Annual Report 2017–2018
DEGREE PROGRAMS
Master of International Affairs (MIA)
Master of Public Administration (MPA)
MPA in Development Practice (MPA-DP)
MPA in Economic Policy Management (MPA-EPM)
MPA in Environmental Science and Policy (MPA-ESP)
PhD in Sustainable Development
Executive MPA (EMPA)

MIA AND MPA CONCENTRATIONS
Economic and Political Development
Energy and Environment
Human Rights and Humanitarian Policy
International Finance and Economic Policy
International Security Policy
Urban and Social Policy

MIA AND MPA SPECIALIZATIONS
Advanced Policy and Economic Analysis
Gender and Public Policy
International Conflict Resolution
International Organization and UN Studies
Management
Technology, Media, and Communications
Regional (Africa, East or South Asia, Europe, Latin America, the Middle East, and Russia and the Former Soviet States, among others)

SIPA is proud to announce What Can Be, a $150 million, multiyear campaign that builds upon our 72-year history to imagine a new era of impact in the world.

Learn how you can support SIPA: sipa.columbia.edu/whatcanbe
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Letter from President Lee C. Bollinger

Columbia University’s School of International and Public Affairs was founded in 1946 during a period of great change and uncertainty. Its mission was to promote understanding across political, cultural, and geographic divides and to train future generations of leaders to navigate an increasingly interdependent and volatile world. Across more than seven decades, the School has proven to be remarkably adept at grasping the needs of the historic moment and at fulfilling SIPA’s essential purpose.

Today, society’s challenges include political unrest, economic insecurity, rising temperatures, and a variety of technological threats, and SIPA is playing an important role in addressing each of these problems. The source of the School’s expertise and passion for public service will always reside in an exceptional faculty and a gifted and diverse cohort of students and alumni.

During the past year, SIPA has continued to host impressive gatherings and launch innovative scholarly initiatives. The School’s research is influencing the formation of public policy through projects on economic governance, sustainable energy, international conflict, food security, and other areas. Dean Merit E. Janow cochaired the New York Cyber Task Force during a time that saw the release of important cybersecurity recommendations. The School also welcomed World Bank president Jim Yong Kim to deliver the annual Gabriel Silver Memorial Lecture and former U.S. attorney general Eric H. Holder, whose keynote address at the David N. Dinkins Leadership and Public Policy Forum discussed this promising moment for reform of the criminal justice system.

None of this would be possible without your support, and for that you have my profound appreciation. I would like to end by thanking Dean Merit E. Janow for her thoughtful leadership of SIPA for the past five and a half years. She and the School of International and Public Affairs deserve recognition for the indispensable work they have done and will continue to do for us all.

Sincerely,

Lee C. Bollinger
President
Letter from
Dean Merit E. Janow

The 2017–18 academic year was one of great ambition and achievement for Columbia SIPA. Whether advancing important initiatives across our core fields or new areas, undertaking leading-edge research, engaging thought-leaders on our campus or around the world, or partnering with a broad array of institutions and organizations, SIPA stood at the forefront of addressing global policy challenges. This has been our mission for more than 70 years. We are pleased to share with you this brief glimpse into the remarkable range of our activities over the past year.

While no annual report can fully capture the true breadth or character of a school as diverse and vibrant as SIPA, our hope is that the stories in the pages that follow provide a sense of the amazing vitality, impact, and reach of our students, faculty, and alumni. Among the highlights of our year, we added five new full-time faculty, undertook student Capstone workshops in 25 countries, published dozens of important new books and influential reports, hosted hundreds of conferences and high-profile events with leading figures, and launched several new initiatives.

We have grouped the content of this annual report into three major categories: Education, Research, and Engagement. A SIPA education equips our students with the tools, skills, and global perspective to lead and serve in a complex and connected world. Research by our faculty and six research centers continues to shape public policy and expand understanding of critical challenges on a global scale. Our engagement with partners—be they governments, major firms, NGOs, or our fellow Columbia schools—generates new knowledge and advances ideas into the world.

In 2017–18, SIPA also launched a new $150 million capital campaign—What Can Be—that seeks to provide the financial resources necessary to achieve a new era of impact. This campaign will further SIPA’s goals for student financial aid, faculty hiring, new programs, and capital improvements. At the same time, it will support the University’s broader Columbia Commitment campaign in key areas for the future. We hope you take time to learn more about this effort.

Thank you for being a part of our community as we celebrate another successful year at SIPA and look forward to the next.

Merit E. Janow
Dean, School of International and Public Affairs
SIPA is the hub of a global learning community, energized anew each fall by students from around the world. SIPA’s educational programs are built upon a multidisciplinary foundation of rigorous academic knowledge and policy frameworks, taught by leading scholars and practitioners from the U.S. and abroad. SIPA students find themselves immersed in team-based class projects, multiday simulations, high-impact internships, and the cumulative Capstone assignment with real-world clients that reach from New York City to nearly every country of the world.
Global Economy / Trade / Finance / Development

SIPA is a global leader in graduate education and applied research in economic and political development, international finance and economic policy, international security and foreign policy, energy and environment policy, urban and social policy, and human rights and humanitarian policy. Our students learn from faculty that include both internationally recognized scholars and high-level practitioners, including finance ministers, central bankers, and economic experts at major international financial institutions. Below are a few examples of new educational activities this year.

**IFEP Concentration Increases Enrollment, Expands Curriculum**

The International Finance and Economic Policy (IFEP) concentration increased to 302 students, up from 200 just five years ago, making it the largest such concentration at any policy school.

To meet the demands of this increased enrollment, the IFEP curriculum has been strengthened by two new quantitative courses: Applied Time Series, taught by Flavio Bartmann, and Financial Risk Management and Public Policy, taught by Allan Malz. Christian Deseglise is teaching another new course, Green Transition in Emerging Markets, which explores the challenges faced by emerging markets, and particularly by China, in moving toward more-sustainable growth.

**Former Treasury Secretary Lew Teaches Policymaking**

Former Treasury secretary Jacob J. “Jack” Lew, who joined SIPA as visiting professor in 2017, teaches a highly successful course, Leadership and Policy Development: Domestic and International Economic Issues. The innovative course provides a deep dive into crucial domestic and international economic policy issues, helping students understand how the interplay of domestic and international political factors influences public-sector decision-making. Lew prepares students to address issues at the highest level by assigning them to develop—and provide extensive feedback on—memoranda and presentations for senior policymakers.

“SIPA is incredibly fortunate to have Jack Lew on the faculty,” one student wrote. “He is a wealth of information for economic policy issues and has an uncanny ability to boil down complex issues and express what the decision ultimately came down to for U.S. policymakers. This was one of my favorite courses at SIPA.”

**EPD Workshops Celebrate 30th Anniversary**

The Economic and Political Development (EPD) concentration celebrated the 30th anniversary of the EPD workshop. Starting with two projects in Belize and Jamaica in 1987–88, the workshop has grown to become an essential part of the concentration and one of the models for SIPA’s Capstone workshops. Through almost 400 projects in 30 years, close to 2,400 second-year students have done cutting-edge work with over 200 development clients and partners in over 90 countries. In 2017–18, over 130 students worked with 21 clients, involving fieldwork in 24 countries. The 30th anniversary of the workshop was celebrated at a reunion breakfast on SIPA’s Alumni Day and at the EPD year-end reception on April 30.

**Economic Policy Management in Washington, D.C.**

The MPA-EPM annual Washington, D.C., trip, which offers students an opportunity to network with alumni and hear about relevant career opportunities, took place on January 8–9, 2018, and was followed by the SIPA career conference in Washington on January 10–12.
Energy, Environment, and Sustainability

From clean energy solutions to greener, more livable cities, our scholars, students, and alumni are committed to fostering the knowledge, policy, and entrepreneurial innovations to improve the sustainability of the planet we all share. SIPA faculty include both renowned researchers in climate change and sustainability as well as leading practitioners in U.S. and international energy and environment policy, providing our students with access and analysis of one of our world’s largest threats. Highlights from the year are described below.

Student-Led Practicums Address Sustainability in Tanzania, Puerto Rico, and the Dominican Republic

With financial support from the Earth Institute and the Center on Global Energy Policy, the Energy and Environment (EE) concentration selected four student-led practicum projects for implementation:

• Solar Tan(sun)ia focused on the main challenges to financing solar products and perceived direct benefits and externalities from having solar panels in rural schools in Tanzania.

• Post-Maria Puerto Rico focused on facilitating the scaled-up implementation of solar microgrids as an alternative electricity supply option in Vieques, Puerto Rico.

• Reimagining Grid Solutions explored the regulatory, policy, and financial barriers and drivers of microgrid development in Puerto Rico.

• Sol Team Six: PV Preparedness assessed a means of utilizing pico solar products to prepare disaster-vulnerable communities in the Dominican Republic for energy challenges posed by future hurricanes and subsequent grid destruction.

The projects were entirely student designed during fall 2017 and implemented in spring 2018, including travel to Tanzania, Puerto Rico, and the Dominican Republic.

MPA-ESP Workshops Culminate in Real-World Projects

The MPA-ESP’s three-semester workshop sequence culminates in a real-world project for clients in New York City and beyond. Spring 2018 client-based projects included the following:

• “Scaling Up Mountain Ecosystem-Based Adaptation”
  Client: International Union for Conservation of Nature (IUCN)

• “Understanding Energy Cost Burden in New York City”
  Client: New York City Mayor’s Office of Recovery and Resiliency

• “Cleaning Up New York City’s Waste Stream”
  Client: New York City Department of Sanitation

• “Advancing Urban Agriculture: Policy Recommendations for a More Resilient NYC”
  Client: Office of New York City Council member Rafael L. Espinal Jr.

Human Rights and Humanitarian Policy

Long recognized for its education and engagement in international human rights issues, SIPA is dedicated to lifting the world’s most vulnerable to a better future. Working across many disciplines, students benefit from the School’s connections with multilateral institutions, particularly the UN, and they receive experiential training through courses, Capstone workshops, and simulations.

Student Achievements

Two Human Rights and Humanitarian Policy concentrators were recipients of the 2018 Columbia Graduate Global Policy Award.


In summer 2018, Burke conducted research in Israel, Jordan, and Egypt about the garment sector in the region, which sits at the crossroads of some of the most pressing issues in modern political economy.

Her work considers several lenses, including U.S. foreign policy in the Middle East and its relationships with client states there, sustainable business practices, the Israel-Palestinian peace process, and the effects of neoliberalism on labor and human rights. Her project investigated the influence of the U.S. government on an International Labour Organization (ILO) program tasked with monitoring labor rights in the garment sector of Jordan, documenting the ways the U.S. lobbied to protect large American clothing brands.

Alexandra Moore Kotowski MIA ’19: “Child Marriage Advocacy in Zimbabwe”

Kotowski spent her summer working as an Advocacy Project Peace Fellow in Zimbabwe. The Advocacy Project is capacity-building initiative which partners with grassroots organizations around the world. As part of her fellowship, Alexandra worked with the Woman Advocacy Project (WAP), which is based in Harare, Zimbabwe. WAP works on women’s rights and is focusing on ending child marriage through youth-led education and mentorship. While working with WAP, Alexandra conducted field research on child marriage and associated women’s rights issues, including unemployment, poverty, health inequalities, domestic violence, sexual assault, rape, and lack of access to health education.
International Security and Foreign Policy

Since its founding after World War II, SIPA and Columbia University have been recognized as a leader in education and applied research on security and foreign policy. Seventy years later, SIPA students continue to learn from leading scholars studying issues of both war and peace around the globe—from dangerous fieldwork in Afghanistan to machine-learning technology used to combat terrorism on social media. SIPA’s rigorous curriculum and robust program of activities address a shifting policy landscape in real time.

SIPA Welcomes Biddle and Christensen to Faculty

In 2018, SIPA welcomed professors Stephen Biddle and Thomas Christensen. Biddle, a leading scholar in military force planning, conventional net assessment, and force employment, served as an adviser to the commanders of U.S. forces in Iraq and Afghanistan, and is the author of Military Power. Christensen is the director of the China and the World Program at Columbia and served as deputy assistant secretary of state in the second Bush administration. He is the author of several books, including The China Challenge.

ISP Crisis Simulation Addresses South China Sea

In February 2018, students in the International Security Policy concentration held the annual ISP Crisis Simulation. This year’s simulation addressed a hypothetical crisis in the South China Sea. Participants struggled to balance a desire for peace with conflicting national interests and mandates and gained insight into the challenges evoked by an international crisis.

Tamar Mitts Joins Faculty

Tamar Mitts—whose research examines the behavior of Islamic State supporters on social media, drawing on new data of over a million users linked to the extremist group on Twitter—joined SIPA’s faculty as an assistant professor in fall 2018.

New Cybersecurity Course Offering

Cybersecurity—Technology, Policy and Law is an ambitious, multidisciplinary class taught by Matthew Waxman from Columbia Law School, SIPA’s Jason Healey, and Steven Bellovin from the Fu Foundation School of Engineering and Applied Science (Computer Science Department), each of whom is an authority in a different facet of the field. The course enrolled students from all three schools so that they could educate one another and discuss how to tackle cybersecurity issues across these different disciplines.
Global Urban and Social Policy

As an academic institution in one of the world’s greatest urban centers, SIPA’s commitment to solving social policy challenges such as health, housing, and education is not just an academic exercise. Our students and faculty are immersed in the neighborhood around them, addressing real-world issues of urbanization in the 21st century. Highlights from the year are described below.

Labor in America Seminar Investigates the Roles of Employer vs. Employee

Can an employer fire a worker for failing to participate in a political rally? Can masters students unionize? Are Uber drivers employees or independent contractors? Which jobs can—and will—be replaced by robots and computers?

Alexander Hertel-Fernandez’s seminar Labor in America: Power, Politics, and Policy in the Workplace seeks to answer these pressing questions from a variety of perspectives in history, law, political science, and economics. Hertel-Fernandez delves into topics as varied as unions, racial inequalities, globalization, automation, education, outsourcing, in-sourcing, Uber, the gig economy, internships, and the employment status of student athletes. Throughout the course, the underlying themes considered are the conditions in which workers do their jobs, the nature of those jobs, the relationship between workers and their employers, and the role of public policy in setting the rules that govern those factors.

Shimabukuro Teaches New Social Policy Course

Yumiko Shimabukuro, lecturer in the discipline of international and public affairs, taught a new Social Policy core course that explores welfare systems from a comparative perspective and analyzes the political, economic, sociocultural, and historical factors that shape and sustain them in advanced industrialized countries.

Long-Range Sustainability Plans Are Focus of New Course

Cities have long grappled with promoting their economies, their environments, and social equity. Over the last 10 years, a new tool has emerged to accomplish these goals—long-range sustainability plans. Planning and Implementing Urban Sustainability, Equity, and Economic Development, a new course taught by Nilda Mesa, is designed to prepare future policymakers and those who work with them to envision, plan, and manage for urban sustainability, inclusive economic development, and social equity with a long-range sustainability plan. Not quite regulatory mechanisms, not quite visionary political statements, not quite budgets, long-range sustainability plans are innovative hybrids that have evolved for cities to envision, implement, and track progress toward their sustainability goals. While each city’s plan is unique, over the course of the last few years, common elements and strategies have surfaced as the creation and implementation of the plans have spread to small and midsize cities.
Entrepreneurship, Digital Technology, and Public Policy

SIPA collaborates across Columbia University and with public- and private-sector partners in New York City and globally to study the conditions and means that give rise to entrepreneurship and social entrepreneurship and to support student entrepreneurial ventures. Below are examples of our researchers and scholarship during 2017 through 2018.

Entrepreneurial Fellows in Residence
During the 2017–18 academic year, SIPA hosted several global entrepreneurs, scholars, and innovators in residence:

• SIPA postdoctoral fellow and lecturer Hollie Russon Gilman researched and analyzed the relationship between urban policy and the startup ecosystem, in particular how cities can serve as experimental laboratories for technology, innovative policy methods, and entrepreneurship.

• Ronaldo Lemos, a professor of law and innovation at the Rio de Janeiro State University and director of the Institute for Technology and Society of Rio de Janeiro, developed scholarship about digital identities and the internet of things and incorporated the content into his SIPA course Technology Policy in the Developing World.

• Maher Nasser, director of the outreach division in the United Nations’ Department of Public Information, joined at SIPA on sabbatical leave from the UN. As a visiting scholar, Nasser explored how the UN can better adjust to and use the potential of 21st-century innovation and disruptive technologies to meet rising global challenges.

Cutting-Edge Research
SIPA has sponsored and inaugurated research around several key areas at the intersection of technology, public policy, and entrepreneurship.

Global Educational Technology (Ed Tech)
Under the leadership of Professor Sarah Holloway, SIPA is undertaking cutting-edge research on Ed Tech innovations across the globe and how educational technology is impacting how teachers teach, students learn, and school communities interact.

The New Technologies of Money
Columbia Business School professor Eli Noam is conducting research on entrepreneurship in payment systems and the impact on macroeconomic policy.

The Urban Innovation Environment
SIPA postdoctoral fellow and lecturer Hollie Russon Gilman and Euan Robertson, director of planning and special projects at Columbia University and former executive vice president and COO of the New York City Economic Development Corporation, are conducting research on efforts of cities to support entrepreneurship and innovation. This includes Robertson’s research on the use of competition models as tools for economic development in cities and how industry and civil society can support urban entrepreneurship.

Entrepreneurship in Shenzhen
In collaboration with the Southern University of Science and Technology (SUSTech) in Shenzhen, China, SIPA commissioned a case study examining entrepreneurship in Shenzhen, including the policy initiatives in support of digital entrepreneurship.

Digital ID in India
Professor Arvind Panagariya, professor of economics and the Jagdish Bhagwati Professor of Indian Political Economy at SIPA, is conducting research on “Financial Technology, Inclusion, and Development,” with a specific focus on the case of India. This includes examination of the digital economy and India’s development of biometric identifiers as a means of bringing India’s vast population into government services.

Innovation Approaches to Fake News
Professor Anya Schiffrin, director of SIPA’s Technology, Media, and Communications degree specialization, is conducting research into entrepreneurial solutions that are being developed to address the challenge of false news dissemination.

↑ Shanna Crumley MIA ’18 and Gemma Torras Vives MPA ’18, winners of the 2018 Dean’s Public Policy Challenge Grant
SIPA’s faculty unites noted research scholars and distinguished practitioners to produce, disseminate, and implement new knowledge about pressing public policy challenges. Thoughtful and active, these experts shine light on a variety of critical issues facing the world: the characteristics of financial crises, the ongoing damage of climate change, the role of global cooperation in protecting the environment, social policies that promote the rights of women and children, and many more. Their collective work is visible, influential, and enduring. It is reflected in the continuously evolving courses they teach at SIPA, the articles they publish in journals both popular and academic, and their ongoing engagement with the local, national, and global public policy communities beyond Columbia’s campus. It is a hallmark of the School today and a legacy for tomorrow.
Global Economy / Trade / Finance / Development


Joseph Stiglitz, University Professor

In this expansion and update of his landmark bestseller, renowned economist and Nobel Prize winner Joseph Stiglitz addresses globalization’s new discontents in the United States and Europe. Immediately upon publication, Globalization and Its Discontents became a touchstone in the globalization debate by demonstrating how the International Monetary Fund, other major institutions like the World Bank, and global trade agreements have often harmed the developing nations they are supposedly helping. Yet globalization today continues to be mismanaged, and now the harms—exemplified by the rampant inequality to which it has contributed—have come home to roost in the United States and the rest of the developed world as well, reflected in growing political unrest.

With a new introduction, major new chapters on the new discontents, the rise of Donald Trump, and the new protectionist movement, as well as a new afterword on the course of globalization since the book first appeared, Stiglitz’s powerful and prescient messages remain essential reading.

“A Data Science Approach to Predict the Impact of Collateralization on Systemic Risk,” in From Security to Community Detection in Social Networking Platforms, Lecture Notes in Social Networks, Springer International, 2019

Sharyn O’Halloran, George Blumenthal Professor of Political Economy and Professor of International and Public Affairs, with Nikolai Nowaczyk, Donal Gallagher, and Vivek Subramaniam

Since the financial crisis in 2007–08 there has been a vibrant discussion on how to reduce systemic risk in the financial system. Various legislation and regulations have been enacted, yet a decade later experts still do not agree on whether or not current regulation is sufficient in order to prevent a future economic meltdown. In this paper, O’Halloran, Nowaczyk, Gallagher, and Subramaniam present an approach that uses data science to evaluate, predict, and optimize financial regulation. They introduce a model of financial systems that can capture the impact of financial regulation on all levels of detail—from a single trade to systemic effects—using directed graphs enriched with multivariate weight functions. They use random graph algorithms calibrated to realistic distributions to generate financial systems, which are open and completely accessible to scientific research, and simulate how these financial systems evolve over time under different regulations. This provides a data set on which the impact of financial regulation on systemic risk can be studied by data science techniques such as aggregation, visualization, and anomaly detection.

The authors illustrate this method on prominent financial regulation passed since the crisis. Industry participants and policymakers alike can utilize this data set to test the impact that alternative regulations have on financial markets prior to enacting them in the real world. Data science techniques further empower policymakers with tools to compare regulations under various conditions and determine the ones that meet public policy objectives.

Social Value Investing: A Management Framework for Effective Partnerships, Columbia University Press, 2018

Howard W. Buffett MPA ’08, Adjunct Associate Professor and Research Scholar, and William B. Eimicke, Professor of Professional Practice in International and Public Affairs

Social Value Investing outlines a five-point management framework inspired by value investing, which they identify as one of history’s most successful investment paradigms.

The model reflects the authors’ experience as instructors in SIPA courses on public management, philanthropy, impact investing, and management innovation. It also draws extensively on Buffett’s research and work across the public, philanthropic, and private sectors as well as case studies developed by Eimicke and SIPA’s Picker Center for Executive Education.
Energy, Environment, and Sustainability

Wolfram Schlenker, Professor of International and Public Affairs, and Solomon Hsiang PhD ’11
A new study from Schlenker and Hsiang (with Jonathan Proctor, Jennifer Burney, and Marshall Burke) finds that solar radiation management — blocking the sun to mimic the effect of volcanic eruptions — would not reduce agricultural damage from climate change.

Wolfram Schlenker and Anouch Missirian PhD ’20
Schlenker and Missirian’s research showed an increased rate of asylum seekers from developing countries as a result of negative changes in climate- and weather-induced conflict. This research was featured in the *New York Times*, the *Washington Post*, and the *Atlantic*, among others.

Scott Barrett, Lenfest-Earth Institute Professor of Natural Resource Economics, with Astrid Dannenberg
How do we compel countries to supply a global public good like climate change mitigation? The direct approach asks countries to sign a treaty in which they pledge not to pollute. This approach cannot be enforced. The indirect approach asks countries to do something else, such as to adopt a technology standard which assures that pollution is reduced. If one country’s preference for the technology increases the number of others that adopt the technology (as would be the case in networks), then the indirect approach makes it attractive for a country to join and comply with an agreement to adopt the technology. The indirect approach thus assures enforcement. However, there may be cheaper ways to reduce pollution than by adopting the technology, so it isn’t obvious which approach is best.

Geoffrey Heal, Donald C. Waite III Professor of Social Enterprise in the Faculty of Business and Professor of International and Public Affairs
Heal investigates the cost and feasibility of reducing U.S. greenhouse gas emissions by 80 percent from 2005 levels by 2050. The U.S. has stated in its Paris COP 21 submission that this is its aspiration. Heal suggests that this goal can be reached at a cost in the range of $37–$135 billion a year. He assumes that the goal is to be reached by extensive use of solar photovoltaic and wind energy (66 percent of generating capacity), in which case the cost of energy storage plays a key role in the overall cost. Heal concludes tentatively that more limited use of renewables (less than 50 percent) together with increased use of nuclear power might be less costly.
Human Rights and Humanitarian Policy

Yasmine Ergas, Lecturer in the Discipline of International and Public Affairs and Director of the Gender and Public Policy Specialization

Invoking surging migration, nationalist-populist movements and their allied governments all over the world have legitimated xenophobic policies and given rise to neo-sovereignist confrontations that undermine international cooperation. It is impossible to overstate the harshness with which those seeking entry into at best indifferent, at worst overtly hostile states have been treated. But the unending stream of discouraging accounts is punctuated by reports by NGOs, individual volunteers, and public authorities seeking to succor migrants in distress.

Edward Luck, Arnold A. Saltzman Professor of Professional Practice in International and Public Affairs

If the United Nations always succeeded or never succeeded in preventing atrocity crimes, then there would be no point in trying to improve its performance. Instead, its track record has been remarkably uneven. Its quiet successes at preventing mass violence have been more than matched by horrific and well-publicized failures to prevent (or protect). Though it is impossible to measure prevention with any degree of certainty, it appears that the world body has, on occasion, made a positive difference. So, it has potential. But, in too many situations, that potential has not been realized. This essay asks why the UN’s preventive efforts have been so inconsistent and how some of the shortcomings in its performance might be remedied.

Anya Schiffrin, Lecturer in the Discipline of International and Public Affairs and Director of the Technology, Media, and Communications Specialization, with Beatrice Santa-Wood

Labor struggles are some of the most dramatic and powerful stories that journalists cover. Suffused with human interest on a topic that readers can relate to, reporting on labor can galvanize governments, companies, and the public. Indeed, throughout modern history, media coverage has been central to some of the major campaigns for labor rights around the world. Unions and human rights activists have worked closely with journalists to spread the word and create public outrage.

But when does labor reporting make a difference? What conditions need to be in place for it to have an impact? In this chapter, Schiffrin and Santa-Wood try to delineate some of the characteristics present in cases in which labor reporting has affected corporate or government behavior and present two case studies in support of their arguments.
International Security and Foreign Policy


Daniel Corstange, Assistant Professor of Political Science and of International and Public Affairs, with Erin A. York

How do civilians respond to civil war narratives? Do they react to ethnic frames more strongly than to alternatives? Governments and rebels battle for hearts and minds as well as strategic terrain, and winning the narrative war can shift legitimacy, popular support, and material resources to the sympathetically framed side. Corstange examines the effect of one-sided and competing war discourses on ordinary people’s understandings of the Syrian civil war—a conflict with multiple narratives but which has become more communal over time. He conducts a framing experiment with a representative sample of Syrian refugees in Lebanon in which he varies the narrative that describes the reasons for the conflict. In this paper, Corstange finds that sectarian explanations, framed in isolation, strongly increase the importance government supporters place on fighting. When counterframed against competing narratives, however, the rallying effect of sectarianism drops and vanishes.

“The President and the Bomb: Reforming the Nuclear Launch Process,” *Foreign Affairs* 97, no. 2 (March/April 2018): 119–128

Richard K. Betts, Leo A. Shifrin Professor of War and Peace Studies and Arnold A. Saltzman Professor of War and Peace Studies, coauthored with Matthew C. Waxman

Questions about how and when to use nuclear weapons may seem like an academic relic of the Cold War era, a time when they consumed defense planners. Indeed, after the Soviet Union collapsed, such questions faded away as smaller security problems took center stage. But now, as tensions grow with the established nuclear powers of China and Russia and with the new nuclear power of North Korea and the potential one of Iran, such debates have returned to the fore. As the United States adapts its nuclear strategy to the 21st century, it should adapt its nuclear decision-making procedures, too. The founders put a high premium on checks and balances out of a healthy appreciation for the limits of any individual’s virtue or wisdom. There is every reason to apply this logic to the process of starting a nuclear war—the ultimate presidential power.

“One World or Many?” *Critical Review* 29, no. 2 (2017): 170–188

Robert Jervis, Adlai E. Stevenson Professor of International Affairs

Quantum theory, although seemingly far removed from social and political life, offers insights into it, especially the ways in which anticipating, monitoring, and measuring behavior can change it. Theories of human behavior can be self-fulfilling or self-denying, in either case changing the world they were meant to explain. Monitoring what people do can change their attitudes and their actions. Measuring outcomes of policies and practices can lead previously accurate indicators to lose their validity.


Richard Nephew, Senior Research Scholar in the Faculty of International and Public Affairs

In his new book, Nephew draws from his rich experience as the lead sanctions expert for the U.S. team that negotiated with Iran from August 2013 to December 2014. Nephew, a senior research scholar and program director at the Center on Global Energy Policy at Columbia, was formerly a principal deputy coordinator for sanctions policy at the U.S. State Department. The book explores the evolution of sanction mechanisms and their increasing relevance, with an inside look at designing sanctions programs while navigating the various pitfalls.
Global Urban and Social Policy

Mayor: The Best Job in Politics, Penn Press, 2017
Michael Nutter, David N. Dinkins
Professor of Professional Practice in Urban and Public Affairs

In 2007, after serving almost 15 years on the Philadelphia City Council, Michael A. Nutter became the 98th mayor of his hometown of Philadelphia. From the time he was sworn in until he left office in 2016, there were triumphs and challenges, from the mundane to the unexpected—from snow removal, trash collection, and drinkable water to the Phillies’ World Series win, Hurricane Irene, Occupy Philadelphia, and the papal visit. By the end of Nutter’s tenure, homicides were at an almost 50-year low, rates of high school graduation and college degree attainment had increased significantly, and Philadelphia’s population had grown every year. Nutter also recruited businesses to open in Philadelphia, motivating them through tax reforms, improved services, and international trade missions.

Promoting a Cleaner and Healthier Harlem: Reducing Street Litter in the 125th Street Business Improvement District, Columbia University School of International and Public Affairs Case Study Series in Global Public Policy 1, no. 1 (2017)
Ester Fuchs, Professor of International and Public Affairs and Political Science, Ashley MacQuarrie MPA ’17, and Debashree Poddar MPA ’17

The 125th Street Business Improvement District (BID) in Harlem partnered with SIPA to observe activity and analyze data that could inform policy initiatives to reduce trash accumulation within the 125th Street BID. While the BID’s policies to ensure a clean and healthy Harlem had previously had great success, the BID determined that trash accumulation was once again becoming a problem on 125th Street. A core part of the 125th Street BID’s mission is to monitor and maintain the sanitation conditions of the streets and sidewalks of the BID corridor. The purpose of this project was to assist the BID in achieving this goal by analyzing the type, quantity, and sources of street trash, and determining its relationship to existing services and street activity. Fuchs released a report with analysis-informed policy recommendations intended to assist the BID in customizing its litter reduction campaign and in developing new initiatives, many in collaboration with their partners, for reducing trash accumulation on the streets and sidewalks.

Politics at Work: How Companies Turn Their Workers into Lobbyists, Oxford University Press, 2018
Alexander Hertel-Fernandez, Assistant Professor of International and Public Affairs

Employers are increasingly recruiting their workers into politics to change elections and public policy—sometimes in coercive ways. Using a diverse array of evidence, including national surveys of workers and employers, as well as in-depth interviews with top corporate managers, Hertel-Fernandez’s Politics at Work explains why mobilization of workers has become an appealing corporate political strategy in recent decades. The book also assesses the effect of employer mobilization on the political process more broadly, including its consequences for electoral contests, policy debates, and political representation.
Selected Faculty Publications

Hisham Aidi

Richard Clarida

Thomas Groll

Takatoshi Ito

Wojciech Kopczuk

Edward Luck

Bentley MacLeod and Miguel Urquiola

Eugenia McGill

Maria Victoria Murillo

Suresh Naidu

José Antonio Ocampo

Sharyn O’Halloran

Ben Orlove

Cristian Pop-Eleches

Kenneth Prewitt

Richard Robb

Wolfram Schlenker

Anya Schiffrin
Robert Shapiro

Rodrigo Soares

Jan Svejnar

Michael Ting

Eric Verhoogen
Capstone Workshops

SIPA Capstone workshops apply students’ practical skills and analytical knowledge to real-world issues. Students work in teams, under faculty supervision, on a policy-oriented project with an external client. This year, SIPA students participated in more than 80 workshops in 25 countries. Here are some examples of 2017–2018 Capstone workshops.

NATO and the Role of Cyber Capabilities for Strategic Stability and Deterrence

NATO and its member states are facing an unprecedented threat to their security within cyberspace. With its defensive and civilian network exposed to cyberspace, how does NATO, a Cold War–era organization, take charge of defense in the 21st century? The leaders of NATO are well aware of the evolving defense environment. In 2007, NATO was given a wake-up call when banks, online publishers, and government websites in Estonia were attacked, allegedly, by hackers attributed to Russia. While the attack did not result in casualties, it exposed NATO to the stark reality that its united military might cannot stop, and did not deter, its enemies from embarking on this new type of modern warfare. In 2016, NATO leaders met in Warsaw and elevated cyberspace as another domain of operation equal to land, sea, and air.

During the Cold War, NATO deterred its enemies by a threat of collective retaliation. Article 5, the hallmark of the North Atlantic Treaty, states that an armed attack against one member state shall be considered an attack against all of them. If the Warsaw Pact members would roll their tanks into NATO soil, it would unarguably trigger this provision. But in this new cyberspace domain, the threshold is blurry and what constitutes an armed attack in cyberspace remains to be debated. Given this background, the team sought to provide NATO with practical policy recommendations on how it can best respond to the new challenges it faces, specifically addressing the question, What can NATO do to effectively improve its declaratory posture as a deterrence against cyberattacks targeting member states?

Client
New America, Cybersecurity Initiative

Adviser
Adam Segal
Opioid Epidemic—Needs Assessment of the Substance Abuse Prevention and Treatment Systems of Care in the Bronx

Opioid-related drug overdoses have increased dramatically across New York City since 2009. In 2016, there were 265 overdose fatalities involving heroin or fentanyl in the Bronx, the highest across all five boroughs. This Capstone team conducted a needs assessment of opioid abuse prevention and treatment services in the Bronx, on behalf of the Office of the Special Narcotics Prosecutor for New York City and the Bronx District Attorney’s Office. Using information and perspectives gathered through a series of qualitative interviews and Bronx-specific quantitative data, this report identified factors contributing to the crisis related to treatment access, the continuum of care, and prevention strategies.

The Capstone team interviewed stakeholders from the Operation HEAT (Heroin Enforcement/Attainment of Treatment) working group, including treatment providers, law enforcement, medical professionals, and community organizations. Additionally, the team conducted interviews with stakeholders beyond HEAT, including justice system organizations/legal services providers, policy and academic researchers, people in recovery, public safety officials, and service providers. These qualitative insights were supplemented by Bronx-level quantitative data on treatment, service utilization, and overdoses. In addition, the Capstone team conducted a literature review to further explore the body of research related to treatment access, the continuum of care, and prevention strategies. The report recommended strategies to improve access to treatment for opioid use disorder, initiatives that can support individuals through their recovery and beyond, and strategies to improve and expand existing prevention efforts.
The year 2014 marked the first in which over 50 percent of the world’s population lived in an urban area. Projections show that by 2050 that proportion could approach 70 percent. As these numbers climb, so does the probability that the U.S. Army will be called to operate in a dense urban environment for operations ranging from disaster relief to counterinsurgency and beyond. However, even after 15 years of urban operations in Iraq, the U.S. military struggles to conceptualize, measure, and understand cities in ways that can turn tactical innovation into strategic success.

Recognizing this gap, the Army Future Studies Group (AFSG) tasked the Capstone team with developing a framework to understand dense urban areas as complex, interconnected systems. Through a literature review, extensive interviews with experts from the urban planning, data science, technology, and military fields, and a scenario-based workshop, the Capstone team generated a framework that established four categories into which characteristics of urban environments might fall: human, structural, natural, and institutional. They then presented information requirements under each category, intended to provide insight to commanders on what questions are most important to ask in order to understand dense urban environments and how emerging technologies can be harnessed to answer them.

Based on this framework, the Capstone team developed six recommendations on ways to direct investment and optimize organizational processes to allow the Army to best leverage the current revolution in data science and improve its ability to operate in complex urban environments.
In Uganda, only 2 percent of the population has access to clean cooking technologies, while the majority of households rely on biomass to cook, thus making the expansion of the clean cooking sector a major challenge in the country. As one of the main development actors in Uganda, the United Nations Capital Development Fund (UNCDF) provides technical assistance to clean cooking enterprises through the Renewable Energy Challenge Fund (RECF). It is within this context that UNCDF tasked the Capstone team to review the RECF data, with a particular focus on a subset of 23 companies, which are representative of the sector as a whole.

To fulfill the client’s request of providing diagnostics to help the companies attract further technical and investment support, the Capstone team undertook background research on the sector, conducted interviews with international organizations and local associations, and made a weeklong field visit to Uganda to meet with local entrepreneurs and produced a set of deliverables, including company prescriptions, company profiles, and a website with a database feature, to advise them properly on the ways in which they could scale up their efforts. The team also made a number of recommendations to UNCDF to further support the sector.

The Capstone final report provided an overview and analysis of the clean cooking sector in Uganda and identified transformative ideas and low-cost measures to strengthen local enterprises operating throughout the clean cooking value chain. This report also provided practical recommendations to companies and UNCDF covering following aspects:

1. company-level communications among enterprises and with the relevant industry associations;
2. improvement of distribution partnerships;
3. the need for business training tailored to clean cooking enterprises;
4. access to finance support, namely commercial loans to help their businesses grow;
5. support from relevant associations for standardization efforts and market awareness activities.
Free the Slaves (FTS) works with partner organizations across the world to provide services that help improve the socioeconomic status (SES) of the survivors of modern-day slavery and at-risk community members. Its services include health services, housing, income-generating activities, psychosocial services, civil protection, criminal legal protection, and education.

The Capstone team was tasked to develop a monitoring and evaluation (M&E) tool for FTS to capture a household’s socioeconomic status in its target communities. By combining this tool with the FTS portfolio of M&E tools, FTS would have the capability to evaluate its impact longitudinally with respect to providing socioeconomic services to households. The client originally required a tool that could potentially be used universally in all its countries of operation. The team concluded that to truly capture the SES, the tool would have to be localized and contextualized.

The team developed a methodology to build an SES tool, which was piloted in Haiti. Based on an extensive literature review, the team developed a comprehensive framework containing SMART indicators for different categories of socioeconomic status as well as the SES tool for Haiti. In their methodology, they included an additional step of conducting in-depth interviews in the field to further validate the assumptions with which the M&E tool is created. The evaluation framework is central to the project because it will allow the tool to be adapted to different country contexts. From March 10 to 17 of 2018, the team conducted in-depth interviews in the communities of Matenwa and Nan Cafe on the island of La Gonâve, Haiti. Beneficiaries of the PAMM Program (Program to End Human Misery) were surveyed to test and improve the framework developed by the Capstone team.
Japan’s long-lasting deflation has been a severe problem for the Japanese economy for decades. In April 2013 and January 2016, the new governor, Haruhiko Kuroda, led the Bank of Japan (BOJ) to initiate quantitative and qualitative monetary easing (QQE) and QQE with negative interest rate policy (NIRP) to deal with this issue. However, three years after QQE had been implemented, the inflation rate was still below 2 percent. In September 2016, the BOJ introduced QQE with yield curve control (YCC)—a new program that targets both short-term and long-term policy interest rates—to resolve the issues created by QQE and QQE with NIRP, aiming at an inflation-overshooting target of 2 percent.

This Capstone project aimed to analyze the reasons behind the BOJ’s shift to YCC, as well as the implementation and market impact of the new policy framework. In addition, the Capstone team sought to provide a framework through which the Federal Reserve System could consider sponsoring a YCC-like program in the United States. The Capstone report first covered the background, objectives, rationale, and market impact of the BOJ’s QQE (2013) and QQE with NIRP (early 2016), identifying the limitations of the two policies, including a flattened yield curve and deterioration of financial institutions’ profitability. The report then proceeded to provide a detailed analysis of the design, communication, implementation, and market impact of the BOJ’s YCC policy. Finally, the report reviewed the Fed’s current monetary policy tools and explained how YCC could fit into the central bank’s tool kit.

The Capstone report and final presentation incorporated several key recommendations from the client. These recommendations included an analysis of the benefits and risks of a Fed-sponsored YCC, which would allow for greater stability in the level and volatility of interest rates but might also entail risks such as an excessive increase of the Fed’s balance sheet and capital losses upon exit.
Engagement

SIPA is where the world connects—a place for students, scholars, and policy experts to come together, to share ideas and insights, to teach and to learn. Policymakers from Argentina, France, and India; students from Chile, Israel, and Japan; scholars from Indonesia, Israel, and the United States; alumni in China, London, and Mexico—these overlapping circles form a unique setting, an opportunity to educate, interact, and deploy new ideas and new knowledge throughout the world. The connections formed at SIPA undergird a network for sharing scholarship, gaining experience, and engaging the world now and in the future.
Global Economy / Trade / Finance / Development

SIPA's Richard Clarida Sworn In as Vice Chairman of the Federal Reserve

SIPA economist Richard H. Clarida was sworn in as a member of the Federal Reserve’s board of governors and as vice chairman—the second-ranking position in the United States’ central banking system—on September 17, 2018. Clarida, whose term will last four years, had been nominated by President Trump on April 16 and confirmed by vote of the U.S. Senate on August 28. The final tally was 69–26, with both Republicans and Democrats voting to confirm.

Clarida is the C. Lowell Harriss Professor of Economics and International Affairs at Columbia University, where he has taught since 1988.

Central Banking and Financial Policy Initiative Outreach

Central Banking and Financial Policy initiative outreach included lectures and panel discussions on topics such as spillovers of expansionary monetary policy of the major central banks to small open economies, debt and financial stability, central bank independence, and key milestones in improving international financial market standards that were achieved through international cooperation and coordination among central banks. Speakers included Finance Minister Bill Morneau of Canada, Wall Street legend Henry Kaufman, deputy governors from the central banks of Australia, Israel, Japan, and Lebanon, and senior central bankers from the Federal Reserve. The culmination of the year was the second annual Lecture in Central Banking, given by President Ilan Goldfajn of the Banco Central do Brasil on “Inflation Targeting and Economic Recovery in Brazil” on April 17, 2018.


Bank of Lebanon’s Raed Charafeddine Visits SIPA

On April 16, 2018, the Central Banking and Financial Policy initiative welcomed First Vice Governor Raed Charafeddine of the Bank of Lebanon for a discussion on central bank independence, the international experience, and challenges for the Bank of Lebanon. Charafeddine was joined by Patricia Mosser, director of the Central Banking and Financial Policy initiative, and Guillermo Calvo, professor of international and public affairs at SIPA.

MPA-DP Welcomes Former President of the Dominican Republic

The MPA in Development Practice program welcomed former president of the Dominican Republic Leonel Fernández to SIPA in April to speak on “Sustainable Development in Latin America and the Caribbean.” Among other leadership roles, he is president of the Global Foundation for Democracy and Development (FUNGLODE) and serves on the Leadership Council of SDSN. In June, the MPA-DP and MPA in Economic Policy Management programs cohosted a talk by Stephen P. Groff, a vice president of the Asian Development Bank, on “ADB 2030: Supporting Sustainable, Inclusive, and Green Growth.”
Central Bankers Roundtable on Challenges to Monetary and Fiscal Policy

The third annual Central Bankers Roundtable on Challenges to Monetary and Fiscal Policy in Emerging Market Economies conference was held on April 24, 2018. SIPA’s MPA in Economic Policy Management (MPA-EPM), the Center on Global Economic Governance (CGEG), and the Central Banking and Financial Policy initiative brought together heads of central banks from all over the world, as well as business leaders and academics, to address the impact of technological and political forces on global economic conditions and financial stability objectives.

The MPA-EPM program also welcomed a series of visitors speaking on traditional macro and fiscal policy topics, as well as some more-charged topics. These included Simeon Djankov speaking on the World Bank’s Doing Business Project and Carlos Scartascini (IDB) speaking on behavioral economics. Mary Rich (Goldman Sachs), Christian Van de Werken (IBM), and Paul Vigna (author of The Age of Cryptocurrency) spoke on the “Promise and Peril of Cryptocurrencies and Blockchain.” Erik Feyen and Sergio Schmukler of the World Bank, Martin Cihak of the IMF, and Michael Hutchins from Freddie Mac all contributed to a series on capital market development in emerging markets. At the same time, Alejandro Izquierdo and Eduardo Cavallo of the Inter-American Development Bank, Ernesto Talvi of the Brookings Institution, and Ricardo Lopez Murphy (former Argentine minister of economy) all spoke to students on topics related to international finance and liquidity issues.

EPD Panel Explores Millennium Development Goals

On March 26, 2018, the Economic and Political Development (EPD) concentration sponsored the panel discussion “Are Global Goals a Good Way to Set a Development Agenda? Lessons from the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs).” The panel of experts included Sakiko Fukuda-Parr (vice chair, UN Committee for Development Policy and Professor of International Affairs, the New School), Francesca Perucci (chief, Statistics Services Branch, UN Statistics Division), and Akbar Noman (SIPA adjunct associate professor and senior fellow, Initiative for Policy Dialogue, Columbia University). The panel was chaired by José Antonio Ocampo (SIPA professor and EPD concentration director, currently on public-service leave to serve on the board of directors of Colombia’s central bank, while also serving as chair of the UN Committee for Development Policy).

China and the West: The Role of the State in Economic Growth

Critical economic policy issues now facing China, the U.S., and Europe were the focus of “China and the West: The Role of the State in Economic Growth,” a conference held in Beijing on March 22–23, 2018.

Participants included Dean Merit E. Janow; Jacob J. “Jack” Lew, visiting professor and former U.S. secretary of the Treasury; Joseph Stiglitz, Nobel Laureate and University Professor; Jan Svejnar, director of SIPA’s Center on Global Economic Governance (CGEG); Edmund Phelps, Columbia University; Yang Lan, Sun Media Enterprises; Jeffrey Sachs, Columbia University; and Yi Gang, governor of the People’s Bank of China, who gave the keynote address.

The forum was cosponsored by the Columbia Global Center in Beijing, the Institute of New Structural Economics (INSE) at Peking University, and Tsinghua University’s School of Economics and Management and School of Public Policy and Management.
Energy, Environment, and Sustainability

CGEP Celebrates Fifth Anniversary with Global Energy Summit

The Center on Global Energy Policy (CGEP) celebrated its fifth anniversary by welcoming more than 600 guests to its annual Global Energy Summit.

The April 19, 2018, event, held in Columbia’s Low Library Rotunda, included keynote remarks, interviews, and plenary conversations with senior energy sector leaders focused on the most important issues facing the energy sector today, including the outlook for the global energy system, climate change, and U.S. energy policy.


Beyond the summit, CGEP hosted more than 40 public events and 20 workshops in 2017–18. These convenings took place in New York as well as around the world in locations including London, Paris, Rio de Janeiro, and Beijing. Senior leaders speaking at CGEP events included, among others, Catherine McKenna, Canadian minister of environment and climate change; Ryan Lance, CEO of ConocoPhillips; and Tom Werner, president and CEO of Sun Power.

Energy Symposium Draws Over 350 Attendees

Primarily organized by the SIPA Energy Association student club, the 13th annual Energy Symposium drew over 350 attendees. Opening remarks were given by Energy and Environment concentration codirector David Sandalow, and the keynote speaker was Alicia Barton, president and CEO of NYSERDA. The symposium included six panels ("Geopolitics of Energy," "The Future of Electric Transportation," "Corporations’ Role in Clean Energy Advancement," "Grid Digitalization," "Clean Energy Finance," and "Peak Oil Demand"), a venture showcase, a case competition, and a career fair. Sponsors included Booz Allen Hamilton, the Center on Global Energy Policy, Columbia Engineering, NRG, Vinson & Elkins, and PowerbridgeNY, and among the many speakers were Bob Perciasepe, president of the Center for Climate and Energy Solutions (C2ES), and Kelly Helfrich, electric vehicle manager at Maven-GM. ■

"Global Energy Outlook" panel discussion
Human Rights and Humanitarian Policy

World Bank President Visits Columbia
Jim Yong Kim, president of the World Bank Group, spoke about his lifelong belief in development, the philosophy behind his work with the World Bank, and urgent contemporary issues in the field when he delivered SIPA’s annual Gabriel Silver Memorial Lecture at Columbia’s Low Library Rotunda on October 5, 2017. Kim’s speech, “Challenging the World to Build New Foundations of Human Solidarity,” was cosponsored by Columbia’s World Leaders Forum.

Human Rights and Humanitarian Policy Concentration Welcomes Notable Guest Speakers
Sustaining Dignity in Displacement: The Moment of Truth in Humanitarian Action
The annual Human Rights and Humanitarian Policy Humanitarian Conference brought together people from displaced communities, practitioners from humanitarian organizations, advocates for human rights, entrepreneurs from the private sector, and academics to reflect on what is done and what could be done. Presenters focused on the impact of displacement on the coherence of communities, alongside themes of grief, memorization, and resiliency.

Migration Challenges to Human Rights in Europe
The outgoing commissioner for human rights of the Council of Europe, Nils Mužnieks, presented an overview of the priorities during his tenure as the official in charge of purview of human rights in Europe. The commissioner mentioned his work addressing specific cases of escalating refugee crisis and his visits to detention camps and jails around Europe. Mužnieks highlighted difficulties confronting countries which are not willing to recognize his authority or to be held accountable for human rights violations that still persist in the Council of Europe’s 48 member countries. The commissioner further underlined his independence in pointing out the issues that otherwise would not have been expressed in this governmental format.

Hate Speech in Saudi Arabia
On October 3, 2017, Jack Snyder, the Robert and Renee Belfer Professor of International Relations, moderated a conversation featuring Adam Coogle, the author of the Human Rights Watch report “They Are Not Our Brothers: Hate Speech by Saudi Officials. Snyder, Coogle, Agnès Callamard, and Sheikh Maytham Al Salman discussed the critical issue of hate speech and incitement to violence in Saudi Arabia.
International Security and Foreign Policy

Kishore Mahbubani Delivers Ball Lecture
Should China become a democracy? And is there something fundamentally wrong with China not becoming one? These are among the questions that Kishore Mahbubani addressed during SIPA’s George W. Ball Lecture, “Can America and China Avoid a Collision?,” on February 21, 2018.

Alumni Association Hosts Inaugural Foreign Policy Forum
In collaboration with the Atlantic Council in Washington, D.C., the SIPA Alumni Association hosted the inaugural foreign policy forum for Washington, D.C., SIPA alumni on February 28, 2018, on the future of diplomacy. The keynote by Ambassador Robert D. Hormats, vice chairman of Kissinger Associates, Inc., and a member of the SIPA Advisory Board, drew on his distinguished career as U.S. undersecretary of state for economic, energy, and environmental affairs, as well as vice chairman of Goldman Sachs.

North Korea, Russia, and China Are Focus of EVENT Alumni Day National Security Policy Panel
As part of SIPA’s 2018 Alumni Day, a panel on “U.S. National Security Policy” addressed key facets of American security policy vis-à-vis North Korea, Russia, and China. The April 14, 2018, event was moderated by SIPA’s Richard K. Betts, director of the International Security Policy concentration and of the Arnold A. Saltzman Institute of War and Peace Studies. Panelists included Victor Cha MIA ’88, Deborah Lee James MIA ’81, and Matthew H. Murray, IF ’85, MIA ’88, ’88LAW.

Cyber 9/12 Challenge Welcomes Students from Across Disciplines
Three Columbia student teams advanced to the semifinals in the second annual NYC Cyber 9/12 Student Challenge on November 3–4, 2017. The competition and hackathon event was hosted by the SIPA Digital & Cyber Group (DCG), a student organization, and cosponsored by SIPA and the Atlantic Council. The event convened students with backgrounds in policy, law, and computer science who responded to a series of hypothetical escalating cybersecurity scenarios with written policy recommendations and oral briefs to panels of more than 30 esteemed judges from Google, the Council on Foreign Relations, IBM, Morgan Stanley, the Army Cyber Institute, FlashPoint, Citi, JPMorgan Chase, Foreign Affairs magazine, and 21st Century Fox, among others.
**Global Urban and Social Policy**

**Eric Holder Calls for Reforms to the Criminal Justice System**

Former U.S. attorney general Eric H. Holder ’73CC, ’76LAW, called for significant reforms to America’s criminal justice system, including a reduction and in some cases elimination of mandatory minimum sentencing, in his keynote address at the 21st annual David N. Dinkins Leadership and Public Policy Forum on April 24, 2018.

**David Dinkins Honored for Lifetime Achievement**

Congratulations to David N. Dinkins, who received one of 10 lifetime achievement awards from *City & State New York* at the publication’s 50 Over 50 celebration. The January 29, 2018, event recognized and thanked 50 civic leaders in a variety of fields “for making our city the greatest big city in America.” Dinkins, a professor of professional practice in international and public affairs, was elected as New York City’s first African American mayor in 1989. He went on to serve from 1990 through 1993 and joined the SIPA faculty shortly after leaving office.

**Cities Are Crucial Drivers in Promoting Health**

“Cities are engines of ingenuity and incubators of change,” said Michael A. Nutter, emphasizing the significant potential of cities to safeguard and advance the well-being of their citizens. The SIPA professor and former Philadelphia mayor spoke at the December 5, 2017, program “Cities Matter: The Role of Cities in Promoting Health.” His remarks kicked off a discussion about the role of cities in pioneering innovative policy mechanisms that prioritize and promote health care.

**App Provides Tools for More Than 100,000 Voters**

WhosOnTheBallot.org, a nonpartisan voter registration and engagement initiative managed by the Urban and Social Policy concentration was updated and used by nearly 100,000 New Yorkers in the 2017 election cycle. The website and mobile app provide New York City citizens with easy access to election information, candidate information, and polling locations.

**Panel Addresses New York City’s Low-Income Housing Crisis**

Housing—particularly for the homeless and low-income New Yorkers—has become a pressing issue for the city. A January 31, 2018, panel discussion at SIPA delved into the policy challenges in solving this crisis. Yumiko Shimabukuro, the then acting director of SIPA’s Urban and Social Policy concentration, moderated the panel with Giselle Routhier, policy director of the Coalition for the Homeless, and Michael Skrebtunas, senior vice president and regional director of the Community Preservation Corporation.

**Deferred Action for Childhood Arrivals (DACA)**

New York City Council speaker Melissa Mark-Viverito provided keynote remarks at a December 6 event that addressed the future of the Deferred Action for Childhood Arrivals (DACA) program and the impact of its repeal by the Trump administration on immigrant communities in the city and the country. DACA was an administrative program implemented by the Obama administration in 2012 to allow undocumented minors to receive a two-year deferred action status from deportation, along with other benefits such as work authorization. When the Trump administration announced in early September that DACA would be repealed, the fate of almost 800,000 Dreamers was left uncertain.

In her speech, Mark-Viverito underscored the city council’s commitment to helping DACA beneficiaries and wider immigrant communities in New York at a time of uncertainty and crisis. “An inclusive city is a safe city,” she said. “We will not become a part of a mass deportation machine that undermines our city’s safety, civility, and economic growth at every turn.”
Technology / Entrepreneurship and Policy

The Global Public Policy Network Fellows Program
SIPA designed and led the three-day United Nations Sustainable Development Goals (SDG) Accelerator Workshop for a group of 17 students from SIPA, Sciences Po School of Public Affairs (Paris), Hertie School of Governance (Berlin), and LKY School of Public Policy at the National University of Singapore in May 2018.

New York Cyber Task Force Report
The New York Cyber Task Force report, entitled Building a Defensible Cyberspace, was released in September 2017. The report includes a series of recommendations that would make it easier to defend cyberspace without sacrificing the utility, flexibility, and convenience that have made the internet so essential to our economies and personal lives. The New York Cyber Task Force included about 30 senior-level experts from New York City and elsewhere and was cochaired by Phil Venables of Goldman Sachs, Greg Rattray of JPMorgan Chase, and Dean Merit E. Janow.

Global Digital Futures Workshops
The Global Digital Futures Workshops and other collaborations have continued throughout the year. SIPA collaborated with the World Economic Forum (WEF) on the digital economy and held three academic workshops designed to facilitate multidisciplinary conversations involving experts, technologists, and policymakers from the field. The topics included the role of civil society in cyber conflict, the strategic dynamics of cyber conflict, and the role of emotions and surprise in cyberspace.

Democratizing Education: The Future of Global EdTech
The first event of a seven-month-long initiative for EdTech at Columbia was held on October 10, 2017, championed by and Dean Merit E. Janow and Columbia Entrepreneurship and spearheaded by Professor Sarah Holloway. The event featured a distinguished panel of speakers: Denis Mizne, director of Fundação Lemann; Pranav Kothari, founder of MindSpark; and keynote speaker Yin Lu, vice president of international at Khan Academy. The entrepreneurs discussed how innovative startups and progressive policies are disrupting antiquated school systems.

How Do Cities Spur Civic Tech?
Held on February 12, 2018, the panel discussion aimed at addressing how cities can foster entrepreneurship and leverage cutting-edge digital technology—both efficiently and responsively. The event was hosted in partnership with Civic Hall and Alphabet’s Sidewalk Labs and featured experts in policy, technology, and entrepreneurship, including Shaina Doar of Sidewalk Labs, Bruce Lincoln of Silicon Harlem, and Jose Serrano McClain of the New York City Mayor’s Office of the Chief Technology Officer and NYCx.

Internet of Things: Cross Perspectives from National Planning in Brazil and China
The full-day workshop, cosponsored by SIPA and McKinsey & Company, was held on April 23, 2018. It explored how countries could design and implement national policies for the internet of things (IoT) to support the modernization of their industry and economy, drawn from the recent practical experiences of Brazil and China. Following the opening remarks by Dean Merit E. Janow and SIPA visiting professor Ronaldo Lemos, representatives from the government and the private sector involved in the implementation of the national plans in both countries joined Columbia scholars to exchange thoughts on the topic.
As one of the leading research centers on international relations in the United States, the Saltzman Institute’s activities include lectures and presentations on the most critical public policy issues.

Popular Perceptions of Military and Police Legitimacy in Timor-Leste: Reports from the Field
On September 13, 2017, the Saltzman Institute hosted a panel discussion, “Popular Perceptions of Military and Police Legitimacy in Timor-Leste: Reports from the Field,” with panelists from Belun, a Timorese conflict-prevention NGO, focusing on public perceptions of the police and military services in Timor-Leste and the implications for postconflict stability in Timor-Leste and the region.

#MeToo National Security Conversation
A February 9, 2018, panel hosted by SIPA professor Dipali Mukhopadhya examined sexism and sexual harassment in national security. Panelists in different stages of their careers, from policy school students to former senior officials, discussed both the lived experience of harassment and sexism in America’s security establishment and strategies for combating the sector’s patriarchal norms.

Panelists included Antonia Chayes of Tufts University, Nora Bensahel of American University, Mara Karlin of Johns Hopkins (SAIS), Tara Heidger MIA ’19, Rachael Sullivan MPA ’18, and V. Page Fortna of Columbia University.

Ninth Annual Kenneth N. Waltz Lecture in International Relations
The Institute hosted the ninth annual Kenneth N. Waltz Lecture in International Relations featuring Scott Sagan of Stanford University on April 11, 2018. Sagan spoke on his research project “Revisiting Hiroshima in Iran: What the Public Really Thinks about Using Nuclear Weapons and Killing Non-Combatants.”

Afghanistan: The Next Generation of Scholars
The Institute cohosted the American Institute of Afghanistan Studies’ conference “Afghanistan: The Next Generation of Scholars” on February 15, 2018. The annual conference provided an opportunity for academic development for the next generation of scholars on Afghanistan. It included a welcome reception and two-day workshop for scholars to present their research and devise new methods to support the growth of scholarship.

During the workshop, scholars presented 17 papers highlighting culture, history, politics, security, and education in Afghanistan. Following each presentation, peers commented on each work with the aim of helping to hone the research and provide new collaborative opportunities.

Saltzman Institute Celebrates Member Publications
The goal of the Center for Development Economics and Policy (CDEP) is to promote microeconomic research in development at Columbia and to help bring that research to a broader audience.

Events

BREAD Conference
CDEP hosted the 35th Conference of the Bureau of Research in the Economic Analysis of Development (BREAD), the leading research network of development economists in the world. The conference included presentations of research papers on fighting HIV with MTV, the impact of new bridges in rural Nicaragua, the economics of rural electrification, and how public procurement audits can backfire.

Firms, Trade, and Development Conference
On October 27–28, 2017, CDEP hosted a conference on Firms, Trade, and Development. The conference was cosponsored by the Jerome A. Chazen Institute for Global Business at Columbia Business School and the International Growth Centre, a research consortium based at the London School of Economics. The event gathered leading researchers in the fast-growing area of trade and development to discuss topics that ranged from quality scandals in the Chinese dairy industry to the market power of intermediaries in African agricultural markets.

A Discussion with Omari Issa, Chief Executive Officer of the Jakaya Mrisho Kikwete Foundation

Grants

CDEP Student Research Grant Program
CDEP completed the fourth round of its Student Research Grant Program in the spring of 2017. The program is available to graduate students at Columbia University conducting predissertation and dissertation research. Seven students were awarded grants for the following projects:

- **Florian Grosset PhD ’22:** “Social Norms and Worker Incentives in Cote d’Ivoire”
- **Salif Jaiteh ’18GSAS:** “The Effects of Migration on Political Attitudes”
- **Lorenzo Lagos ’16GSAS:** “Workers on Probation: Evidence from Job Security Legislation in Brazil”
- **David Serrano ’16GSAS:** “The Effect of Innovation Subsidies in Peru”
- **Divya Singh ’17GSAS:** “Merging to Dodge Taxes? Unexpected Consequences of VAT Adoption in India”
- **Scott Weiner ’15GSAS:** “Can Military Conscription Facilitate Geographic and Social Mobility? Evidence from Argentina”
- **Danya Zha ’15GSAS:** “The Hong Kong Marriage Market in the Past Three Decades”

Seed Grant Program for Faculty Affiliates
CDEP has continued its Seed Grant for Faculty Affiliates through the generous support of Anu Jayanti, global head of relationship management at Citigroup. Four faculty projects received seed funding:

- **Belinda Archibong:** “Pricing Daughters and the Economic Burden of Disease: Evidence from the Meningitis Belt”
- **Douglas Almond:** “The Long-Term Impact of Nutritional Supplementation and Early Childhood Stimulation Program: A 40-Year Follow-Up to an Experimental Intervention”
- **Miguel Urquiola and Kiki Pop-Eleches:** “External Validity of School Choice Effects: Evidence from 350 Markets”
- **Eric Verhoogen:** “Outcome-Based Incentives in Export Markets”
Center on Global Economic Governance
Director: Jan Svejnar, James T. Shotwell Professor of Global Political Economy

During the 2017–18 academic year, SIPA’s Center on Global Economic Governance (CGEG) continued to engage global leaders in economic governance and expand its research program, spearheaded by CGEG faculty associates, in several major areas. These include monetary and fiscal policy, financial regulation, trade and investment, innovation and technological change, corruption, and income and wealth distribution.

Research Projects and New Initiatives

• Initiative on Infrastructure Investment and Sustainable Development, led by Patrick Bolton, the Barbara and David Zalaznick Professor of Business and professor of economics at Columbia Business School. The book Coping with the Climate Crisis: Mitigation Policies and Global Coordination, coedited by Bolton, was published in July 2018 by Columbia University Press.

• Research Initiative on “Corruption and Oversight: Insights from Field Experiments,” led by Paul Lagunes, assistant professor at Columbia SIPA.

• Project on Innovation, Labor, and Technological Change, with CGEG director Jan Svejnar and external collaborators.

On October 16, 2017, CGEG cohosted a conference on Infrastructure Investment and Sustainable Development, with a focus on areas such as infrastructure financing, green bonds and investor climate stewardship, and green infrastructure and sustainable agriculture.

• Symposium on New Technologies, Jobs, Growth, and Development, cohosted with the Growth Dialogue and the World Bank on September 22, 2017. This event featured panel discussions with David Autor of MIT and Kristalina Georgieva, CEO of the World Bank Group, among others.

• CGEG continued its ongoing research project on Strategies for Growth: The Changing Role of the State, holding conferences in Brazil and China, in partnership with the Columbia Global Centers in Rio de Janeiro and Beijing. Leading academics, Nobel laureates, policymakers, and business leaders participated in roundtable discussions on the role of government in promoting inclusive economic growth and formulated policy briefs to further inform regional and global policy debates.

Lectures and Publications

• The Kenneth J. Arrow Lecture Series honors the pioneering scholarship of Nobel laureate Kenneth J. Arrow and his seminal contributions to the field of economics. The lecture series features world-renowned economists and provides the basis for the accompanying book series, published by Columbia University Press. On December 4, 2017, Glenn C. Loury, the Merton P. Stoltz Professor of the Social Sciences and Professor of Economics at Brown University, lectured on “Persistent Racial Inequality in the U.S.: An Economic Theorist’s Account.”

• Part of the Ambassador Donald and Vera Blinken Lecture Series on Global Governance, “The Use (and Abuse) of Sanctions as a Foreign Policy Tool” featured Ambassador Daniel Fried, former sanctions coordinator at the U.S. Department of State.
The Center on Global Energy Policy (CGEP) seeks to strengthen the understanding of global energy policy issues and support leaders working to solve today’s most pressing energy challenges.

**Research**

CGEP produced dozens of reports, commentaries, articles and op-eds over the last year. Among the highlights were the following:

- **New Realities, New Risks: Rethinking the Strategic Petroleum Reserve**
  CGEP examined the value of a U.S. reserve given the realities of the U.S. energy sector and those of the modern oil market.

- **Making Sense of the Trump Administration’s Fuel Economy Standard Rollback**
  CGEP explored the impact of the EPA’s decision to roll back U.S. fuel economy standards.

- **U.S. Carbon Tax Design: Options and Implications**
  In the first paper of the Carbon Tax Research Initiative series, CGEP outlined important design considerations of a carbon tax in the United States.

- **Slow Steaming to 2020: Innovation and Inertia in Marine Transport and Fuels**
  CGEP explored the outlook for marine bunkers and the impact of new environmental restrictions to come into effect January 2020 that aim to reduce sulfur oxide (SOx) emissions from ships.

- **The U.S. Withdrawal from the Iran Deal: What to Expect Next**
  CGEP wrote about what Congress, U.S. partners, and Iran would do in the wake of the announcement that President Trump would no longer authorize the renewal of U.S. sanctions waivers connected with the Iran nuclear agreement.

**Withdrawing from the Paris Climate Agreement Hurts the U.S.**

Writing in *Nature Energy*, CGEP Director Jason Bordoff argued that the Trump administration’s domestic plans would have curtailed the nation’s climate action even if it had stayed in the Paris Agreement. Yet, the decision to leave the agreement undermines U.S. international energy and climate leadership and the prospects of ramping up global climate policy ambition.

**Podcast**

Columbia Energy Exchange features in-depth conversations with the world’s top energy and climate leaders from government, business, academia and civil society. In 2017–18, the podcast delivered over 50 episodes with guests including Fatih Birol, executive director of the International Energy Agency; Senator Lisa Murkowski (R-Alas.); Patrick Pouyanné, chairman and CEO of Total; Dan Brouillette, deputy secretary of the U.S. Department of Energy; and Carter Roberts, CEO of the World Wildlife Fund.

**Books**

In *The Fracking Debate: The Risks, Benefits, and Uncertainties of the Shale Revolution* (Columbia University Press, 2017), Daniel Raimi directly addresses the most common questions and concerns associated with fracking and provides the evidence and context that have so frequently been missing from the national discussion of the future of oil and gas production, offering readers the tools to make sense of this critical issue.

**Women in Energy**

CGEP continued to grow its Women in Energy program, which works to do the following:

- **Build a “Women in Energy” community** to support women and student access to networking opportunities with women professionals in the field.
- **Provide leadership skills training, workshops, and mentoring.**
- **Facilitate internship opportunities, full-time employment**, and related practical experience in the energy space.
- **Provide funding** to exceptional students pursuing academic research opportunities and summer internships.

**Events**

CGEP hosted over 40 public events and 20 workshops in FY18 in New York as well as around the world in locations including London, Paris, Rio de Janeiro, and Beijing. Senior leaders speaking at CGEP events included, among others, Catherine McKenna, Canadian minister of environment and climate change; Ryan Lance, CEO of ConocoPhillips; and Tom Werner, president and CEO of Sun Power.

**New People**

CGEP added new scholars to its team of world-class experts. The additions included, among others, Philippe Benoit, adjunct senior research scholar focused on energy for development; Jon Elkind, senior research scholar focused on international energy and climate affairs; Marianne Kah, adjunct senior research scholar focused on global energy markets; Katherine Spector, research scholar focused on commodity and financial markets; and Noah Kaufman, research scholar focused on climate and environmental economics.
Executive Director: William B. Eimicke, Professor of Professional Practice in International and Public Affairs

SIPA’s Picker Center provides customized graduate-level training to build knowledge and leadership skills in executives at public agencies, corporations, and nonprofit organizations around the world. Over the past year, the Picker Center continued to serve as a forum for discussion and debate on critical issues in public service and international affairs.

Accelerating Growth in Brazilian Cities

Accelerating Growth in Brazilian Cities—Special Program for Mayors is a new initiative of the Columbia Global Centers | Rio de Janeiro developed in partnership with SIPA’s Picker Center and Comunitas, an organization of Brazilian civil society that aims to contribute to the improvement of corporate social investment and encourage private-sector participation in the social and economic development of the country.

A spin-off from the Leadership in a Challenging Century 2017 program aimed at public managers, this new training format presents a more intensive, one-week course with a practical focus combined with academic lectures and strategic visits in New York, where the module was held from July 9 through July 13, 2018, on the Columbia campus. This leadership program aimed primarily at Brazilian mayors is the only one of its kind in the United States.

Audiovisual Case Studies

In 2017–18, the Picker Center received two awards from the Office of the Provost for Teaching and Learning in support of its audiovisual case study project, allowing for the purchase of video equipment to be used by SIPA students in the creation of SIPA audiovisual case studies. SIPA’s case study program was also featured in international teaching and learning conferences, including the Sciences Po Teaching and Learning Conference in Paris.

Capstones Projects

In the spring of 2018, SIPA Capstone teams going to Peru and Costa Rica received training in using audiovisual gear and produced audiovisual case studies on the “Internet in a Box” program in Peru and a study of the “Private Rainforest Reserves” of Costa Rica.

The case produced in Costa Rica was featured on PBS’s MetroFocus program, and SIPA students Julie Tumasz and John Rouse were interviewed in WNET’s Tisch Studios at Lincoln Center. The cases will join other new student-produced cases from 2017–18, including new cases filmed on location in Vietnam and Liberia. These cases will be ready for use in SIPA classes and new Picker Center executive education programs in 2018–19.

EMPA Program Outreach

The Executive MPA (EMPA) Student Government made its mark on the city this year by arranging clothing and food drives, hosting a cleanup of Riverside Park, and competing in NYC’s annual Hong Kong Dragon Boat Festival. Employing SIPA’s vast network of EMPA professionals, the EMPA Student Government also implemented its “EMPA in the City” program. This program gives students unprecedented access to public- and private-sector leaders by arranging tailored talks and tours. Some examples include a private session with Council Member Carlina Rivera at City Hall and a behind-the-scenes tour of Bloomberg LP.

† MPA in Development Practice students John Rouse ’18 and Julie Tumasz ’19 talked to MetroFocus about their “Private Rainforest Reserves” Capstone case study film.
The primary focus of the Deepak and Neera Raj Center is to develop a deeper understanding of the Indian economy through analytical research, policy recommendations, and high-visibility programs and to disseminate this knowledge widely. The Center, the first of its kind in the United States, formally launched in 2015.

During the 2017–18 academic year Arvind Panagariya, who served as vice chairman of the NITI Aayog under Prime Minister Narendra Modi of India from 2015 to 2017, assumed the role of director from University Professor Jagdish Bhagwati. The Center continues to provide research and expertise necessary to inform policy decisions that aim to deliver increased prosperity and define India’s future role in the global economy. The Center’s leadership maintained a significant presence on India’s major media outlets discussing topics ranging from trade policy to India’s growth projections.

Policies and Initiatives for Promoting Growth and Investment in India

Arun Jaitley, India’s minister of finance and corporate affairs, visited SIPA on October 10, 2017, to discuss “Policies and Initiatives for Promoting Growth and Investment in India.” In his talk, sponsored by the Deepak and Neera Raj Center on Indian Economic Policies and moderated by Arvind Panagariya, the Jagdish N. Bhagwati Professor of Indian Political Economy, Jaitley highlighted recent reforms and noted that India has already taken steps to establish a larger economy less hindered by corruption.

Power Panel on India: Economic Reforms and International Engagement

On April 25, 2018, Jagdish Bhagwati, University Professor, presided over the “Power Panel on India: Economic Reforms and International Engagement,” which provided a rare 360-degree view of India and its current standing in the world. Charles Kaye, co-CEO of Warburg-Pincus, discussed the opportunities and obstacles related to undertaking business in India, drawn from his two decades of work in the country. Ashley Tellis, Tata Chair for Strategic Affairs at the Carnegie Endowment for International Peace, discussed India’s role in the global economic and political order. Arvind Panagariya discussed the political and economic challenges in India and the policy opportunities to increase prosperity and improve its global standing.

On October 28, 2017, the Center held an all-day conference in honor of Arvind Panagariya’s professional accomplishments focusing on how to grow India’s economy and implement policy changes related to labor regulations, occupational choice, and much more. The conference attracted 12 leading economists and notable speakers, including Jay Panda, member of Parliament, India, and Amitabh Kant, CEO of NITI Aayog. The conference attracted more than 150 attendees.
SIPA at a Glance

ENROLLMENT BY ACADEMIC DEGREE

Master of International Affairs: 358
Master of Public Administration: 551
MPA in Economic Policy Management: 37
MPA in Environmental Science and Policy: 58
Executive MPA: 193
MPA in Development Practice: 102
Global Public Policy Network (GPPN) Dual Degree: 49
Columbia Dual Degree: 31

TOTAL STUDENTS

1,379

NUMBER OF COUNTRIES REPRESENTED

86

ENROLLMENT BY GENDER

Male 39%
Female 61%

ENROLLMENT BY CITIZENSHIP

United States 45%
International 55%

Based on fall 2017 enrollment
LARGEST CONCENTRATIONS OF SIPA ALUMNI

United States 15,803
New York Metro 6,791
Washington, D.C. 2,918
San Francisco Metro 757
Los Angeles Metro 554

Japan 618
United Kingdom 395
China 385
Mexico 242
France 230

Canada 204
South Korea 200
India 190
Germany 134
Turkey 130
Colombia 124

TOTAL ALUMNI

22,302

NUMBER OF COUNTRIES REPRESENTED

163

FACULTY

FULL-TIME FACULTY
72

VISITING PROFESSORS OR SPECIAL ONE-YEAR APPOINTMENTS
5

ADJUNCT FACULTY
315

FULL-TIME RESEARCH SCHOLARS
24

PART-TIME RESEARCH SCHOLARS
101

FINANCIALS (IN THOUSANDS)

BUDGET
$86,173
CURRENT USE GIFTS
$11,586
ADDITIONS TO ENDOWMENT
$741
GRANT INCOME
$3,127
ENDOWMENT MARKET VALUE (AS OF 6/30/18)
$114,882
Career Statistics

2017 MASTER OF INTERNATIONAL AFFAIRS (MIA)

GRADUATE EMPLOYMENT OVERVIEW

Employed/Further Study: 160 (87.0%)
Seeking Employment: 21 (11.4%)
Not Seeking Employment: 3 (1.6%)

GRADUATE EMPLOYMENT BY SECTOR

Public Sector: 52 (32.5%)
Private Sector: 68 (42.5%)
Nonprofit Sector: 31 (19.4%)
Further Study: 9 (5.6%)

Total Graduating Students: 203
Total Reporting: 184
Reported six months after graduation

2017 MASTER OF PUBLIC ADMINISTRATION (MPA)

GRADUATE EMPLOYMENT OVERVIEW

Employed/Further Study: 367 (92.7%)
Seeking Employment: 26 (6.6%)
Not Seeking Employment: 3 (0.8%)

GRADUATE EMPLOYMENT BY SECTOR

Public Sector: 136 (37.1%)
Private Sector: 123 (33.5%)
Nonprofit Sector: 97 (26.4%)
Further Study: 11 (3.0%)

Total Graduating Students: 474
Total Reporting: 396
Reported six months after graduation
2017 TOP EMPLOYERS BY SECTOR

NONPROFIT SECTOR
Academy of Medical and Public Health Services
Brookings Institution
Columbia University
Five One Labs
Harvard University
International Fund for Animal Welfare
New York City Economic Development Corporation

PRIVATE SECTOR
Accenture
Boston Consulting Group
EY (formerly Ernst & Young)
Goldman Sachs
ICF
KPMG
McKinsey & Company
PwC
Synpulse Management Consulting

PUBLIC SECTOR
International Organization for Migration (IOM)
Ministry of Finance of Japan
New York State
United Nations Children’s Fund (UNICEF)
United Nations Development Program (UNDP)
United Nations Sustainable Development Solutions Network (SDSN)
United States Department of State
World Bank Group
Charles S. Adams MIA ’83
Reed D. Auerbach IF ’81, MIA ’82, ’85LAW

David Seth Baran MIA ’87

Roger Baumann IF ’84, MIA ’85
Thierry Berman IF ’86, ’86BUS

Kathy Finn Bloomgarden CERT ’74, ’74GSAS, ’77GSAS, ’83GSAS

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Deepak Raj

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*Deceased

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Thank you for your continued commitment to SIPA’s mission.
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<thead>
<tr>
<th>Name</th>
<th>Year</th>
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<td>Supriya Rakesh Saxena</td>
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<tr>
<td>Karen Scowcroft</td>
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<td>Evan Sekeris</td>
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<td>Chhaya Shiriram</td>
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<td>Michael B. Shtetender-Auerbach</td>
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<td>Mitchell Darrow Silber</td>
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<td>Paul L. Sterne</td>
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<td>Christine D. Dantuolis</td>
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<td>Nikken Cullman</td>
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<td>Josephine Tumaleo</td>
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<td>Cara Jane Valentini</td>
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<td>Jing Wang MPA</td>
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<td>Douglas Michael Wharton</td>
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<td>Bill White</td>
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<td>Tracy L. Wilson MIA</td>
<td>86</td>
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<td>Zhijing Yin MPA</td>
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<tr>
<td>Alexander E. Zagoreos</td>
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<td>Julio Zamora MIA</td>
<td>80</td>
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<td>Austin Chinegwu Amalu</td>
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<td>Shehiyari D. Antia</td>
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<td>Jacqueline Claire Baertschi</td>
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<td>Arlene Renee Barilec</td>
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<td>Jillian Barron MIA</td>
<td>88</td>
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<td>Daniel F. Burton, Jr.</td>
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<td>David Xing Cheng</td>
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<tr>
<td>Nancy Chua</td>
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<td>Kay Hancock Clarkson</td>
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<td>Nikki Cullman MIA</td>
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<td>Constantine D. Dantuolis</td>
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<td>Ralph Davis, Jr.</td>
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<td>Hans W. Decker</td>
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<td>Richard Albert Dikeman</td>
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<td>Ann DuBois MIA</td>
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<td>Thomas John Durkin</td>
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<td>Nima Patel Edwards</td>
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<td>Mayada El-Zoghbi</td>
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<td>Rick Faery MIA</td>
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<td>Louise R. Firestone</td>
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<td>Melissa Scott Flournoy</td>
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<td>Kari Foote and William C. Foote</td>
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<td>Grace Frisone MIA</td>
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<td>Larry S. Gage IF</td>
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<td>Songhee Ghim MIA</td>
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<tr>
<td>Lisa G. Goldschmidt</td>
<td>04</td>
<td>MPA '04 and Luke Burrows</td>
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<td>Misty Mary Hathaway</td>
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<tr>
<td>Henry Joseph Hector III</td>
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<td>Roy Christopher Jackson</td>
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<td>Morton L. Janklow</td>
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<td>Michone Trinae Johnson</td>
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<td>Arman Kayupov MIA</td>
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<td>Brian Kennedy MPA</td>
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<td>Steve S. Kim MIA</td>
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<td>James Henry Kipers, Jr.</td>
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<td>Julie Lenehan MIA</td>
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<td>Jay A. Levy IF</td>
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<td>David Yifong Li MIA</td>
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<td>Julia Y. Lu MPA</td>
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<td>Tondra C. Lynford</td>
<td>67BC</td>
<td>MIA '67BC, '96SW</td>
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</table>
Jorge Guttlein '75CC, IF '76, MIA '79, '79LAW and Pun Ok Benn
Brian Gerald Hackett MIA '01
Maureen-Elizabeth Hagen MIA '83, CERT '83
Joshua Hepola MIA '00, IF '00
Patricia Hewitt MIA '71 and Dale C. Christensen, Jr. MIA '71, CERT '71
Yoshihiko Higashihara MPA '12
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Ramya Thambuswamy Hopley MIA '86, CERT '86 and John Schaller Hopley '87GS, MIA '90
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Nirmala S. Patni MPA '01
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Celine Solsken Ruben-Salama MPA '08
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Marysol D. Sanchez Velamoor '99CC, MIA '01, '05LAW
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Karuna Evelyne Shinsho MIA '94 and Horace P. Jen MIA '93, CERT '93
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Matthew M. Stevenson MIA '78, IF '78 and Constance Fogler
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Jaimee and Hooshang Tahsiri Suleyman Tonbul MIA '87
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Donald J. Twombly MIA '73
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Alexander R. Vershbow MIA '76, CERT '76
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Carrie Staub Vomacka MIA '06
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Andrea Neidorf Weinstein MIA '91
Claire S. Wellington MIA '79
Helgard Wienert-Cakim MIA '62
Hideo Yanai MIA '96
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Richard W. Zimmerman IF '68, '70PS
Wei Zhang MPA '06
Andrew W. Zimmermann IF '68, '70PS
Molly Catherine Kinney MIA ’93 and Ronald Fritz Leonard MIA ’93
Jean L. Klein ’49GSAS
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Anne Raick Knulst MIA ’51 Tiffany Ko
Harrison Kobb MPA ’15
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Harajeshwar Singh Kohli MIA ’03, CERT ’03
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Stephanie Kosmo MIA ’84
Jacqueline Ann Kozin MIA ’01
Ilana K. Krishnamurti MIA ’67
Bernard Kritzler MIA ’72
John J. Kulczycki ’66GSAS, ’73GSAS and Regina Bowgerd Kulczycki
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Alexander Wesley LaBua MIA ’13
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Dinyar Rustam Lalkaka MIA ’86 and Fei Xing
Jade Ya-Yee Lam MIA ’99
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Wayne Hun Lee MIA ’02
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Michael William Lenihan MIA ’15
Valerie Leon MPA ’09
David Scott Leslie MPA ’11
Ellen Leucht ’93BUS, MIA ’98, IF ’98
Margaret M. Levchenko CERT ’57, ’57GSAS and Andrew Levchenko MIA ’56
Daedre Elisabeth Levine ’92BC, MPA ’03
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Rachel Aliza Levine ’92BC, MPA ’96 and Andrew Ceressy ’93CC
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Rachel Eve Lindell MIA ’94
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Elizabeth Marriott ’11PH
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Gordon Carlos McCord PhD ’12
David James Dayton McCormick MIA ’09, ’09BUS
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C. Andrew McGadney MPA ’06
Gary M. McGillicuddy MIA ’80
Dawn Maureen McGuinness MIA ’02
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Jack Mendelsohn CERT ’77
Miten Arun Merchant MIA ’95
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Samuel Austin Merrill MIA ’99, IF ’99
Alexander Matthew Metelitsa MIA ’12
Thomas R. Michelmore  
MIA ’74

Anne Claire Michener 
MIA ’10

Bethany K. Mickahail 
MIA ’82

Harlan Ira Miller MIA ’95

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Chiyoiri Misawa MIA ’13

Dinshaw J. Mistry MIA ’94

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MIA ’73

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Kathleen P. Mone MPA ’81

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CERT ’89

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Antonius Francisius Moonen 
MIA ’92

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MPA ’00 and Kenneth C. Moore

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IF ’82

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MIA ’02

Shubhendu Mukherjee 
MPA ’04

Sudip Mukherjee MIA ’03

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Theresa Murphy

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’68GSAS

James P. Nach MIA ’66

Julie Karen Nacos MIA ’14

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’86LAW

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MPA ’10, ’12SPS

Sawa Nakagawa MIA ’09,  
’09BUS

Sidney Nakao Nakahodo 
MIA ’05

Anshu Nangia MIA ’95

Ambareen Naqvi MPA ’13

Tekeste G. Negus MIA ’79

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and Ellen Meier

Eric Newhouse IF ’72,  
’72JRN

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David Michael Nidus 
MPA ’98

Myles Dieter Nienstadt 
MIA ’86

Masaki Nishino MIA ’01

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’93SW, ’98GSAS, ’03GSAS and Michael Anthony Lewis 
’90SW

Akbar Noman

Rochelle A. Fortier Nwadibia 
MIA ’82 and Joseph E. Nwadibia ’81SEAS, ’82SEAS

Joseph Nyangon MPA ’12

Andres Esteban Ochoa 
MIA ’17

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’66PS and Sharon Hamby 
O’Connor ’66LS

Thomas O’Connor MIA ’76

Noreen O’Donnell MIA ’97

James A. Oesterle ’64GS, 
MIA ’65, IF ’65

Sharyn L. O’Halloran

Harry John O’Hara 
MIA ’91, IF ’91 and Annika 
Linden O’Hara MIA ’91

John Joseph O’Kane IV 
MPA ’06

Clarence W. Olmstead IF ’67, 
’68LAW and Kathleen F. Heenan

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MPA ’08

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Joseph Osenni MPA ’79

Laura Otterbourg MIA ’87

Victor M. Ovando ’05GS, 
MIA ’07

Alexander Sutherland Oveis 
MPA ’10, ’12BUS

John F. Palmer IF ’70,  
’71LAW

Mary G. Palmer ’77PH

Eun Hai Park MPA ’96

Devan Jay Patel MPA ’11

Mario Paz Y Mino MIA ’71

Andrew Collins Peach 
MIA ’98

Eric Albert Peltzer MPA ’07

Richard J. Pera MIA ’79

Maha Perez MIA ’12 and 
Muneeb Arslan MPA ’08,  
’11SEAS

Scott Pesner

Carlos Antonio Petersen 
MPA ’14

Ned Peterson IF ’06,  
MIA ’07

Lawrence C. Petrowski 
IF ’69, ’69LAW

Betsy Phillips MIA ’79  
and Fred Michael Levinton 
’80GSAS, ’81GSAS,  
’83GSAS

Ethan R. Phillips ’09JRN,  
MPA ’13

Jeffrey M. Pines ’69CC,  
IF ’71, ’73PS and Doralynn 
Pines ’69BC, ’73LS,  
’76GSAS, ’85GSAS

Tas Ling Pinther MIA ’94

Susan Heller Pinto MIA ’93, 
IF ’93, CERT ’93

Henry Cooper Pitney IF ’87,  
’87LAW

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MIA ’56 and Carol Plate 
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CERT ’62, ’66GSAS

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MPA ’89

Sally Soo Hoo Pon MPA ’82

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’83LAW, ’84BUS

Orlie Prince MPA ’86

Joseph Procopio MPA ’72

Sharon Brender Procopio 
MPA ’03

Wesley Pulisic MIA ’04,  
CERT ’04

Glenda Quarnstrom 
MIA ’77, CERT ’78 and 
Thomas J. Quarnstrom 
’75CC, PS ’79

Laura Joan Quigg MIA ’85, 
’85GSAS

Peter Quinn MIA ’97, IF ’97

Allison Joy Ramler MIA ’96, 
CERT ’96, ’97PH

Diana Ramos MIA ’13

Rene A. Ramos MPA ’07

Timothy Paul Ramsey 
MIA ’93

Sushant Palakurthi Rao 
MIA ’02

Adam Clive Raphaely 
MPA ’07

Jonathan H. Rappe MIA ’06,  
’06BUS

Robert D. Rawlins IF ’73,  
’73BUS

Kathy Ann Reniers MPA ’01

Ann C. Rennie IF ’80,  
’80BUS

Christopher J. Reposa 
MPA ’00

Therese Ruth Revesz 
MIA ’69

Michael Rhee MIA ’94

Alvin Richman MIA ’60

Scott Andrew Richman 
MIA ’91

Aamatullah Halimah R’id 
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