, we will select 350 finalists for our founding 2024-25 class. Each of those finalist students will be interviewed one-on-one by a member of our Admission Committee, face-to-face, if not convenient, via Zoom. Baret offers Early Application and Regular Application programs, and, as is the case in many universities, the probabilities of admission are somewhat higher for Early Application candidates. Our deadlines for each cycle are as follows:

Early Application Deadlines:
- By January 10 Preliminary Applications Filed
- By January 30 Full Application and Interviews Completed
- By February 15 Notification of Acceptances

Notifiable Information to Applicants:

There is no documentation to support financial need.
College guidance

While a majority of our students will have already been admitted to colleges, we extend an invitation for collaboration with private college counsellors to enrich and fortify the applications of those who are still in the process. We recognise the importance of every student’s educational journey to college, and we know the pivotal role played by private college counsellors.

For students who already have a private college counsellor, our program - through our Fellows and Country Heads - will seamlessly integrate with the counsellors and their advisory networks. Additionally, we value the insights and expertise that they possess about our students, and we endeavour to learn from them prior to the commencement of the program. By learning about each student’s unique traits, goals, interests, and activities from counsellors, we can better serve our students and their college applications.

Additionally, our team will consider and act on recommendations from a student’s private college counsellor. These recommendations will guide us in tailoring specific aspects of our program to meet the students educational objectives. This could take the form of finding suitable volunteer opportunities for the student in different regions, assisting in the transformation of an academic interest into an impactful Capstone Project, aligning students with compatible Fellows for collaborative research, or fostering the development of certain skills.

For our students without private college counsellors, we have a strategic relationship with InGenius Prep with whom we can facilitate introductions and coordinate during the Baret Year. InGenius Prep is a highly sought after college counselling firm that was founded at Yale and operates around the globe. They are a team of former admissions officers from elite universities who have a stellar track record of getting students into top universities.

Baret Scholars is committed to enhancing the educational journeys of all our students. With the help and collaboration of college counsellors, we believe that we will not only help our students achieve their college admissions goals but also deliver a better and more informed program.