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Letter from the Dean

The 2017–18 academic year represented another period of remarkable growth and achievement for the School of International and Public Affairs. Our community of students, scholars, alumni, and practitioners deployed their talents and expertise in new and innovative ways to advance our important mission.

Whether researching the impact of climate change on European migration, developing an incubator to support refugee startups in the Middle East, or providing recommendations on how to defend cyberspace, SIPA remained at the forefront of identifying effective solutions to today’s global policy problems.

As you will learn in this issue of SIPA News:

Our faculty continued to produce the policy-relevant research and commentary that are the hallmark of our academic community, publishing books on issues such as social value investing, the art of sanctions, sustainable cities, politics and work, motherhood, and more. At the same time, we bolstered SIPA’s legacy of excellence in international security and foreign policy scholarship through the addition of renowned scholars Stephen Biddle and Thomas Christensen as full-time faculty.

Our students, who come to us from 90 countries, deepened their knowledge of critical policy issues in the classroom, then took those policy passions into the world through diverse Capstone projects, internships, hackathons, and the Dean’s Public Policy Challenge Grant. They also shared insights from their student travels in Jordan and Burkina Faso in this year’s Raphael Smith Memorial Prize essays.

Our alumni live and work in more than 160 countries. Many participated in SIPA gatherings around the world, which were part of more than 400 events this year. SIPA continued to demonstrate its remarkable convenings, featuring prominent leaders, executives, and scholars, including Indian finance minister Arun Jaitley, World Bank president Jim Yong Kim, and former U.S. attorney general Eric Holder.

SIPA’s research, training, and engagement have never had greater relevance. We are excited to share with you these stories of another amazing year. Thank you for your involvement in our community and for your support.

Merit E. Janow
Dean, School of International and Public Affairs
Indian Finance Minister Discusses Recent Reforms and Future Growth

BY SAYAN SUPRATIM DAS MIA ’18

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.

Jaitley was appointed to his current cabinet post by Prime Minister Narendra Modi in May 2014. The challenge facing the then-new government, Jaitley said, was to “establish the credibility of the decision-making process of the Indian economy itself.”

He said the Modi team sought to establish processes for quick decision-making, pursuing difficult choices when necessary, and clearly communicating where they wanted to take the country, within the constraints of the democratic process.

After assessing the need for domestic investments, Jaitley said, the government worked to open various sectors to trade and market economies to attract foreign direct investment (FDI). He said that officials had overcome various hurdles, including unclear taxes, narrow investment doors, and lengthy decision-making processes.

“In this brief time, we [India] have become the largest recipients of FDI,” Jaitley noted.

Jaitley also said the previous government had been hampered by corruption that flowed from a lack of transparency in funding political parties. He observed that the structure of various laws had left too much power at the disposal of ministers.

To address the first problem, Jaitley said a pending system of electoral bonds will require political parties to fund elections using clean money and formal transactions with banking institutions. To tackle the second issue, the government has pursued reforms to give states and ministers less discretion, creating more room in the process for markets to operate autonomously.

Jaitley also spoke about reforms that have led to the implementation of a new goods and services tax, or GST. He said the transition to a GST has been smooth and that India’s economy and people should benefit in the long term.

He also touched on technology-based reforms that have led to increased online tax filings and more efficient payment of social benefits, as well as infrastructure improvements and the nation’s demonetization reforms of 2016.
Can managers and CEOs accomplish business goals while also advancing society’s goals? Professors Howard W. Buffett MPA ’08 and William B. Eimicke believe the answer is yes, and they have written a new book illustrating partnership models for doing so.

In Social Value Investing: A Management Framework for Effective Partnerships, the authors outline a five-point management framework inspired by value investing, which they identify as one of history’s most successful investment paradigms.

“The cases allow us to ground the theory in real-world examples that people can also see in the SIPA audiovisual case study collection,” said Buffett. “We have been using these cases for several years in our classes and in illustrating the research.”

A Blueprint for Cross-Sector Partnerships
The book also provides a blueprint for developing successful cross-sector partnerships that serve the public interest.

“Organizations have come to understand that they can achieve much more working across sectors than alone,” said Eimicke. “The private sector can’t do it alone, nor can the public sector. Our book outlines successful strategies for making such partnerships work.”

Buffett said that MPA students at SiPA are increasingly interested in courses on partnerships.

“Students are seeking training on and exposure to a diverse set of leadership and management tools, as well as frameworks for thinking about how they can best collaborate with others,” he said. “Our hope for Social Value Investing is that it provides an interesting and compelling way for students to think about collaboration and to learn from the observations, research, and experiences shared throughout its chapters.”

A Set of Core Shared Values
For all the book’s emphasis on the importance of partnership, it’s also very much a product of the partnership between the authors themselves.

“We’ve taught together for several years,” said Eimicke, “and realized that we had a set of core shared values and ideas around how organizations can and should work together.”

“We each believe in the power of partnerships, and their ability to overcome challenges that society has struggled with for some time,” added Buffett. “The successful solutions we describe in the book illustrate the importance of many diverse actors coming together around common goals and measurable objectives.”

The book has been well received, garnering praise from figures such as Bill Gates and topping selected best-seller categories at the Amazon and Barnes & Noble websites.

Social Value Investing was published by Columbia University Press on May 29, 2018. Since then the authors have been featured on Bloomberg television and in Harvard Business Review, among other outlets.
World Bank President Warns Against Silence in the Face of Crises

BY MIA SHUANG LI MPA ’18

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.

Kim recalled how Korea was largely denied international development aid in its early stage of development due to its Confucianism-oriented culture. This led Kim to formulate his concept of human solidarity — every country, he said, should have the opportunity to prosper.

“No country should be denied help or optimism,” Kim said. “Optimism and hope are not the result of analysis, but a choice.”

A passion for development and public service led Kim, who is also a physician, to pursue a career in global health. As Kim gained experience and prominence, he pioneered the concept of preferential treatment, where workers lived with the locals and asked them what they needed.

In hearing firsthand the aspirations of the locals in underdeveloped countries such as Haiti and Rwanda, Kim said, his teams learned that often food, health care, and education were all that was required to prosper.

“The drive for human solidarity is deeply embedded in human evolution,” he said.

The most pressing issue in development today, Kim stressed, is investment in human capital. Human capital growth, he said, is the best indicator of economic growth worldwide in the past 25 years.

Childhood stunting — defined by the World Health organization as impaired growth and development resulting from poor nutrition, repeated infection, and inadequate psychosocial stimulation — is prevalent in many underdeveloped regions of the world. Regions suffering from these trends risk falling further behind in the age of information technology and automation.

“We can’t be silent about such human capital crises,” he said. “Future generations will blame us for it. We must find things we’ll regret not doing in 20 years and take them on now.”
SIPA Women in Wealth Management Reflect on Their Industry Experience

"My experience leading up to my current role is like a patchwork quilt," said Melissa Donohue MIA '93 of her background as a financial journalist and emerging markets research associate. She is currently a senior wealth education specialist at Morgan Stanley Wealth Management.

Amanda Marsted MIA '95, managing director at CIBC Atlantic Trust Private Wealth Management, reflected on her own career, training as a technology analyst before pivoting to advise multigenerational families on wealth strategies.

“I do not like the question ‘Where do you see yourself in 5 to 10 years?’” she said. “It closes you off to opportunities you may not yet be aware of.”

Amelia Prounis MIA '87, senior vice president at Merrill Lynch Wealth Management, emphasized the importance of female mentors early in her career.

“I found that my skills really lay in critical analysis and compassion,” said Patricia Angus MIA '90, founder and CEO of Angus Advisory Group LLC. “Empathy matters in this work.”

“SIPA students are uniquely qualified to do this work,” Marsted said.

The panel was cosponsored by SIPA’s Office of Career Services, the International Finance and Economic Policy concentration, the Gender and Public Policy specialization, and SIPA Women in Leadership. Karen Chen MPA ’18, president of the SIPA Finance Society, moderated.

Bank of Lebanon’s Raed Charafeddine Visits SIPA

On April 16, 2018, the Initiative on Central Banking and Financial Policy 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 (center) was joined by Patricia Mosser, director of the Initiative on Central Banking and Financial Policy, and Guillermo Calvo, professor of international and public affairs at Columbia SIPA.

This initiative, which brings together scholars, researchers, practitioners, and central bankers from around the world, hosted a number of other events, including a conference on “Optimal Bank Liquidity Regulation” and panel discussions on “Inflation Targeting and Economic Recovery in Brazil” and on “Debt and Financial Stability.”
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.

The proceedings focused on changes in Chinese, U.S., and European economic policies through the lens of recent political developments and their implications on economic globalization, international trade and the potential for cooperation and competition, and the role of innovation and technological adaptation in the digital economy.

The conference—which was hosted by SIPA’s Center on Global Economic Governance and cosponsored by the Columbia Global Centers | 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—featured Nobel Prize winners, key policymakers, academics, and business leaders from around the world.

SIPA was represented by Dean Merit E. Janow; Joseph Stiglitz, Nobel Laureate and University Professor; and Jan Svejnar, director of SIPA’s Center on Global Economic Governance (CGEG).
Policy Students Address the UN Sustainable Development Goals

BY NEHA SHARMA MPA ’18

Thirty-six student teams representing seven policy schools convened at SIPA for a two-day program devoted to “Innovative Solutions to the UN Sustainable Development Goals.”

SIPA hosted the annual conference of the Global Public Policy Network (GPPN) on February 23–24, 2018, welcoming peers from the network’s six other member schools: the Sciences Po School of Public Policy (Paris), the LSE Institute of Public Affairs (London), the Graduate School of Public Policy (GraSPP) at the University of Tokyo, the Hertie School of Governance (Berlin), the Lee Kuan Yew School of Public Policy (Singapore), and the Fundação Getúlio Vargas School of Business Administration (São Paulo).

The 36 participating student teams were asked to apply information and communication technology (ICT), policy innovation, or data analytics to an issue related to the UN Sustainable Development Goals. The submissions included proposals to reduce food waste, promote renewable energy, more efficiently match aid to disaster victims, and more.

The winning team — Shanna Crumley MIA ’18 and Gemma Torras Vives MPA ’18 — was one of several teams that addressed refugee-related issues. Their proposal called for “a digital backpack for refugees” that would preserve educational records and other formal and informal credentials, making it easier to attend school or pursue work.

“Refugees don’t have a good way to carry their learning — their achievements — with them,” Crumley said. “That’s why we came up with the idea to use credentials that are verifiable and transferable.”

Competition judges included administrators from GPPN schools along with three guests: Patricia Georgiou, head of partnerships and business development for Jigsaw, the technology incubator created by Google; Ronaldo Lemos, director of the Institute for Technology & Society of Rio de Janeiro and a SIPA visiting professor; and Andrew Rasiej, founder and CEO of Civic Hall and chair of the New York Tech Alliance.

Panel Explores Policy and Governance in the Age of AI

The wide-ranging consequences of artificial intelligence, or AI, in areas such as urbanization, employment, and proper governance were the focus of a February 23, 2018, panel hosted by the Center on Global Economic Governance (CGEG).

“Artificial Intelligence: Implications for Governance and Public Policy” featured a discussion with Robin J. Lewis, chair of the Worldview Global Culture Alliance (WGCA) and former SIPA associate dean; Ronaldo Lemos, a visiting professor at Columbia SIPA; and Liangang Sun, an AI innovation strategist.

The conversation, organized in partnership with the WGCA and SIPA’s Entrepreneurship & Policy Initiative, explored an array of ethical and legal questions related to ownership of data, privacy rights, and the potential for AI to replace politicians in the policymaking process.

The major theme of the evening was the role AI will play in the public sector. How does government evaluate and regulate technology without stifling innovation? How can technology best be used to improve lives? Lewis noted the discrepancies between the two global AI powerhouses—the United States and China. In the U.S., most research on AI is completed in the private sector by firms such as Google and Amazon, whereas China has adopted a more state-centric approach.
John Rouse MPA-DP ’18
INTERVIEW BY NEHA SHARMA MPA ’18

THE “PRETTY WEIRD PATH” TO POTATO PARK

Like many students, John Rouse MPA-DP ’18 brought varied experiences to SIPA — and his role as a consultant at Asociación ANDES last summer only widened the scope. Rouse went to Cuzco, Peru — the historic home of the Incas — to work on a project dedicated to the conservation of native varieties of potatoes produced by indigenous tribes in the region. The project seeks to maintain the biodiversity and cultural heritage of the region.

This interview has been condensed and edited.

Q: What did you do before you enrolled at SIPA?

I had a pretty weird path. I lived in Cambodia for more than a year, working as a quasi-tour guide and coordinating volunteer projects for an elephant sanctuary. I also worked on building an artificial coral reef off the Cambodian coast.

From the Khmer Rouge period [in the 1970s] until relatively recently, Cambodian fishermen practiced grenade fishing and dynamite fishing, which destroyed a lot of coastal marine life. To create an artificial coral reef, we used iron rebar and welded it into semidomed reef pods, coated them in an epoxy, and anchored them to the sea floor. The project helped revitalize marine life around Koh Rong Island.

After Cambodia, I came home and went through a bit of a quarter-life crisis, during which I got my pilot’s license and my scuba-diving instructor license in Florida.
Q: Tell us more about your summer work with Asociación ANDES and the Parque de la Papa (Potato Park) project.

Asociación ANDES is a small NGO devoted to conservation and indigenous rights. In 1998 it started the Potato Park in a 9,000-hectare region that is theorized to be where potatoes originated. It was an experiment to see if they could bring six indigenous Quechua communities together and improve their livelihood while conserving potato biodiversity.

In the past, these communities had engaged in territorial conflicts. Through this experiment they created some sources of income, of which 10 percent went to the Potato Park entity so that it could make collective investments for the communities. They made an agreement with the International Potato Center in Lima, Peru, under which the center would help repatriate lost varieties to the Potato Park.

Through participatory plant breeding, agronomists and local farmers collaborate in replanting repatriated varieties and experimenting with them. The idea is to breed these repatriated potato varieties to improve their resilience to deal with climate change, the prevalence of pests, and changes in growing conditions.

Q: What was your role in this project?

The Potato Park is trying to develop ecotourism, and they wanted me to help them with that. Before I got to Peru, my projected role was clearly defined—they essentially expected me to carry out an evaluation to see what was working and what was not.

Once I got there, [the position evolved] and they started giving me additional things to do. They had me write a proposal and create a program for the 2018 World Potato Congress, and once they found out that I had some video-making skills and a drone camera, they asked me to document the park. Before that, I had only made three videos in my life.

Q: What was it like working for a small NGO?

I built a relationship with the director of the NGO pretty quickly. In a small NGO, you’re close to the decision makers, so you can get in and exercise influence and be keenly aware of how everything works in the organization. You also have the opportunity to observe the decision-making process.

Q: How does a project like this provide practical experience for someone who aspires to work in public policy?

In policy terms, I got to work directly with Peru’s Ministry of Culture. The minister himself came to the Potato Park, and we tried to convince him to have the government invest more in the project. The director of our NGO also had a close relationship with the vice president of Peru, who also visited the Potato Park.

Speaking more to the MPA program in Development Practice, something like this puts you right in the middle of the development process. I spent about half my time in the Potato Park, so I got to see the state of these communities firsthand and assess the impact of the Potato Park initiatives. I got to interview people in the area, including local business owners in the park and smallholder farmers.
On September 28, 2017, the New York Cyber Task Force released a series of recommendations that would help 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.

In a report entitled “Building a Defensible Cyberspace,” the task force highlighted strategies for government, cybersecurity companies, and other IT-dependent organizations.

“Cybersecurity professionals are tired that year after year, decade after decade, attackers have had the upper hand,” said Jason Healey, a senior research scholar at Columbia SIPA who is the report’s lead author. “We need more fundamental change for more defensible enterprises and a more defensible cyberspace as a whole.”

Among the report’s findings:

- It is possible to establish a more defensible cyberspace — an internet where defenders have the advantage over attackers.
- Defending cyberspace will not require a “Cyber Manhattan Project.” Security professionals have developed effective strategies in the past, and with the right kind of innovations, defenders will once again enjoy the advantage.
- Improvements may come from unexpected places and rely on unglamorous strategies.
- The best options use leverage — technology, operational, and policy innovations that grant the greatest advantage to the defender over attackers at the least cost and greatest scale.

The task force’s recommendations to achieve leverage — based on lessons drawn from five decades of past innovation — call for more transparency and risk-based governance and increased use of cloud computing and other new technologies. The report also stresses the importance of federal funding, collaboration across sectors, and flexibility and resilience.

The New York Cyber Task Force included about 30 senior-level experts from New York City and elsewhere, counting among its members executives in finance and cybersecurity, former government officials, and leading academics. The group’s cochairs are Phil Venables, a partner and chief operational risk officer at Goldman Sachs; Greg Rattray, managing director of global cyber partnerships and government strategy at JPMorgan Chase, and Dean Merit E. Janow, of Columbia SIPA, which organized the task force.

“Organizations must leverage innovations and new technologies to constantly expand their cyber defense efforts,” said Venables, who stated he wanted the report to address the concerns of executives seeking to defend their companies in depth.

“We must not overlook operational and policy innovations,” said Rattray. “We’ve made many gains in information sharing, for example, that help with attribution of attackers and reducing their ability to circumvent responsibility. Now we have to build on that trust and pursue even closer operational collaboration in the form of sectoral and public-private cyber systemic risk analysis and proactive contingency response planning.”

Other contributors included Katheryn Rosen of the Atlantic Council, Neal Pollard of PwC, Dmitri Alperovitch of Crowdstrike, Melody Hildebrandt of 21st Century Fox, David Lashway of Baker McKenzie, Elena Kvochko of Barclays, John Carlson of the FS-ISAC, Ed Amoroso of TAG Global (and former CSO of AT&T), and Columbia University scholars Steven M. Bellovin, Arthur M. Langer, and Matthew Waxman.
As part of the largest increase in full-time faculty and researchers in several years, SIPA welcomes Stephen Biddle, an expert in security studies and specialist in great-power conflict and U.S. defense policy, and Thomas J. Christensen, an international relations scholar and former U.S. State Department official who specializes in Chinese foreign relations.

“The deep expertise and broad influence of SIPA’s faculty in the realm of international relations, and international security in particular, has long been one of the School’s hallmarks,” said Dean Merit E. Janow. “These remarkable additions to our community will help ensure continued leadership in this area for another generation.”

Stephen Biddle joins SIPA and Columbia as a professor of international and public affairs and a member of the Arnold A. Saltzman Institute of War and Peace Studies.

Biddle is known in part for the award-winning book *Military Power: Explaining Victory and Defeat in Modern Battle* (Princeton 2004), a seminal work in the field of security studies. His frequent writings in major academic journals often examine what recent U.S. wars tell us about the military effectiveness of different forms of force.

Biddle served most recently as a professor at George Washington University and remains an adjunct senior fellow for defense policy at the Council on Foreign Relations. He earned his PhD in public policy at Harvard University.

Thomas J. Christensen joins SIPA as a professor of international and public affairs. He is codirector of the Columbia-Harvard China and the World Program, which was renamed to reflect its new home at SIPA after relocating from Princeton University, where Christensen had been a faculty member since 2003. He is also a member of the Arnold A. Saltzman Institute of War and Peace Studies.

Christensen’s most recent book, *The China Challenge: Shaping the Choices of a Rising Power* (Norton 2016), was an editors’ choice at the *New York Times* Book Review and book of the year at *Foreign Affairs* magazine. In addition to his career in academia, Christensen served from 2006 to 2008 as deputy assistant secretary of state for East Asian and Pacific affairs, with responsibility for relations with China, Taiwan, and Mongolia. He continues to hold formal advisory roles in the U.S. government.

A recipient of the State Department’s Distinguished Public Service Award, Christensen is a life member of the Council on Foreign Relations and serves on a number of advisory and editorial boards. He earned his PhD in political science at Columbia University.
The Inevitable Collision

BY JOANN CRAWFORD AND SAYAN SUPRATIM DAS MIA ’18

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.

There is growing pessimism that a collision between the world’s number one power and its number one emerging power is inevitable, said Mahbubani, the George W. Ball Adjunct Professor of International and Public Affairs at SIPA and professor in the practice of public policy at the National University of Singapore.

Mahbubani noted that the balance of power between China and America “has shifted dramatically” with the growth of the Chinese economy. In 2000, the U.S. nominal GNP was eight times that of China’s; in 2015, it was just 1.6 times larger. “That changes everything,” said Mahbubani. The country is seen as a threat among senior American figures, he suggested, because it is “succeeding despite the fact that it is not a democracy.”

He acknowledged that, although China’s citizens do not share many of the democratic freedoms valued by the West, the country has prospered — and is flourishing — with the world’s largest middle class and most innovative economy. Viewed objectively, he said, the condition of the Chinese people has been better in the last 40 years than in the preceding 200.

Mahbubani recalled his first visit to Beijing in 1980, when everyone wore Maoist suits, and people couldn’t choose where to live, work, or study. For today’s middle class the transformation is tangible: more than 300,000 Chinese have studied in the U.S. and 120 million have traveled overseas. Yet China’s progress runs counter to conventional theory — that social and political freedoms are necessary
for a country to become great. In practice, the facts don't fit the theory. Despite this evidence, America's stance toward China has not changed.

To avoid a collision, America must “change the language and concepts it uses to understand China,” Mahbubani said, as he is “99.9 percent certain China will not change its political system on the advice of the United States.”

For guidance on how the U.S. and China could create a positive and sustainable relationship, Mahbubani referred to a comment made by President Bill Clinton: America can strive to be “top dog forever”; if that's not possible, it should create a world it can accept when it is no longer number one.

Following Clinton's lead, Mahbubani suggested a three-part solution: the U.S. should create a “rule-space world” with more international law, partnerships, and multilateralism. He believes China can accept multilateralism because it is “the biggest beneficiary of the rules-based order that America gifted to the world at the end of World War II.”

To avoid a collision, America must “change the language and concepts it uses to understand China,” Mahbubani said, as he is “99.9 percent certain China will not change its political system on the advice of the United States.”

He also urged the U.S. to demonstrate the power of democracy by showing the world that a successful democracy can outperform all others. And he cautioned the Chinese government to realize that its size and strength are causing concern both regionally and globally. The country must be “assertive but not aggressive” in its dealing with the rest of the world.

Both countries face a big challenge and must make the right strategic adjustment to avoid a collision, Mahbubani concluded. America has never had to make such adjustments to another power, but it can be done.
To Lead Abroad, the U.S. Must First Look Inward

The future of U.S. foreign policy and leadership, said Ambassador Robert D. Hormats, vice chairman of Kissinger Associates, Inc., and a member of the SIPA Advisory Board, depends to a significant degree on domestic economic policies that accord with our historic values of supporting a vigorous democracy, broadening economic opportunity, and respecting diversity and the free expression of ideas.

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 Hormats 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.

Hormats’s remarks outlined four important steps for the U.S. to lead and support the global economy:

• The U.S. must create greater economic opportunities at home, with a sense of equity, fairness, and participation by average Americans. More people in the U.S. and abroad must feel that they are part of and benefiting from the system, which includes global trade and the boom in new technologies.

• Regional economic relationships, such as the Trans-Pacific Partnership (TPP), are important to broadening participation in the system and have important economic as well as geopolitical benefits. These benefits need to be better explained to Americans and to citizens of partner countries.

• Global and regional financial institutions must work together to build resilience into the system to withstand future financial crises.

• The U.S. needs to develop consensus on rules for the flow of information to provide protection from cyber threats, privacy violations, and piracy of intellectual property and trade secrets to retain confidence in the global information system.

Ambassador Hormats’s address was followed by a lively discussion on the future of diplomacy, moderated by Fred Kempe MS ’77JRN, IF ’77, president and CEO of the Atlantic Council. The panel included two SIPA alumni with distinguished foreign service careers, Jeffery DeLaurentis MIA ’78 and Daniel Fried MIA ’77.

More people in the U.S. and abroad must feel that they are part of and benefiting from the system.

Ambassador DeLaurentis, a career member of the Senior Foreign Service, served as the chargé d’affaires at the U.S. Embassy in Havana, Cuba, and is currently the senior diplomatic fellow with the Future of Diplomacy Project at the Belfer Center for Science and International Affairs at Harvard’s Kennedy School.

Ambassador Fried played a key role in designing and implementing U.S. policy in Europe after the fall of the Soviet Union and served as the U.S. Department of State’s coordinator for sanctions policy from 2013 to 2017. He is currently a distinguished fellow with the Atlantic Council’s Future of Europe Initiative.
North Korea, Russia, and China Are Focus of Alumni Day National Security Policy Panel

BY NEHA SHARMA MPA ’18

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, JD ’88 LAW.

Cha, the D. S. Song-KF Professor of Government at Georgetown University’s Walsh School of Foreign Service, emphasized that great caution needed to be exercised given the high cost of any potential retaliatory action by North Korea, which would put at risk the lives of millions of Japanese and Koreans and 250,000 Americans in the region.

James, a homeland and national security expert, served from 2013 to 2017 as the 23rd secretary of the Air Force and was the second woman to ever hold this position. She said that the military rigorously considers collateral-damage risks attached to the military actions in question.

Turning to Russia, Murray posited “that Putin has overplayed his hand. By interfering in the U.S. elections through covert means, he has exposed himself to the rule of law in the U.S.”

Murray is chair of the Independent Joint Anti-Corruption Monitoring and Evaluation Committee of Afghanistan and served as deputy assistant secretary for Europe, the Middle East, and Africa at the Department of Commerce.

The panelists discussed current U.S. foreign policy through the lens of a reemerging “cold-war dynamic” with a range of different actors — from ISIS to China. “It is another form of a cold war,” James said. “It’s not the same as it was, but I think we are into it full blown.”

Looking ahead, Cha wondered how the U.S. will position itself in the world.

“How do we look at the postwar alliances in Europe and in Asia?” he asked. “Administrations no longer view U.S. partnerships in the same way, in trade and security. There is a much more transactional view of America’s relationships in the world.”
U.S. Carbon Tax Design

BY JASON BORDOFF AND JOHN LARSEN

Options and Implications

While there seem to be no immediate prospects for a national carbon tax in the United States, there is growing interest among some policymakers and thought leaders across the political spectrum. If and when a legislative opening emerges in the coming years, policymakers will need to grapple with a range of important design issues that will determine the effectiveness of a carbon tax in reducing carbon emissions.
How does a society pay for the environmental and social costs of industrial and commercial activity? This question is front and center as nations work to address climate change across the globe. Economists broadly agree about the cost-effectiveness of a market-based approach to reducing the emissions associated with climate change, with a carbon tax being one of the most popular of systems under consideration.

In the United States, opposition to any system that would address the costs of climate change — even one based on market principles — remains significant. Yet there has been a recent uptick in interest in a carbon tax, including from prominent members of both political parties. The possibility of greater future legislative interest in a carbon tax means that a number of important policy design questions may need to be considered, and there has been considerable exploration of these questions to date by various research institutes and universities.

Building on this work, the Center on Global Energy Policy at Columbia University’s School of International and Public Affairs has undertaken a research effort in collaboration with external partners to explore the range of issues that policymakers will need to understand, model the effects of different scenarios that policymakers may choose to consider, and produce insights that will inform the policymaking process. This Carbon Tax Design research initiative will serve as a resource for both stakeholders and policymakers through a series of papers, public events, workshops, and policymaker briefings about the key design choices and the implications of those choices in the implementation of a carbon tax.

An initial scoping paper lays out the set of issues to be addressed by identifying the key design choices to be made in implementing a carbon tax:

**Scope and Emissions Coverage**: Determining which sectors and which gases are taxed and what amount of total U.S. greenhouse gas (GHG) emissions would be covered by a tax is critical. The broader the scope, the more efficient and environmentally effective the tax, as it increases the number of GHG-abatement opportunities.

**Point of Taxation**: Carbon emissions can be taxed upstream at the point of fuel production, downstream at the point of fuel consumption, or at points in between. An upstream approach taxes emissions from end-use sectors without having to track emissions and tax payments from millions of downstream emitters such as vehicles, factories, and buildings. A downstream approach taxes tons of CO₂ that enter the atmosphere at the point where they are emitted. Policymakers must weigh the desired scope of the tax, existing emissions or fuel reporting infrastructure, administrative efficiency, and politics in determining where to tax.

**Tax Rate**: The combination of the tax rate and the total coverage of the program (as determined by the scope and point of taxation) is what ultimately determines revenue collection, environmental effectiveness, and energy market outcomes. However, there is no guarantee that a carbon tax set at a particular price will guarantee the achievement of a particular emission-reduction goal.

**Revenue Allocation Options**: Large new sources of federal government revenue are not found frequently, and if a carbon tax is seriously considered, there will be an endless number of stakeholders arguing in favor of their preferred approach. This paper discusses six options for what to do with revenues achieved through a carbon tax, although more than one approach could be chosen. The limiting factor is ultimately the net revenue derived from the tax.

**Interaction between Carbon Taxes and Other Energy/Environmental Policies**: Any carbon tax, especially one with an economy-wide scope, will interact with a range of existing energy and environmental policies. Federal regulations, federal research and development on energy technologies, federal subsidies for clean energy, federal royalty, bonus, lease, and tax revenue from fossil fuel production, state regulations and carbon pricing systems, and state revenue from carbon pricing systems should be taken into account in the design of any tax.

**International Trade Effects and Distributional Considerations**: A carbon tax would affect U.S. trade as well as the companies that engage in trade. Policymakers need to discuss how to reduce the risks to U.S. exports that would be subject to a tax when competing against foreign firms not subject to a tax. Work is also needed to understand how a carbon tax would affect households at different income levels, different sectors of the economy, and different parts of the country.

Papers addressing the effects of a tax on the energy sector and the environment, as well as a tax’s macroeconomic and distributional effects, will report the results of modeling undertaken by external quantitative research teams who are examining the effects of different tax scenarios. Other papers will be authored by members of the Columbia University community in collaboration with outside experts.

Jason Bordoff is a professor of professional practice in international and public affairs and founding director of the Center on Global Energy Policy at Columbia SIPA.

John Larsen is a director at Rhodium Group who leads Rhodium’s U.S. power sector work.
Q: How did your background working with innovative and transformative urban farms lead you to the MPA-ESP program?

Working at AeroFarms as the plant manager for over three years allowed me to experience the reality of working in the industry — how slowly things can move in real life, how implementation of projects needs teamwork and lots of capital.

AeroFarms is a vehicle for agricultural companies to engage in urban farming. People are excited and enthusiastic about urban farming, but it is a nascent industry with respect to policy and technology. There isn’t much incentive for farming companies to move into urban areas at this point. I wanted to explore the confluence of urban farming technology and traditional farming techniques, and studying environmental policy seemed to be the way forward.
Q: What specifically motivated you to choose the MPA-ESP program at Columbia University?

I want to shape what the future [urban farming] industry looks like and how the industry can be developed. The MPA-ESP program really equips me to do that. There is a focus on the environment, but it also considers social perspectives. The length of the program and its rigor is another factor. It is a shorter, more intensive program, and the course structure and hands-on experience are great for midcareer professionals.

Q: What were your favorite classes and why?

One of my favorite classes was Leadership and Urban Transformation taught by Professor Michael Nutter, the former mayor of Philadelphia. He brings his longtime public-service perspective and incredible insights into the actual implementation of policies and the challenges of politics involved in policy implementation. I also enjoyed Sustainable Finance with Professor Bruce Kahn, which covers components of corporate finance, sustainability accounting, and sustainability metrics.

Q: What has been your experience with your Environmental Science and Policy cohort been like?

In the MPA-ESP cohort, we worked collaboratively on workshop presentations and other group projects. Our cohort was a very close-knit one, and I made it a point to interact with my fellow classmates. It was very interesting to know their backgrounds, their interests, and what they want to pursue.

Q: What are your plans once you graduate? What are some skills and tools you have developed over the last year that you can use?

I would love to work with city planning offices to integrate urban farming into city planning and layouts. It’s encouraging to see cities like Detroit that have outlined an urban farming policy. It’s a great start, and I want to be involved in such initiatives after I graduate.

I came to SIPA to learn how to create policy that would shape the future of urban farming. Through my classes, I developed skills to be able to do that. Classes such as Climatology and Hydrology allow for a broader perspective when looking at the sustainability industry as a whole. Through my Sustainable Finance class, I learned not just how to evaluate sustainability quantitatively, but also to analyze trends in the industry that are attractive to investors. All of these will equip me to further develop the urban farming industry and integrate traditional techniques and new technologies.
Hotter Temperatures Will Accelerate Migration of Asylum Seekers to Europe
New research predicts that migrants applying for asylum in the European Union will nearly triple by 2100 over the average of the last 15 years if carbon emissions continue on their current path. The study, which appeared in the journal Science on December 22, 2017, suggests that cutting emissions could partially stem the tide, but even under an optimistic scenario, Europe could see asylum applications rise by at least a quarter.

“Europe is already conflicted about how many refugees to admit,” said the study’s senior author, Wolfram Schlenker, professor of international and public affairs. “Though poorer countries in hotter regions are most vulnerable to climate change, our findings highlight the extent to which countries are interlinked, and Europe will see increasing numbers of desperate people fleeing their home countries.”

Schlenker and study coauthor Anouch Missirian, a fourth-year PhD candidate in Sustainable Development at SIPA, compared asylum applications to the EU filed from 103 countries between 2000 and 2014 with temperature variations in the applicants’ home countries. They found that the more temperatures over each country’s agricultural region deviated from 20°C (68°F) during its growing season, the more likely people were to seek refuge abroad. Crops grow best at an average temperature of 20°C, so not surprisingly, hotter-than-normal temperatures increased asylum applications in hotter places, such as Iraq and Pakistan, and lowered them in colder places such as Serbia and Peru.

Combining the asylum-application data with projections of future warming, the researchers found that an increase of average global temperatures of 1.8°C — an optimistic scenario in which carbon emissions flatten globally in the next few decades and then decline — would increase applications by 28 percent by 2100, translating into 98,000 extra applications to the EU each year. If carbon emissions continue on their current trajectory, with global temperatures rising by 2.6°C to 4.8°C by 2100, applications could increase by 188 percent, leading to an extra 660,000 applications filed each year.

Under the landmark climate deal struck in Paris in 2015, most of the world’s nations agreed to cut carbon emissions to limit warming by 2100 to 2°C above preindustrial levels. President Trump’s decision to withdraw the United States, the world’s second-largest carbon emitter, from the accord now jeopardizes that goal.
In a further setback to reducing U.S. carbon emissions, the U.S. Environmental Protection Agency has proposed lowering the U.S. government’s “social cost” of carbon, or the estimated cost of sea-level rise, lower crop yields, and other climate-change-related economic damages, from $42 per ton by 2020 to a low of $1 per ton. The EPA partly arrived at the lower figure by excluding the cost of U.S. emissions on other countries; yet as the study shows, effects in developing countries have clear spillovers on developed countries. “In the end, a failure to plan adequately for climate change by taking the full cost of carbon dioxide emissions into account will prove far more costly,” said Missirian.

The research adds to a growing body of evidence that weather shocks can destabilize societies, stoke conflict, and force people to flee their home countries. In a widely cited 2011 study in *Nature*, a team of researchers led by Solomon Hsiang PhD ’11 linked modern El Niño drought cycles to increased violence and war globally.

More recently, researchers have highlighted the connection between the drying of the Middle East and ongoing conflict there. In a 2015 study in *Proceedings of the National Academy of Sciences*, another team of Columbia researchers argued that climate change made Syria’s 2006–2010 drought two to three times more likely and that the drought was a catalyst for Syria’s 2011 uprising. The civil war that followed has so far claimed 500,000 lives, by one estimate, and forced 5.4 million Syrians to flee the country.

Germany has taken in the largest share of asylum seekers from Syria and elsewhere but increasingly faces a backlash from German voters worried about assimilation and loss of jobs. A wave of anti-immigrant sentiment elsewhere in Europe has led Hungary to build a wall to keep refugees out and influenced Great Britain’s decision to leave the European Union. In the United States, President Trump was elected in part on his promise to build a wall to block Mexican immigrants from entering the country illegally.

Hsiang, now an economics professor at the Goldman School of Public Policy at the University of California, Berkeley, who was not involved in the research, called the study an “incredibly important” wake-up call. “We will need to build new institutions and systems to manage this steady flow of asylum seekers,” he said. “As we have seen from recent experience in Europe, there are tremendous costs, both for refugees and their hosts, when we are caught flat-footed. We should plan ahead and prepare.”

Colin Kelley, a climate scientist at Columbia’s International Research Institute for Climate and Society, also praised the research. “It’s unclear how much more warming will occur between now and the end of the century, but the study clearly demonstrates just how much climate change acts as a threat multiplier. Wealthier countries can expect to feel the direct and indirect effects of weather shocks from man-made climate change in poorer, less resilient countries.”

The research was initiated at the request of the European Commission’s Joint Research Centre (JRC), which also provided funding. “These findings will be especially important to policymakers since they show that climate impacts can go beyond the borders of a single country by possibly driving higher migration flows,” said Juan-Carlos Ciscar, a senior expert at the JRC’s Economics of Climate Change, Energy, and Transport unit. “Further research should look at ways for developing countries to adapt their agricultural practices to climate change.”

Kim Martineau is a science writer for the Earth Institute at Columbia University.
The Center on Global Energy Policy (CGEP) celebrated its fifth anniversary by welcoming more than 600 guests to its annual Columbia 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.


To view a full list of speakers and watch videos from the event, visit energypolicy.columbia.edu.
Richard Nephew’s Book, The Art of Sanctions, Analyzes an Urgent Tool of Foreign Policy

BY NEHA SHARMA MPA ’18

In his new book, The Art of Sanctions: A View from the Field (Columbia University Press 2017), Richard 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. At a book launch event at SIPA on December 5, 2017, Nephew said he sought to address the lack of a “convenient framework for how to develop sanctions.”

A Calibrated Approach
The Art of Sanctions emphasizes a calibrated approach to assessing the need for, and implementation of, sanctions. Along with unintended consequences, Nephew identifies overreach and underreach as problems that sanctions programs face and provides policymakers with practical guidance on how to measure and respond to pain and resolve in the service of strong and successful sanctions regimes. His observations from designing and implementing the Iran sanctions deal have greatly contributed to the book.

“We had the right policy tools in place that could have calibrated against the unintended consequences; they were designed into the sanctions to deal with that as a problem …, but in the end we didn’t end up triggering them,” he said.

Identifying Your Bottom Line
According to Nephew, the first step in developing sanctions is to “identify your bottom line — what is the thing you absolutely must have?” Doing so involves laying out a “strategy that builds resistance,” he said, in which corresponding actions “must be incremental, to evolve as things play out on the ground.” All along, the strategy should allow for flexibility and swift, adaptable decision-making. To maximize sanctions’ effectiveness, Nephew emphasized the importance of objectives and clear benchmarks.

With the diplomatic community focused on developments in Iran and North Korea, The Art of Sanctions has increased relevance. Nephew provides a framework for policymakers to pinpoint when diplomatic intervention is likely to succeed and when escalation is necessary.

At the book launch event, Nephew emphasized adding evolving layers of complexity when it comes to building sanctions. “Sanctions have become more complex because we’re much more thoughtful in building in humanitarian considerations and checks on the consequences.”

“Sanctions have become more complex because we’re much more thoughtful in building in humanitarian considerations and checks on the consequences.”
Columbia Energy Symposium Celebrates 13th Year with Venture Showcase and Job Fair

BY LILIAN DONG MPA ’18

More than 300 participants gathered February 1–2, 2018, for New York City’s largest student-run energy event. The 13th Annual Columbia University Energy Symposium featured speakers from across academia, government, and industry.

The keynote speakers were Alicia Barton, CEO of NYSERDA, and Andrew Cross, acting director of Treasury Market Operations at the International Finance Corporation (IFC). Barton shared New York State’s renewable-energy strategy, while Cross discussed the global trends around climate-related investments, especially among developing nations.

The symposium featured David Sandalow, codirector of the Energy and Environment concentration at SIPA and inaugural fellow at the Center on Global Energy Policy, and panels on climate change policies and domestic actions with Bob Perciasepe, former deputy administrator at the U.S. Environmental Protection Agency, and Andy Darrell, chief of strategy, global energy and finance, at the Environmental Defense Fund.

The symposium also featured a case competition with teams from 14 universities, an energy-focused job fair, and a Venture Showcase competition.


Documentary Film on Climate Change Features Alumni Experts

A new documentary film that examines the impact of climate change on U.S. national security and global stability features insights from two SIPA alumni — Solomon Hsiang PhD ’11 and Sharon Burke MIA ’94.

Students and alumni had the opportunity to view and discuss the film, The Age of Consequences, at two screenings last fall.

Hsiang, an associate professor at the Goldman School of Public Policy at UC Berkeley focusing on how policy can encourage economic development while managing climate, joined an October post-screening discussion at SIPA via Skype. Burke welcomed alumni at a December screening held at New America in Washington, D.C., where she is a senior adviser focused on international security and resource security. Learn more about the film at theageofconsequences.com.
Q&A

Michael Nutter

INTERVIEW BY MIA SHUANG LI MPA ’18

“THE BEST JOB IN POLITICS”

Michael A. Nutter completed his second term as mayor of Philadelphia in January 2016; a few months later he joined the SIPA faculty as the David N. Dinkins Professor of Professional Practice in Urban and Public Affairs. His recent political memoir, *Mayor: The Best Job in Politics*, was published late last year by University of Pennsylvania Press.

In a recent conversation with *SIPA News*, the former mayor reflected on his inspirations, best practices, the lessons of running a city at the peak of a recession, and more.

Q: Where does your own passion and dedication to serve come from?

A lot of it comes from having met and worked with one person in particular — the late John Anderson, whom I met in 1981 or early ’82 when he was a city councilman [in Philadelphia]. I witnessed his passion for service, his commitment to the people, and his willingness to make a lot of sacrifices to try to help improve the lives of others. I was 24 years old, and I saw the impact one person can have — what it was like to empower people, to give them hope and a sense of someone really caring.

But it’s always been a part of my mind-set. My parents and my grandmother raised me and my younger sister to help other people. And I went to a Jesuit high school, where we were taught to be a man for others. Service is a huge component of the Jesuit training.

This interview has been condensed and edited.
Q: You mention in the book that it takes “problem-solving pragmatism” to make it in public service. What does that mean?

As the great New York City mayor [Fiorello] La Guardia said, there is no Democratic or Republican way of sweeping the street. At the local level you have to have a pragmatic view — you have to think, “How do we solve this problem?” It’s about performance and getting things done, not about scoring political points. A great speech is never going to move any snow.

That’s part of what I really love about being mayor — you can actually do things. You have the ability to manage systems and affect people’s lives in positive ways. That’s the beauty of the job.

Q: How do you mediate between a policy choice and some constituency that may not like it? How do you balance varying interests in a community?

The first premise you have to recognize is that you can’t make everyone happy. You go with what’s in the best interest of the city and the majority of the citizens for the future — not the past and not even the present. That comes from research, analysis, good thought leadership, talking to a variety of people, and having smart advisers around you.

As mayor I started every meeting by asking the most important question first: What’s the right thing to do? Then we would have a full-blown discussion about who’s for it, who’s against it, and who’s going to be upset. Is it going to have political implications? Is it contained [in Philadelphia] or does it have broader implications? How do other cities do it?

After we’ve put everything on the table and know where the traps are, the question still remains: What’s the right thing to do? The answer at the end is hopefully the same one at the beginning. If you primarily govern by what the right thing to do is, you’re going to be okay.

But you still have an obligation to explain to the people who are opposed. You have to respect them and acknowledge them. You have to tell them that this is a tough decision and I know what your objections are. We took those into consideration, but we think for the majority of the citizens of our great city, this is the right thing to do going forward.

Q: What’s a real-world example?

During the financial crisis in late 2007 and early 2008, we got recommendations from all the departments and agencies, and we decided that we would raise taxes and cut services, but we were not going to do massive layoffs.

(continued on page 28)
One recommendation was to close 11 libraries out of 54 in order to save $8 million. I’ve used the public library since I was a kid; I had been a huge champion and supporter. But as tough as it was, no department could be off-limits — if we were cutting overtime at the police department and doing other things at the fire department, we had to close some of the libraries. And [we determined that] we had a higher number of libraries per capita compared to other cities and would only close those where another library was nearby.

It was the absolute worst decision of my entire political career. People were really upset, and rightfully so. Libraries were safe havens. People who didn’t have computers relied on them to job hunt or get other information. It’s a communal place. My mistake was not asking more questions or pushing the team further. The goal was to save $8 million, not to close libraries. I should have asked for more options.

And eventually we were sued about whether we could close those libraries and lost — and we ended up saving $8 million from the libraries anyway by cutting the hours and moving a few things around.

It was a huge lesson for me. From then on, for every major decision, or whenever someone proposed something that I felt uncomfortable with, I would think back to that moment and push harder. I would say, “Give me more information and more alternative options.”

“One of the biggest challenges facing American cities is getting along with the federal government. As I’ve mentioned in my books, there is a ‘United Cities of America.’”

You mention in the book that cities look to other cities for inspiration and solutions. Is there a particular thing that many American cities have done well in recent years? What’s the biggest problem that cities are grappling with today?

Mayors certainly do utilize ideas and programs of other mayors across the country, and we share our stuff constantly. There is no mayor who says, “I just created this great program and I won’t tell anyone about it,” because why would you do that?

I work with mayors across the country on a number of projects. One of them — What Works Cities, supported by Bloomberg Philanthropies — focuses on using data and evidence-based practices to improve services. We created this huge network to give 100 mayors technical assistance for a variety of issues. These are mayors of midsized cities with populations between 100,000 and 1 million. We talk to each other and share a lot of ideas and information.

I also helped create an organization called Cities United, which is a network of 120 cities, focused on reducing violence in black communities. We have meetings and bring mayors together to provide them with technical assistance on how to deal with some of the major issues such as public safety, homicide, crime, shootings, and drugs.
One of the biggest challenges facing American cities is getting along with the federal government. As I’ve mentioned in my books, there is a ‘United Cities of America.’ I think you are going to see more and more forceful leadership coming from cities and mayors, often at odds with policy promoted by the current federal administration. You are going to see it in immigration with sanctuary cities, in infrastructure, in overall public safety, with the Department of Homeland Security and the EPA, in transportation and education. Increasingly, cities are becoming more and more active players in those spaces. The federal government increasingly looks like it’s lost its way. Mayors will organically start to take the call to step up. I love and encourage that. I want to be as helpful as possible.

Q: What advice would you give to SIPA students who are looking to start a career in public service, either in elective office or otherwise?

First thing I would say is, get involved. There’s an election somewhere just about every six months. Whether you like the current federal administration or not, we need smart SIPA students and alumni to go into government.

You can work on a campaign. I think it’s one of the best ways to get involved. Meet someone you like or admire and help them get into office. You can also get involved in your own neighborhood, because all politics are local. Wherever you live, join the block organization or town watch group. Help maintain and improve the quality of life that you enjoy in your neighborhood. You live where you live for a reason, and you might as well get involved.

The great thing about the government is that there are tons of different jobs and skills that are needed. It can be overwhelming at first, but once you get involved, you are going to meet a lot of folks who can help you navigate that environment. Whatever your skills are, find your passion, find what it is that you really want to do, be it civil service or run for office or work on a campaign or work for an NGO. The key is, do something.

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.

The goal of the program is to provide participants with the tools they need to solve problems and improve results. With a focus on leadership, innovation, and governance, the training addresses topics such as innovative partnerships, public ethics, workforce development, smart cities, digital democracy, and social value investing. In addition to classes with Columbia faculty and institutional visits, the group learns from the experiences of leaders, mayors, and former mayors of American cities with ties to Columbia. Through the discussion of good practices and innovative ideas, these municipal leaders will return to confront the challenges of their complex and growing cities.

“We are delighted to pass this week with leaders from all over Brazil,” said William Eimicke, founder and director of the Picker Center. “We had a chance to use best practices in different parts of the world and take them to Brazil. And conversely, we take Brazilian ideas for the rest of the world. We believe we have made much progress together.”
Cities Are Key to a Sustainable Future

BY HAYLEY MARTINEZ

The key to a sustainable, renewable resource-based global economy is the sustainable city, argues Steven Cohen, professor in the practice of public affairs at SIPA, in his latest book, *The Sustainable City* (Columbia University Press 2017) explicitly draws the connection between sustainable processes and sustainable places. Many cities are already investing in the infrastructure of the future, but the modern city still has a long way to go to become an attractive place that achieves economies of scale in all urban systems.

At an event to celebrate the book’s publication, Cohen and fellow SIPA professor Ester Fuchs discussed four main takeaways from *The Sustainable City*.

**Sustainability and Environmental Protection Will Be Solved in Cities**

With a majority of the population living in urban areas, we must ensure that cities are as interesting and livable as possible without harming the environment.

Changes in cities in the past half century are remarkable. New York City used to be a small manufacturing city, but we are now living in a post-industrial, brain-based economy. Health care, media, communications, and other service sectors are now the economic base of the city. New York City is far more sustainable than it used to be, and these changes can and are happening in other cities as well.

Cohen noted the importance of the environment as a public health issue. People worry about wellness, fitness, health, and the health of their children, and this mind-set is central to how people think today. This culture and value system can lead to a political shift and to the infrastructure changes we need. The water crisis in Flint, Michigan, is a case in point, and one of the many examples discussed in the book. Most people assume that their government is protecting them, and if the government is not doing its job, the political backlash can be overwhelming.

Cohen devotes an entire chapter of his book to the sustainable lifestyle, where he describes the basis of this value shift — the changing nature of consumption, fitness and wellness, lifelong learning, the role and importance of place, the changing nature of work, and the connected world culture. The growth of the sharing economy (e.g. Airbnb, Uber) reflects a profound value shift, as more people accept sharing and reject owning. Regulation is needed everywhere, but culture and values are far more powerful.

**Energy Is Central to Sustainability**

Energy is a central component of most of our urban infrastructure. Cohen shares case studies that highlight the use of microgrids and renewable energy, showing how we may actually get from the current system to the future one.

The infrastructure in the sustainable city also includes waste, water, sewage, food, mass and personal transit, and parks and public spaces. These systems need to be powered by renewable energy sources to ensure that we are not polluting our environment.

**Culture and Values Are Powerful Political Forces**

Fuchs, noting that sustainability is often viewed from a technical and operational perspective, asked about the political system needed to make environmental sustainability a priority.

Cohen noted the importance of the environment as a public health issue. People worry about wellness, fitness, health, and the health of their children, and this mind-set is central to how people think today. This culture and value system can lead to a political shift and to the infrastructure changes we need. The water crisis in Flint, Michigan, is a case in point, and one of the many examples discussed in the book. Most people assume that their government is protecting them, and if the government is not doing its job, the political backlash can be overwhelming.

**We Can Achieve Sustainability in Cities**

We know that cities are going to cause environmental damage, but humans are ingenious and can figure out how to reduce the negative impact. Even though we are part of a global economy, cities have an ability to impact sustainability on a scale beyond their boundaries.

People are more concerned about the planet today than ever before. This value system, coupled with intelligent technology, good public policy, and private companies aligned with the right incentives, can help create the sustainable cities needed for the future.

*Hayley Martinez is a program manager at the Earth Institute at Columbia University.*
A New Book Shows How Employers Blur the Line between Politics and Work

BY SAYAN SUPRATIM DAS MIA ’18

A five-year research project for assistant professor of international and public affairs Alexander Hertel-Fernandez has culminated in his recently published book, Politics at Work: How Companies Turn Their Workers into Lobbyists. Published by Oxford University Press, the book examines how American businesses are increasingly recruiting their workers into politics and how that practice is shaping American politics and policy.

Hertel-Fernandez’s scholarship examines the political economy of the United States with a focus on organized interests, especially business and labor, and public policy. He teaches the core MPA class The Politics of Policymaking: American Institutions in Comparative Perspective.

Private vs. Public Sector
Hertel-Fernandez’s research explains how public- and private-sector employees are being mobilized by their managers into politics. In the private sector, an at-will employment regime allows employers to hire and fire workers — or change employees’ working conditions — for virtually any reason. Given that unions in the private sector are almost extinct, employers thus have substantial leeway in communicating with their workers. This is further aided by the fact that private-sector managers face few limits against dissemination of political messages in the workplace. By contrast, workers in the public sector have support from unions and federal (and, in some cases, state) legislation that protect them against political coercion or pressure on the job.

Hertel-Fernandez — whose scholarship examines the political economy of the United States, with a focus on organized interests, especially business and labor — cautions that not all messages in the private sector are partisan or coercive. Many employer communications are benign, urging workers to register to vote or fulfill their duty to vote in elections. What concerns Hertel-Fernandez are appeals that employers send to their employees to support candidates or a piece of legislation or attempt to change workers’ political behavior.

Not a New Phenomenon
In Politics at Work, Hertel-Fernandez notes that employer political-recruitment practices are not new phenomena. Company towns at the turn of the 20th century allowed employers to march their employees into the ballot booth to have employees cast votes for company-endorsed candidates. In the era of secret ballots, as well as voting protections, companies have thankfully abandoned this practice. Employer efforts to shape workers’ politics reemerged in milder forms in the early 2000s, spearheaded by entrepreneurial business group leaders. Hertel-Fernandez documents how several business associations helped to publicize the benefits of employee political recruitment to their fellow corporate managers.

Three Solutions to Protect Workers
What should be done to protect workers from especially coercive employer political recruitment? Hertel-Fernandez recommends three possible solutions. He argues that the government should bolster the bargaining power of workers by providing greater rights to form unions or other labor organizations and strengthening other labor standards. Federal civil rights reforms could be enlarged to protect workers against discrimination based on political views or actions — a right that workers in most other advanced democracies enjoy. Such an expansion of the Civil Rights Act could count on support from majorities of Republicans and Democrats alike according to surveys conducted by Hertel-Fernandez. Finally, he says short-term solutions can come from the private sector. Managers, for instance, might embrace voluntary codes of conduct against partisan and coercive political messaging within their companies. Companies could be further prodded by institutional investors who pledge not to support companies that engage in partisan employee recruitment. Hertel-Fernandez also sees a role for consumers in boycotting companies that engage in partisan employee mobilization.

Next, Hertel-Fernandez is working on State Capture, also from Oxford University Press, which explores the evolution of cross-state networks of conservative donors, businesses, and right-leaning activists.
Q: How did your career progress from SIPA to your current position as a state senator in North Carolina?

When I applied to SIPA I had a real passion for international affairs, and to some extent I still do. I had internships in New York and a Javits Fellowship in Washington — which I received through SIPA — working for the Senate Foreign Relations Committee, under [then U.S. senator] Russ Feingold. But I came to realize that I could make the most meaningful difference by returning to my home state of North Carolina.

After law school I began a public-service career that took me to the highest levels of all three branches of state government. I spent more than 15 years as senior counsel to our then attorney general [Roy Cooper], who is now governor, and our former state treasurer [Janet Cowell]. After serving as general counsel and senior policy adviser to the state treasurer, I decided to run for an open state senate seat.
Q: What does that experience entail?

After resigning from my position in May 2015, I ran for state senate for essentially nine months straight. We very much focused on reaching out to voters at the grassroots level. I knocked on 7,000 doors personally, our campaign knocked on over 40,000 doors, and we made over 300,000 phone calls.

Chaudhuri triumphed in the March 2016 primary election and was appointed to his seat one month later after the incumbent resigned to seek higher office. Chaudhuri went on to earn a full term, winning the general election in November by a large margin.

Q: As a senator, how do you spend your time in a typical day? How do you balance your public responsibilities and private career?

Many people don’t realize — to your point — that being in the legislature isn’t a full-time job; senators earn $13,900 a year. So, I also serve as of counsel for a Washington-based law firm, Cohen Milstein, that specializes in holding large corporations accountable for egregious wrongdoings.

I don’t have a typical day, which is both exciting and challenging. I might start my morning attending an IT oversight meeting, then hold a press conference, grab coffee with a reporter, participate in a firm conference call, meet with constituents, and then do a town hall meeting in the evening. Every day is essentially different.

Q: What do you enjoy about your current and previous jobs? What motivates you to get out of bed in the morning?

My children, who are relatively young, possess an innocence and optimism and love of life that is contagious but also reminds me why I am a public servant. Ultimately, those of us who go into public service do so because we want to create a better world and future for our most precious assets.

I have been incredibly fortunate to have had a very meaningful public-service career even before entering the senate. At the attorney general’s office, I led a negotiation on behalf of 50 state attorneys general that resulted in a landmark agreement between two social networking sites that better protect children. At the treasurer’s office I helped establish a $230 million innovation fund to better the growth of jobs and attract capital to our state. Even as a state senator I have had the opportunity to bring 2,000 high-paying jobs by recruiting the Indian IT firm Infosys to Wake County, the county that I represent. Through all those experiences I have really had the opportunity to make a difference in people’s lives.

Q: What advice would you give to current SIPA students — those pursuing a career like yours, and in general?

First, I would say that SIPA’s real strength lies with the students and the amazing experiences they bring to the program. I have carried friendships from SIPA that are now more than 20 years old, and a number of classmates supported my campaign, which is quite moving to me.

Being in New York City is another great asset. As a native Southerner, I had never spent much time above the Mason-Dixon Line [before enrolling in graduate school], so I loved every day I lived in New York. It’s a city of immigrants, and there’s such rich diversity — there is so much to learn about America and oneself by living there.

Lastly, I’d encourage students who are interested in pursuing a public-service career to take courses that focus on accounting, budgeting, and policymaking. It’s hard to write a concise, well-written, and well-researched three-page policy memo. It’s a skill that many people who go into public service lack, and SIPA is an ideal place to hone those skills.

Q: What else is memorable to you about your SIPA experience? Personally, professionally, or both, what did you learn or experience at SIPA that is still with you?

I vividly remember the challenges and frustrations of working on group projects with other SIPA students, the ego and different personalities that come into play. I’ve since come to realize that many people lack what I would call project management experience and skills — experiences that really make you a better manager. Today, my entire career, both as a senator and at the law firm, rests on my ability to literally manage dozens and dozens of projects. And a lot of my confidence and skill set comes from SIPA.
Cities Are Crucial Drivers in Promoting Health

BY NEHA SHARMA MPA ’18

“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.

Also participating was SIPA’s Ester Fuchs, who joined scholars and experts including Charles Branas, Rose Cuisson-Villazor, Diana Hernández, Malo Hutson, Vincent Schiraldi, and Jane Waldfogel. The event was sponsored by the Columbia Population Research Center of the School of Social Work and Mailman School of Public Health in partnership with the Urban and Social Policy concentration.

In his keynote, Nutter highlighted the challenges he faced — and the victories he achieved — as a big-city mayor working to improve the health of residents. When Philadelphia sought to ban smoking in most restaurants and bars, for example, Nutter said he was determined to overcome those who predicted a negative impact. In the end, the law resulted in increased patronage at businesses subject to the smoking ban and an improved health environment for their employees.

“Health disparities are not only ethically problematic, they also come at a heavy cost,” Nutter said.

“We just have to fight some of these misnomers that people put out there when people fight health challenges,” Nutter said.

While Nutter commended aspects of American health care, he observed that the United States was far from being a leader in population health and health equity — highlighting the fact that African American males had the lowest life expectancy in any study and across any array of indicators.

“Health disparities are not only ethically problematic, they also come at a heavy cost,” Nutter said.

Nutter also spoke about the urgency for cities to take on a larger role given the current political climate, with an administration that is not as committed to sustainable and progressive narratives of change.

The former mayor emphasized the need for determined leadership in cities to offset the inadequacies on the federal level.
"At a moment where federal action may not be possible and in some cases be counterintuitive, the cities and mayors will lead the way in improving health and reducing these disparities," he said. “Action at the city level is more important now than ever.”

Building on Nutter’s observations, Fuchs, the director of the Urban and Social Policy concentration at Columbia SIPA, urged cities to strengthen their resistance against any backlash from the administration.

“Federalism, and what used to be called states’ rights — which were considered to be negative by most of us who consider ourselves to be liberal or progressive — now create the legal opportunity for cities to step in and do the work of the federal government,” she said.

Fuchs emphasized the political need to “keep the pressure on Washington.” She said it was crucial “to not completely roll back on entitlement and programs that are essentially redistributive in nature and which will help poor people.”

The Trump administration’s tax bill is set to impact cities, and not for the better, in Fuchs’s view.

“The loss of federal funding that is being threatened by the current administration to cities is devastating and will really have a terrible impact on cities’ abilities in social services and public health” she said. “The tax cuts present a huge difficulty for the entitlement program.”

This would also have negative repercussions on the Medicaid and Medicare programs that are tied to the city’s health care. Fuchs identified this as an emergent challenge that cities will need to find ways to combat while also pushing for change at the federal level.

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 Skrebutenas, senior vice president and regional director of the Community Preservation Corporation.

Shimabukuro explained that homelessness has tremendous impact across a variety of sectors — from public health and economic development to education and employment.

In recent years, homelessness in New York City has reached numbers comparable to those during the Great Depression, Routhier said. This is not caused by an increase in the city’s population — the number of homeless per thousand has nearly doubled over the last 10 years. But these statistics do not always give a complete picture. The visibility of the crisis is reduced when the homeless secure shelter for themselves, as opposed to living on the streets.

Routhier said that the shortage of low-rent units and the tight housing market have pushed low-income renters out. Between 2014 and 2016, this segment saw fewer housing options, and though affordable housing is being constructed, it is not keeping pace with the number of low-rent units that are needed — 94 percent of homeless families and 84 percent of homeless adults identified as belonging to the Hispanic and African American communities.

Skrebutenas, whose Community Preservation Corporation is funding projects in Harlem and the Bronx, said a new generation of housing advocates will need different skills. Universities should provide students with multidisciplinary training to meet the challenges of homelessness — race, class, and distribution of income.
Eric Holder Calls for Reforms to the Criminal Justice System

BY NEHA SHARMA MPA ’18 AND MIA SHUANG LI MPA ’18

Former U.S. attorney general Eric H. Holder BA ’73CC, JD ’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.

Holder, who was the first African American to lead the Justice Department, served for more than six years from the outset of the Obama administration. The 82nd U.S. attorney general said that he welcomed the opportunity to improve fairness and efficiency in the criminal justice system, because a consensus had recently coalesced in favor of a series of reforms, including federal drug-sentencing laws.

He highlighted the joining in 2015 of conservative stakeholders like Charles and David Koch with Tea Party members and other progressive voices such as the Center for American Progress and the ACLU in a new coalition to discuss the cause. President Obama, he added, also convened a bipartisan collection of lawmakers to discuss possible congressional action.

“What emerged was bipartisan consensus that enabled some reform but not enough,” Holder said. “Progress was made, but there was much more left undone, [and] I was hopeful at the time the work would be advanced regardless of who sat in the White House.”

Such progress, Holder said, has been reversed under the Trump administration, and we now face polarization around an issue that should “invoke our compassion, our humanity, and our morality as a nation.”

However, Holder said he draws hope from the grassroots energy that has also emerged.
“We must rely on all of you — the young, the engaged, and the enraged — to carry us to a better day and to be bold in the face of such adversity,” he said.

Holder discussed his own experience with the “Smart on Crime” initiative, an innovative program that the Justice Department pursued in 2013 to help reorient the federal government’s approach by lowering draconian sentences and investing in rehabilitation programs. This led to a simultaneous drop in both incarceration and crime rates, the first reduction of this nature in more than four decades.

He expressed disappointment that the program was discontinued by the Trump administration and highlighted alternate avenues for further reform: “We must call on our representatives to stand in opposition to the White House and Justice Department; they must not compromise in order to appease a misguided administration,” Holder said.

Holder offered five specific recommendations to help fix the system: an across-the-board reduction in the length of mandatory minimum sentences and the elimination of others; an increase in credit given to all inmates who have conducted themselves appropriately while incarcerated in the absence of parole; increased budgetary support for federal drug courts, and the creation of such a court in every federal district within five years; elimination of sentence disparities in crack versus powder cocaine violations; and financial and programmatic support for reentry programs.

In closing, Holder exhorted the audience and communities everywhere to engage, explicitly appealing to a broad cross section of American society.

“‘We must rely on all of you — the young, the engaged, and the enraged — to carry us to a better day and to be bold in the face of such adversity.’”

“The call to action must extend to states whose governors and legislators can enact the reform that we need at the state and local level,” he said. “An energized American citizenry is capable of making real, substantial, and positive change.”

A discussion of “The Incarceration Crisis that Threatens America’s Democracy” followed Holder’s speech. Panelists included Greg Berman of the Center for Court Innovation, SIPA’s Michael A. Nutter, Ana Oliveira of the New York Women’s Foundation, and Vesla Weaver of Johns Hopkins University. Professor Ester Fuchs moderated.

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.

Katarina Mayers MPA ’18 was one of four SIPA students who attended the celebration, along with Divya Sundaram MIA ’18, Hadiya Housepian MPA ’18, and Joshua Elder MPA ’18.

“It was so special getting to celebrate a man who has done so much for our school and this city,” Mayers said. “It was the highlight of our last semester.”
Diversity Committee Initiatives Support Inclusion and Equity

BY LAURA McCREEDY

The SIPA Diversity Committee supports the School’s longstanding commitment to advancing diversity, inclusion, equity, and social justice on campus and within the fields of public policy and international affairs. Over the past academic year, the committee launched several initiatives, including a revised orientation workshop, the Diversity Dine-alogue Series, and the Student Diversity Initiative Grant.

Diversity Dine-alogue Series

The Diversity Dine-alogue Series, part of the Dean’s Seminar Series on Race and Policy, provided a productive forum for members of the SIPA community to engage in conversation with faculty and policy leaders on issues pertaining to diversity and inclusion in public policy, research, and practice.

Race and Policy in Higher Education

“It’s critical that voices are bubbling up across the University, as central administration alone cannot solve all problems, especially in such an incredibly decentralized organization [like Columbia],” observed Dennis Mitchell, vice provost for faculty diversity and inclusion.

“I don’t have all of the answers, but let’s think through some as we move forward,” he said, addressing a room full of students, faculty, and staff convened for SIPA’s first Diversity Dine-alogue on April 11, 2018.

Mitchell discussed University-wide initiatives spearheaded by the Office of Faculty Diversity and Inclusion and noted the prioritization of diversity under President Bollinger. He emphasized that Columbia is a leader among its Ivy peers in its commitment to faculty diversity, having dedicated over $85 million in the last 11 years, in addition to the five-year commitment of $100 million announced last fall.

Race and Policy in the Current Political Climate

“I feel like my PhD in political science is a computer science degree from the 1960s,” Visiting Professor of International and Public Affairs Christina Greer said during SIPA’s second Diversity Dine-alogue on April 18, 2018, “because all the theories that we once had are a little shaky right now.”

Greer, author of Black Ethnics: Race, Immigration, and the Pursuit of the American Dream (Oxford University Press 2013), formidably cut through much of the political dissonance. She acknowledged the troubled American democracy and recalled the series of acts passed under President Johnson — the Civil Rights, Voting Rights, and Immigration and Nationality Acts — which she says are now under attack.

She also discussed the imperative of safeguarding voting rights, which she underscored as “one of the most sacred elements of being a citizen.” Voting, she said, “allows people to be architects of their democracy.”

Student Diversity Initiative Grant

The Student Diversity Initiative Grant supports student organizations in the development of projects or events that advance the Diversity Committee’s mission. The first grantees were the Electoral Design Workshop organized by Citizen.American.Voter and the SIPA Intersectionality Conference, organized by the Diversity Coalition, a consortium of student organizations at SIPA.

Citizen.American.Voter’s Electoral Design Workshop

The Citizen.American.Voter initiative, under the leadership of SIPA professor and former Philadelphia mayor Michael A. Nutter, held an interactive electoral design workshop on April 16, 2018. The session was facilitated by policy experts, including Chris Deluzio from the Brennan Center for Justice and SIPA faculty members Ester Fuchs and Robert Shapiro. The competition encouraged students to put into practice the analytical and policy skills they are learning in the classroom to address barriers to the ballot and low voter turnout in U.S. elections.

SIPA Intersectionality Conference

The inaugural SIPA Intersectionality Conference, held on April 20, 2018, examined the complex and intersectional role that social identities play in continued social, economic, and political inequities in the United States. The keynote address by Melissa Mark-Viverito, senior adviser to the Latino Victory Fund and former speaker of the New York City Council, was followed by a series of panels and workshops focused on the intersection of social justice issues disproportionately affecting marginalized communities, including gendered and racialized labor; environmental justice and the effects of climate change on poor communities of color; discriminatory immigration policies; and the incarceration of queer and trans people of color.

Laura McCready is executive assistant to the senior associate dean at Columbia SIPA.
In August, New York City Council member Rafael L. Espinal Jr. announced that he was introducing a legislative package that would support urban agriculture across the city.

Surrounded by community leaders and food justice advocates, Espinal said, “Whether through zoning laws or bureaucratic hoops, or lack of investment and incentives, or the practice of taking away community garden licenses, we’re not doing enough to support these spaces that do so much for our ecosystem.”

The proposed legislation was informed by research findings produced by a team of Capstone workshop students in the MPA in Environmental Science and Policy program at SIPA, who also appeared at Espinal’s press conference. The students’ report, Rooted in Resilience, aims to create opportunities for entrepreneurial practices, establish channels to navigate supporting organizations and government agencies, and preserve and support existing gardens and farms, which are the fabric of so many New York City communities.

Urban agriculture, broadly defined, refers to the cultivation of food within a city’s limit. There are currently 600 community gardens, six commercial rooftop farms, four commercial vertical farms, and 715 public school gardens in New York City, the students reported, but they “could be bolstered by articulating common goals through the lens of resilience, mitigating the existing competition for resources and funding, and providing clarity regarding city government’s support for the enterprise at the community, nonprofit, and private levels.”

After extensive stakeholder interviews, site visits, and data analysis, the students — Dafna Bareket, Caitlin Marie Boas, Joseph DeMarco, Rebecca Hopkins, Devika Kaul, James Lin, Philip Malley, Julie Manoharan, Alexander Rudnicki, Daniel Wohl, and Ella Wynn, all MPA-ESP ‘18 — made 10 policy recommendations pertaining to governance, regulations, and operations.

Nancy Degnan MPA ’01, PhD ’01GSAS, a SIPA adjunct professor and the students’ Capstone adviser, said the report “is novel and innovative because [the students] addressed urban agriculture in a thoroughly holistic way.

“From zoning to water and resources management to supply chain to economic development to environmental and community justice to nutrition, education, and job readiness, the team revealed the challenges and the solutions that urban agriculture offers.”

Since the spring, the students have presented their findings at numerous town halls and community meetings. They will continue to work with Espinal and legislation cosponsor Brooklyn Borough president Eric Adams to advance the effort.

“We are grateful to have partnered with these champions of community gardens and urban farms, and believe these bills will go a long way in realizing the full potential of urban agriculture across NYC,” said Boas.
Maria Soledad Guilera graduated college in Argentina just after the 2001 crisis, a time when her country was recovering from crippling debt and poverty. Soledad saw a need for strategic public policy, which has shaped her career and drives her work today as the executive director at the Center for Evidence-Based Policy at Torcuato Di Tella University. SIPA News recently spoke with Soledad about her vision for Latin America, what drives her sense of purpose, and how SIPA prepared her to work in public policy.

**Q:** Tell us about your current work as the executive director for Evidence-Based Policy at Torcuato Di Tella University.

I work together with faculty researchers and a network of private and public organizations who believe that evidence-based policy can help governments and organizations deliver better services and function more efficiently. We are currently working on three research programs: impact evaluation on education, childcare and urban development; the future of work; and behavioral economics approaches to public policy. We identify issues and develop rigorous evidence that enables the design and implementation of effective policy solutions, and we teach our methods in the classroom and the field.
Before moving to this position, I served as the Argentina 2030 strategy adviser to the Argentine presidency, where we addressed the effects of urbanization and the economic, demographic, technological, and environmental changes on urban development, employment, housing, mobility, and resiliency of cities in Argentina.

Throughout my career, I have wanted to be an agent of change who articulates public and private efforts, bridges the gap between scholars, practitioners, and activists, and "speaks the language" of international forums. I remember a guest speaker at SIPA, Angela Williams, opening a lecture by asking, "If you had all the power in the world, for what purpose would you use it?" My instinctive response was "to transform government to enhance social development." Seven years later, I’m confident that [this new role] is helping me achieve my goal and make a significant contribution to public policy.

Q: As your career in public policy has grown, so has your family.

In addition to this work, my husband and I are the proud parents of three-year-old Pablo and two-year-old twins, Juana and Helena. I’m often asked how I maintain a balanced personal and professional life. The answer is simple: I don’t. I’ve found a recipe for success with work-life integration rather than work-life balance. It’s not about looking for a perfect balancing scheme but rather integrating across multiple aspects of life, so you can bring your whole self to everything you do. For me, flexibility has become one of the most valued characteristics of any job, position, or situation. As a mother, I’ve learned that what may feel like losing a part of ourselves is actually making room for what is yet to come in our lives.

Q: What brought you to SIPA and how did your experiences here contribute to your work and goals?

I applied to SIPA because it has the best program to understand urban challenges while acquiring management skills crucial to working in this field. SIPA brings together academic excellence, teamwork, and diversity through its notable faculty, exceptional curriculum, and the Capstone Workshops. The SIPA experience perfectly fit my goal to make positive transformations towards social development.

SIPA offers the opportunity to get involved in enriching extra-curricular activities where you can further meet your colleagues in a different environment and enhance your professional background. During my second year, a team of my classmates and I won the 2011 SIPA Public Policy Case Competition, which was a valuable learning experience that led to a summer job and then a full-time position after graduation with Deloitte Consulting.

I also participated in the first Urban and Social Policy concentration camping retreat with 50 other students. As an international student, I loved participating in the classic American camp experience with s’mores around the campfire and a rousing debate about urban identity. I met people from all around the world and built an amazing network through experiences like these.

Q: You returned to SIPA last year for SIPA’s 70th Anniversary Celebration. What was it like to return to SIPA as an alumna?

As an ambassador for the 2012 class, it was so exciting to see where the past five years had taken my classmates, and being back in the city and on campus was a wonderful experience. [Columbia University’s] College Walk is just so impressive! I remember walking to the info session back in 2008, then the first day of orientation in 2010, [then] to graduation in 2012. However, the best part of being back at school was catching up with friends and professors. SIPA is where the world connects, and I could feel that once again.

“I applied to SIPA because it has the best program to understand urban challenges while acquiring management skills crucial to working in this field.”
NEW BUSINESS IN AN ANCIENT LAND

BY REBECCA SHAPIRO

Incubator Bolsters Refugee Startups in the Middle East
The young entrepreneur stood in front of the panel of judges, fiddled nervously with a PowerPoint presentation, and prepared to pitch his idea: a virtual-reality game that would help refugees learn their new local language.

The scene, which took place in a gleaming, glass-walled new co-working space, could have been lifted from any venture competition in Silicon Valley. But there was a twist: the entrepreneur was himself a refugee. And he was pitching not in California, but in Erbil, Iraq, at a summer boot camp organized by Five One Labs, the first startup incubator for conflict-affected populations in the Middle East.

“There are over a million Iraqi IDPs [internally displaced persons] in Kurdistan and 250,000 Syrian refugees. So there’s definitely need,” says cofounder and executive director Alice Bosley MIA ’17. “Entrepreneurship training helps address some of the most pressing problems in the community, particularly employment and education.”

In addition to weekend boot camps in the spring and summer, the organization’s main program is a three-month-long incubator offered in the fall. Participants receive free office space, training in areas like financial planning and marketing, mentorship from experienced entrepreneurs in the Middle East and the U.S., and a chance to compete for $15,000 in seed money.

Some businesses in the incubator’s inaugural cohort, like the one making the virtual-reality language game, focus specifically on needs that people see in the refugee community. Others, like an online pharmacy service, are already common in Western nations but new to Iraq. And still others are, as Bosley puts it, universal needs.

“We have three young men who want to build a french-fry business,” she says. “And it makes sense. Iraq actually has an abundance of potatoes.”

Bosley came up with the idea for Five One Labs with classmate Patricia Letayf MPA ’17. Both women have backgrounds in the Middle East — Bosley grew up mostly in Riyadh, Saudi Arabia, and Letayf was raised in America but has family in Syria and Lebanon. Before coming to Columbia, Letayf was a political analyst specializing in the region, and Bosley worked in the innovation office of the American University of Iraq, advising students who were hoping to start their own businesses.

Bosley and Letayf were both interested in working with refugee populations and saw entrepreneurship as a way to create long-term solutions for building productive communities. “There are a lot of refugee-support organizations dedicated to short-term care — basically, how to keep people alive,” Bosley says. “Very few are focused on what comes next.”

Bosley and Letayf initially picked Erbil as the first incubator site largely for logistical reasons: they both had connections in the region, and the city is one of the few places with a significant refugee community where refugees have the legal right not only to work but also to own businesses.

They’ve also found it to be an inspiring, hopeful place. Like Mosul, which sits only 55 miles away, Erbil is an ancient city. But while Mosul has been reduced to rubble by a devastating nine-month-long battle between Iraqi forces and ISIS, Erbil is blossoming. The ancient Assyrian fortress there stands intact, presiding over a busy marketplace, new suburban subdivisions, and modern office buildings.

“The startup community is new in Iraq, but Erbil is lively, with an engaged community,” says Letayf. “We’re excited to be there working with these remarkable people, and we can’t wait to show off some of their stories.”

Rebecca Shapiro is the managing editor of Columbia Magazine.
Tech and Policy Workshops Promote Collaboration on Cyber Warfare and Digital Transformation

BY BRETT ESSLER

Across two State of the Field Workshops in June, SIPA’s Tech and Policy Initiative further cemented the School’s reputation as a nexus where academics, policymakers, and practitioners converge to address some of the world’s most pressing technology and policy challenges.

Workshops on Cyber Conflict and Digital Transformation — held on June 13 and June 15, 2018, respectively — drew more than 100 attendees and panelists from across industry, academia, and government.

At the Cyber Conflict workshop — co-sponsored by the Cyber Conflict Studies Association — discussions focused on the issues of governance, platforms, and the sociology of cyber warfare. It was the third such workshop held at SIPA under the leadership of Senior Research Scholar Jason Healey.

The aim of the workshop, Healey said, is “to have the historians, the computer scientists, and the political scientists all in the same room and step back to think about the fundamental questions we might not get to if we’re asking about it from our own individual disciplines.

“In the cyber world, there is a gap between the operators, technologists, the policy people, and the academics,” said attendee Adam Segal, director of the Digital and Cyberspace Policy Program at the Council on Foreign Relations. “The parallel track discussions that have happened with international lawyers, the historians, and the operators have really helped me think about where the field is.”

The Digital Transformation workshop continued the conversation on critical issues associated with technological transformation (including international trade, platforms, antitrust, digital currency, the internet of things, and elections) but also on the governance mechanisms needed through this period of accelerating technological change.

Mark Wu, Henry L. Stimson Professor of Law at Harvard Law School, spoke on a panel about international trade in the digital age, stressing the importance of this kind of interdisciplinary workshop.

“In trade, the discussions are highly technical, and they are often happening in an echo chamber,” Wu said. “But the areas that touch upon relate to so many other fields of internet governance — whether it’s privacy, security, or e-payment systems. Discovering the linkages, but also the gaps, goes a long way toward drawing the types of conversations we need to have to push the state of our knowledge forward.”

Dean Merit E. Janow of SIPA said she sees the State of the Field events as a way for experts to collaborate on policy-relevant solutions that are “comparative, data-driven, and sensitive to values and views across jurisdictions.”

“SIPA can play a unique role as the interdisciplinary hub of policy research and engagement at Columbia University to bring scholars — as well as practitioners, experts, policymakers, and technologists — together to think through these very complex problems,” Janow said.
SIPA: A Hub for the Study of Entrepreneurship, Innovation, Digital Technology, and Public Policy

BY HOLLIE RUSSON GILMAN

SIPA’s Entrepreneurship & Policy Initiative engages scholars, entrepreneurs, and leaders from the public and private sectors to advance the study of innovation, digital technology, and public policy, with support from the Nasdaq Educational Foundation.

Research
The initiative supports research projects across the University, focusing on entrepreneurship and policy around five research streams — global education technology, the new technologies of money, the urban innovation environment, the internet of things (IoT), and sustainable development goals (SDGs).

Global Ideas Laboratory
The Global Ideas Laboratory brings new ideas, perspectives, and expert conversations to the Columbia community. On February 12, 2018, in partnership with Civic Hall and Alphabet’s Sidewalk Labs, the laboratory hosted “How Do Cities Spur Civic Tech?,” which explored the role of the public and private sectors in fostering entrepreneurship and digital innovation. Participants included Shaina Doar, Sidewalk Labs; Bruce Lincoln, Silicon Harlem; José Serrano McClain, New York City’s Office of the Chief Technology Officer & NYCx; and Hollie Russon Gilman, SIPA.

Experts and Fellows
In spring 2018, SIPA welcomed two experts on public policy, technology, and governance: Maher Nasser, a visiting scholar at SIPA, who is director of the Outreach Division of the United Nations, and Ronaldo Lemos, visiting professor of international and public affairs, who serves as professor and director of the Institute for Technology & Society of Rio de Janeiro.

SIPA also launched its inaugural class of Next Generation Young Entrepreneur Fellows. The fellows — Noelle Francois from Heat Seek, Mike Ward from Turbovote, Miriam Altman from Kinvolved, Rebecca Garcia from CoderDojo, and Jeremy Hise from Real Time Ecology — are current entrepreneurs based in New York City and working full time on addressing social issues such as homelessness and school attendance. They will organize off-campus and on-campus opportunities for SIPA students to introduce them to the city’s thriving entrepreneurial scene and share how they started their venture and different revenue models for social enterprises.

The Entrepreneurship & Policy Initiative will continue to build on its work and explore new areas of innovation — from social enterprise and cryptocurrency to public-private partnerships and the entrepreneurial ecosystem. For more information, visit sipa.columbia.edu/ideas-lab/entrepreneurship-policy-sipa.

Hollie Russon Gilman is a postdoctoral research scholar in the faculty of international and public affairs.
Katie Jacobs Stanton MIA ’95 is the chief marketing officer for Color, a personal health service that helps people understand their risk for common hereditary conditions including cancer and heart disease. Stanton joined Color in 2016 after serving as Twitter’s vice president of global media and, before that, as leader of the company’s international team. Earlier in her career, she worked for the Obama White House, Google, Twitter, and Chase. She also served on the board of Time Inc. from 2017 to early 2018 and is currently a board member at Vivendi and a cofounding partner with the “investment collective” #ANGELS.

In January 2018, Stanton visited SIPA to chat with Dean Merit E. Janow about career-building, how companies grow, innovation and Silicon Valley, and empowering women. She also spoke separately with SIPA News about her own career, the importance of networking, and more. Excerpts from that conversation follow:

**Q:** How do you handle such diverse responsibilities? What excites you about your different jobs?

I thrive by having a lot on my plate. It requires discipline to prioritize everything — discipline and saying no to things that don’t matter.
I spend the majority of my workday at Color, where I lead the marketing and computing teams. [As CMO, I ask:] How do we make this a world-class company and reach customers and understand the product we deliver and connect our audience with our product and company?

Serving on the boards of other companies makes me a better leader at Color. It helps me fast-forward to if we become a public company. #ANGELS is more of a hobby: We’re entrepreneurs trying to address important problems. I only invest in things I’m passionate about. I don’t think of that as work, I think of it as fun.

I think the common theme boils down to, How are the people? Do I want to spend time with them? Is the product life-changing, meaningful, impactful? Is it something that gives me pride? Time away from my kids is precious, so I want to do something that matters.

At this stage of my career, I’m looking for impact. I knew I could make an impact at Color; I knew I had learned enough to help this company get on its feet. Some people are really good at starting companies, but my satisfaction is the second stage of growth — taking a kernel of an idea and shaping strategy.

Q: What's a lesson that SIPA students and alumni can take from the tech industry?

Networks are everything. A major difference in Silicon Valley versus maybe every other place in the world is there is a really vibrant mentorship network. People really want to help each other — you support one another because a rising tide lifts all boats.

People are the first thing I look at. I want to encourage people and treat them fairly — help great people doing great things. I had bad managers early in my career; I know what bad is like. Life is long. You cross paths many times. It’s important to pay it forward.

Q: What other advice would you give today’s students?

It’s important to be good at something that you love and really develop an expertise in something functional. Marketing is really important; computer science is important; design is important; problem-solving skills, foreign languages — I’m still mad at myself for not knowing French and Spanish better. Tech is another language.

SIPA is a great choice. Build your languages, build your network, take classes at other schools — public health, business, law. Diverse experience makes you stronger. Find something to be excited about, pursue what you love — it does pay off.
On Data-Driven Innovation and Policy Breaches

BY NEHA SHARMA MPA ’18

Internet surveillance, data sharing, and technology law and policy were the subjects of a September 20, 2017, lecture by Julia Powles, a research fellow at Cornell and NYU Law.

Powles, who has written about the intersection of technology and law for Wired and the Guardian, has also worked with telecom institutions like the International Telecommunications Union. Given the rapid evolution of technology and data sharing, she said, she found herself “deeply intrigued by the interaction of national security and the tech interface and by issues in that area of public law, which now are quite central to technology issues.”

Powles’s talk centered on her experience researching and writing a paper with journalist Hal Hodson about a controversial deal between Google’s DeepMind and the United Kingdom’s National Health Service (NHS). The case offered Powles and Hodson an opportunity to explore the various loopholes in the still nebulous laws that govern data sharing, artificial intelligence (AI), and tech surveillance.

“This DeepMind case is a wonderful case to get our heads around,” she said. “The way it’s being dealt with shows a lot about where we’re at in terms of exuberance around AI, and the power imbalances in the tech industry and regulators, and public servants and hapless NHS in this case.”

In February 2016, DeepMind — an artificial intelligence company acquired by Google — announced that it was going to embark on a “pioneering project to build an alert system around acute kidney injury, a condition which has led to up to 40,000 deaths a year in the U.K.” The agreement between Google and the NHS made the patient records of about 1.6 million North Londoners available to Google.

“There was this incredible memorandum of understanding associated with it, if you can imagine the tradeoff,” Powles explained. “What the hospital got was reputational gain by being associated with one of the companies that was at the leading edge of AI and a seat at the table of one of the most exciting developments in this field. What DeepMind did get was access to free data.”

Hodson had initiated an investigation into this breach of data protection, and Powles joined forces with him to work on a paper highlighting the glaring privacy violations inherent in the deal — privacy violations that even policy professionals and people in positions of influence ignored.

Hodson’s story for the Daily Mail about the case and their research paper encouraged the Information Commissioner’s Office to investigate the deal and raised important questions about exceptions to data protection under the purview of direct care.

“This DeepMind case is a wonderful case to get our heads around. The way it’s being dealt with shows a lot about where we’re at in terms of exuberance around AI.”

“Direct care means you are developing an app for some people and you’re taking everybody’s data, and I think that would be a fundamental shift in data protection and in doctor-patient confidentiality that we haven’t seen before,” she said. “I think this is so interesting because of the political poignancy of this company.”

The mismatch in the data that was processed and accessed by Google to serve a subset of the patients, the “unfettered” nature of the contract, and the lack of “data minimization” were of great concern to Powles and Hodson.

This is not to say Powles is not a believer in tech innovation; she is deeply interested in the regulatory aspect of such data exchanges, especially given the context of geopolitics and power dynamics.

“I am super pro data-driven innovation,” she said. “I’ve worked on large-scale public health studies where you need access. I totally understand it — but the thing here was that to develop the service for some of the patients, they just had this data without any restrictions.”
Marietje Schaake, a member of the European Parliament representing the Netherlands, is an influential voice on issues related to cyberspace, transatlantic trade, and more. In a March 1, 2018, visit for SIPA’s Tech and Society Speaker Series, Schaake spoke with Dean Merit E. Janow about ways the European Union and the United States can align more closely on cybersecurity and related issues.

Top of mind for both Janow and Schaake was the General Data Protection Regulation (GDPR), a single set of data-protection rules for all companies operating in the EU. The regulation was approved by the EU Parliament in April 2018.

“The GDPR will enter into force in May,” Schaake said. “It is a very ambitious regulation. [and] I am sure there will be some challenges to iron out. But I do think it is a natural translation of the protection of the rights of Europeans offline to the online world.”

Asked if Europe had struck the right balance between protection and innovation, Schaake said they were moving in the right direction, but not fast enough.

“The digital single market is really a package to remove all unnecessary barriers — regulations and legacy legislations — that still exist between countries, and to try to make one harmonized space,” she explained. “The promise of the single markets, offline and online, is to create the free flow of capital, goods, services, and people. This should also go for knowledge.”

Schaake said the distinct legal frameworks in each of the EU’s 28 member countries impede the goal of the digital single market — to create one predictable, level playing field for consumers, small and medium enterprises, and American tech companies.

She also noted the EU’s “increasingly successful” role in setting global norms in the digital space and the digital economy.

“The GDPR is one of the big products of this norm-setting,” she said, “but we also established net neutrality in EU law, which is now under pressure in the U.S. under the Trump administration. I hope the EU will continue to take this normative approach to the digital environment.”

Schaake observed that new technologies can be disruptive and underscored that laws that apply offline should apply online as well. She expressed frustration with complications in the effort to transpose such laws while ensuring fair competition and allowing for nondiscrimination on tech platforms. She also reiterated the need to integrate uncontroversial, fundamental principles like fair competition, nondiscrimination, freedom of expression, and access to information.

The real challenge, said Schaake, is “for lawmakers to ensure that the rule of law retains its meaning and gets translated into laws in the online world.”

Janow said that subsidiarity — the notion that decisions should be made locally, rather than centrally, where possible — was a useful guiding principle that allows the EU’s member states to take different approaches.

In that context, she asked, “What are the norms that should be exported, and how much of the heterogeneity of the world does Europe need to have tolerance for?”

Schaake responded that the EU’s focus for now is protecting the rights of Europeans in Europe. But on some level, she said, the EU is also harmonizing the regulatory space.

“It’s similar to what you’re experiencing here in the U.S., where you have a federal system,” she said. “Some decisions are made for the entire country, other decisions are made on the state level. There’s a constant battle about this that is fought out before courts — ‘Who’s in charge?’”

In discussing EU-U.S. cooperation in this sphere, Schaake said that Europeans would like to see a stronger American commitment to privacy rights but acknowledged that “there is logical friction between the territoriality of law and the global nature of the internet.”

Still, she said that the United States and Europe share common values that should lend to a cohesive framework when it comes to cybersecurity.

“A lot of our history, values, and laws are more similar than different,” she said. “We need to hold tight as the liberal democracies, open economies, and stewards of the open internet.”

Dutch Official Sheds Light on New EU Data-Protection Policies

BY NEHA SHARMA MPA ’18

Marietje Schaake, a member of the European Parliament representing the Netherlands, is an influential voice on issues related to cyberspace, transatlantic trade, and more. In a March 1, 2018, visit for SIPA’s Tech and Society Speaker Series, Schaake spoke with Dean Merit E. Janow about ways the European Union and the United States can align more closely on cybersecurity and related issues.

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Can We Live with an Open Internet?

BY NEHA SHARMA MPA '18

Renowned technologist Bruce Schneier visited SIPA on February 8, 2018, for a conversation about “Securing Our Hyperconnected World.”

As Dean Merit E. Janow said in her introduction, Schneier “has been thinking about security for a very long time.” He has written 14 books and hundreds of articles and is currently a fellow at Harvard University’s Berkman Klein Center for Internet and Society, a lecturer in public policy at the Harvard Kennedy School, a special adviser to IBM Security, and the CTO of Resilient.

The discussion among Schneier, Janow, and Senior Research Scholar Jason Healey was part of SIPA’s Tech and Society Speaker Series, which focuses on emerging policy issues at the intersection of technology and policy.

Janow opened the discussion by asking, “Is the open internet a historical anomaly or does it have a future?”

“I worry about the fact that large corporations control our data, our computers, our connections [in a way] that is perfectly legal but that creates an environment where other risks are more capable of flourishing.”

Schneier pointed to the internet’s origins as a tool for the academic community and suggested that no one foresaw an internet that would connect to automobiles, power plants, airline reservation systems, and much more.

“The internet was designed by academics to talk about academic stuff, and then it was used to talk about Star Trek, and then a lot of people were talking about Star Trek,” he joked. “And then suddenly we were doing commerce on it, and banks started using it, and the internet kind of accreted.”

“Can we live with the open internet? I guess the answer is yes,” he said. “These decisions were made in the ’60s and ’70s when none of this mattered, and countries are grappling with that.”

The internet has been at times a channel for exporting American ideals to the world, Schneier observed, but its openness is threatened by nation-specific regulations. As various countries push to create different sets of rules, the lack of uniform regulation could lead to a balkanized internet.

“The U.S. is very much an outlier on national speech laws,” he said, citing the example of countries like China and Singapore to emphasize how views of openness diverge.

Janow asked if the decision to regulate — to potentially sacrifice the dynamism and innovation that correlate with openness — might reflect a country’s size or national character.

China is advantaged by its size, Schneier said, which gives it a unique opportunity to insist not only on apps in its own languages, but firewalls that enable government restrictions on content.

A country like China “will impose restrictions on what Apple does, what Google does, and those companies will go along because it’s too big a market and they don’t want to pull out,” he said. Countries without market power are less well positioned to pursue similar policies.

Europe, Schneier said, is also a “regulatory superpower,” but initiatives like the General Data Protection Regulation (GDPR), which went into effect in May, are aimed at protecting consumers.

“The best of regulation will have a knock-on [indirect] effect on our market because Europe’s a large market; companies will tune their products and services to strict regulation, and then we all benefit,” Schneier said.

Still, Schneier said he believes that it’s better to regulate companies as lightly as possible and that he is most concerned with what he called precursor trends.

“I worry about the fact that large corporations control our data, our computers, our connections [in a way] that is perfectly legal but that creates an environment where other risks are more capable of flourishing,” he said.

Schneier further emphasized the dangers of this as these companies were gaining more control.
“Companies like Apple are trying to control our devices, so if you have an IoT [internet of things] device, like a car or a thermostat, you’re controlling it through your phone,” he said. “This is now a single point of control, and Google and Apple own these points. Companies like Phillips and Siemens are trying to control these home systems; systems like Alexa are trying to also control your environment.”

The problem, Schneier said, will no longer be about data but about these new capabilities that will give companies “extraordinary control over how we interact with the internet of the future.”

What skills, Janow asked, would enable the next generation to better deal with these emerging issues?

“In cybersecurity, as in many areas, the policy debates are deeply technical, and we need people who can straddle these; we need public interest technologists,” Schneier said.

About one-fifth of students at Harvard Law pursue jobs in the public interest, he said, but the number of computer science students who similarly forgo private-sector positions is much, much lower.

“I’m not just blaming the students — there aren’t the jobs to catch them,” he said. “We just don’t have that ecosystem and we need it. You must know tech to formulate the right policy, and it’s not just cybersecurity; this is going to be true for climate change, for food safety, and the future of employment. The more programs there are that marry tech and policy, the better we’re going to be able to navigate the next century.”
Susannah Friedman MIA ’05
INTERVIEW BY SHANNA CRUMLEY MIA ’18

TO SUCCEED IN HUMANITARIAN POLICY, FOCUS ON “BIG PICTURE SKILLS”

As a Peace Corps volunteer in Nepal, Susannah Friedman MIA ’05 lived at the periphery of the [Maoist] insurgency, where she saw “huge numbers of young men coming into the city without support systems or access to basic services.” The young men were fleeing forced conscription into the conflict.

In hindsight, this was a pivotal moment for Friedman. The experience in Nepal led her to SIPA, then on to a career managing humanitarian operations across the Asia-Pacific region, Somalia, and Sudan.

Friedman is currently the humanitarian policy director at CARE, as well as a lecturer at SIPA and codirector of the Humanitarian Policy focus area. SIPA News recently spoke with her about her work abroad, the skills she sees as essential in the field, and the future of humanitarian policy.

Q: As the humanitarian policy director at CARE, how do you assess a developing emergency or disaster situation?

When we talk about emergencies in the broad sense, they include humanitarian crises, disasters, conflicts, climate issues, and rapid-onset emergencies like earthquakes. My job is partly to ensure that CARE delivers quality disaster response and partly to analyze risk for both the organization and the communities we serve.

In addition to responding to emergencies when they happen, CARE looks at the risks that communities may face and supports them to be resilient and able to cope with shocks — they are nearly always the first responders to emergencies. The other component is to ensure our organization’s preparedness — we look at the capacity of our staff to assess situations, stay safe, coordinate with other groups, and have the technical expertise needed.
We look for gaps in service where we can add value and support to the government and other organizations responding. We seek to identify the needs of women and girls, who are disproportionately affected and have different needs and capacities. We cannot cast a wide net of aid, because emergencies affect women and men differently.

Q: Some of the major crises that you work on are familiar to our audience through news media. What is important about the issues that are not covered on the news?

The headlines focus on high-profile, rapid-onset emergencies like storms and earthquakes. These often generate quick public donations, which help us to implement disaster response. However, we are increasingly facing ongoing conflict emergencies without a clear end in sight.

A significant proportion of the current emergencies we are responding to now are protracted crises, which have been worsening exponentially in places such as Syria, Yemen, and South Sudan.

There is a need for durable solutions to protracted crises and a way to support populations who are in need for years at a time. And the need will only grow in the future.

Q: How do you maintain your mental and physical health while working in crisis settings?

Everyone deals with trauma and stress differently. For me, my touchstone is to talk to friends who have gone through similar situations and to take regular time-outs. I have a great support network and family. I met my husband in Somalia, where we were both aid workers, and we have two young daughters.

I think having kids changed my risk tolerance. I remember that a week after I found out I was pregnant, I was on a plane to Afghanistan. Now I see disasters and emergencies — and the children affected by them — differently as a mother.

Q: What led you to work in this area and to study at SIPA?

There is no single moment that brought me into this work. I got into it because as a PCV in Nepal, I saw internal displacement and felt this shift taking place in society. This experience led me to SIPA to understand that better and to develop an analytical framework to understand and respond to this kind of situation.

I started in the Human Rights and Humanitarian Policy concentration and then finished in the International Security Policy (ISP) concentration, which allowed me to learn from the two angles and gave me a more holistic view of complex situations. In ISP, I gained a humanitarian perspective of security. The analytical and political acumen I gained at SIPA helped me later [as an aid worker] in Sudan, Somalia, and across Asia.

SIPA has a good reputation in the humanitarian policy world. I still rely on my network from SIPA and stay in contact with my classmates — just this morning I was on the phone with a SIPA buddy!

Q: What skills are essential to work in this field?

The SIPA value add is "big picture skills": critical thinking, diplomacy, management, and a sense of humor. I have seen that SIPA students really excel beyond their peers in this, and I look for these skills when I am hiring. Management skills and the ability to develop a vision to keep things moving forward are particularly useful in complex environments. There’s a tendency for students to feel the need to specialize in technical competencies, but the world of humanitarian aid needs good managers.

I remember one of the most difficult moments in my career was overseeing operations in Somalia before the famine in 2011. Access was very limited, and the needs kept growing. I was lucky to be surrounded by smart, dedicated aid workers who were creative in finding ways to work in the complicated environment.

Q: As the Humanitarian Policy focus area director [alongside Professor Dirk Salomons], what trends are you following in the landscape of humanitarian policy?

The humanitarian landscape is shifting. Looking forward, we expect there to be many more large-scale natural disasters that, in addition to the needs related to protracted crises, are going to stretch capacity. One of the commitments arising from the World Humanitarian Summit in 2016 was the localization of aid — building the capacity of local and national actors in the Global South. Bridging humanitarian and development work, especially in protracted situations, requires us to find different ways of working. Technology and innovation may offer us new ways to improve efficiency and quality of service. From CARE’s perspective, we also want to make sure that the needs and capacities of women and girls are fully taken into account.
EU’s Frans Timmermans: In Time of Uncertainty, Rule of Law Must Prevail

BY PATRICK MAXWELL MIA ’19

The rule of law and the core values on which the European Union was formed were at the heart of a lecture by Frans Timmermans, the first vice-president of the EU’s European Commission, on September 18, 2017. “Free Expression in a Time of Uncertainty” offered Timmermans’s European perspective on a number of pressing concerns, from the role of the media in democracy to the refugee crisis. Underpinning all of his remarks was the principle that all EU member states — regardless of size or wealth — are equal before the law, he said.

Focusing on the political situation in Poland, Timmermans said that undermining the independence of the judiciary directly conflicted with the core tenets of the rule of law as expressed in ratified agreements such as the EU Treaty and the EU Charter of Fundamental Rights. Referencing comments that the EU Commission could trigger Article 7, thereby suspending EU voting rights for Poland, Timmermans said the EU often has difficulty criticizing fellow member states, which leads to a problem simply being ignored.

Timmermans also discussed the role of the media, specifically in Poland and Hungary, noting a trend in which politicians who returned to power after previously losing it blame the media for their downfall. These politicians seek to control the media to prevent loss of power, Timmermans said.

Discussing the refugee crisis, Timmermans refuted the claim that the EU was giving money to the Turkish government. Rather, he noted, the money from the EU is given directly to these Syrian refugees via a credit card, which they can use to purchase basic necessities. Timmermans added that Turkey is rapidly moving away from European values and urged the country to be candid with the EU regarding its actual interest in becoming an EU member country.

In response to media control and censorship legislation, Timmermans advocated for a collective response from the international community, and particularly from the EU, which would ensure that all states allow and encourage free expression in the media. He also warned about the danger of disinformation and the potential weaponization of social media by foreign governments. He stressed the importance of accurate journalism in protecting democracy in both the EU and the United States. He concluded by reminding politicians and individuals in the tech industry of their co-responsibility in formulating regulation that addresses these issues with absolute precision.

He also warned about the danger of disinformation and the potential weaponization of social media by foreign governments.

The event was sponsored by the Center on Global Economic Governance along with SIPA’s specialization in Technology, Media, and Communications and the European Institute. Adam Tooze, director of the European Institute, introduced Timmermans; Anya Schiffrin, director of the Technology, Media, and Communications specialization, moderated.
Leila Zerrougui’s Women’s Day Message: “Leadership Is to Empower People”

BY DANIEL FORTI MIA ’18

With over three decades of experience fighting for justice on behalf of the world’s most vulnerable populations, Leila Zerrougui — special representative of the UN secretary-general and head of the UN Organization Stabilization Mission (MONUSCO) in the Democratic Republic of the Congo (DRC) — encouraged SIPA students to become leaders that are both humble and bold.

“For me, leadership is to empower people,” Zerrougui said. “If you help people regain confidence in themselves and preserve their dignity, you will find people who are ready to do the right thing.”

Zerrougui spoke at SIPA on March 6, 2018, in celebration of International Women’s Day. The conversation was convened by SIPA’s International Organization and UN Studies specialization, with its director, Professor Elisabeth Lindenmayer, serving as the evening’s moderator.

Zerrougui discussed her career as a human rights lawyer and Supreme Court justice in her home country of Algeria and working within the UN system in Geneva, Kinshasa, and New York. Prior to her appointment in December 2017 to head MONUSCO, the UN’s largest peacekeeping operation, she served as its deputy leader between 2008 and 2011, the UN special rapporteur on arbitrary detention, and the special representative on children and armed conflict.

As an advocate for human rights, she has had to engage in difficult conversations with governments from around the world.

“Member states always have interests, so your job is to try to convince them that [human rights actions] are in their interest,” she said. “Sometimes governments don’t want to talk about these issues, and even if they want to make changes, they don’t want to be in the headlines. Convincing them about how to do the right thing is a necessary task.”

Zerrougui has also advocated for children’s rights in armed conflict. The “Children, Not Soldiers” campaign, started by her team in 2014, successfully worked with eight countries to end and prevent the recruitment and use of children by national security forces. While challenges remain in conflict areas like Syria and Yemen, Zerrougui said policy changes have been made that will have a lasting impact for communities around the world.

Currently the only woman heading a UN peacekeeping operation on the African continent, Zerrougui stressed the importance of building strong women leaders, especially in the younger generation. But she added that all of society needs to come together to build peaceful and inclusive nations.

“I don’t believe that women have to do things by themselves,” Zerrougui said. “We are always coupled in life. So, if women say we are the only ones who can do things, then you leave 50 percent of your strength to the side. We just need to understand that we will do things more easily, and better, if we do things together.”
Yasmine Ergas, the director of SIPA’s specialization in Gender and Public Policy, is a lecturer in the discipline of international and public affairs and senior adviser to the University’s Institute for the Study of Human Rights. She is also a member of the Committee on Global Thought and cochair of Columbia University’s Women, Gender and Sexuality Studies Council.


*This interview has been condensed and edited.*
Q: What are your key findings?

Today, motherhood has become accessible to many more people. But, basic issues of fairness and inequality have not been resolved. Sometimes, new problems have arisen. We see this tension between the liberalization of motherhood and its insufficient democratization as closely related to the emergence of global chains of procreation and care.

Procreative chains enable people to constitute families across borders. With assisted reproductive technologies, it’s possible to assemble the “components” involved in child-making in various places: intended parents might, for example, procure gametes in one (or more) countries, undergo — or arrange for — fertility treatments and gestation in another, and, finally, bring a child to live with them in a third country. A global care chain is one in which workers — most often women — migrate from one country to another to provide care for families in another country. Often, they leave behind their own families, including their own children, who now have to be cared for by someone else.

Both procreative and care chains have been immensely facilitated by the development of the internet and other communication and transportation technologies. Procreative chains have also been based on reproductive technologies that previously did not exist. Many people who previously could not bear children can now do so. At the same time, the liberalization of motherhood has been grounded in important policy developments: adoption has been legalized in large parts of the world, [as] has access to contraceptives and to abortion; and in several countries, surrogacy is now also a legally available. So, choice has increased.

On the other hand, access to “motherhood” is stratified. In many countries, for example, there’s the question of who has access to assisted reproductive technologies. And, everywhere there are women whose ability to keep their children and mother them is limited by discriminatory factors. For example, Dorothy Roberts’s chapter in our book shows that women in underrepresented minorities in the U.S. and other societies have their children taken away from them by the state for foster care and adoption more quickly than white women in similar situations.

There are also new forms of potential exclusion from motherhood. For example, in the case of surrogacy, what are the rights of the women who bear children (who have traditionally been considered “mothers”) and those of the women and men who are the children’s intended parents? There are real concerns over the potential exploitation of all the parties. But there is also the fundamental question of whether childbearing really is something we want to subject to contractual, commercial arrangements. Some of these issues also arise in the context of adoption. There’s also the persistence (and, in the U.S., shocking increase) of maternal mortality. The preventable death of mothers is the greatest exclusion from motherhood we can envisage. And, how can women who migrate to take care of the children of others also care for their own? Should we be at least trying to facilitate their reunification? Some commentators have talked about the “care deficits” being created in countries of emigration. All of these are very real problems, but we also think that new understandings of motherhood are developing that encompass these changes. So, there is not just one perspective; this book highlights questions that require an open discussion.

Q: Why do you say motherhood is a global issue?

Motherhood has ceased to be a local experience. It’s organized on a global scale; there are global industries: brokers, transportation agencies, lawyers, even financiers, as well as physicians and social services. We can’t just pretend that either women’s experiences in relation to motherhood or the reproduction of our societies are exclusively matters of domestic policy.

Q: Why do we need to think about these issues now?

There are two perspectives. Reproduction is a central feature of societies. But — and I think, crucially — motherhood is a central aspect of women’s life chances. It’s a determinant of equality — actually, it affects women whether they have children or not. To have children or not? Under what conditions, and with what consequences for whom, where, and when? These are not private problems. They have to be addressed in terms of social justice, choice, and fairness.

Q: What’s in store for motherhood in the future?

How are we going to organize care? Who has what kind of claim to parenthood? What will technologies enable? We don’t know whether 20 years from now a woman or a man who gives birth, takes care of his or her child, stays home, supervises homework, and facilitates feedings, or does any one or two of these activities, is going to be able to claim motherhood and compensation. This is not a book about answers. It’s about how the confluence of a series of major social trends has created a set of questions that we all need to think about.
Smiling Is Universal

BY JOANN CRAWFORD

Improving Access to Dental Care in Earthquake-Ravaged Haiti
Jean Paul Laurent MPA ’14, founder and CEO of the Unspoken Smiles Foundation, attributes his activism to tragedy — specifically, to the devastating earthquake that struck Haiti in 2010. Originally from Haiti, he moved to the U.S. in 2004 “with the dream to excel” and a goal to attend dental school. At the time of the earthquake, he was pursuing a bachelor’s degree in dental hygiene at NYU; a year later he traveled to his homeland determined to help in any way he could.

Drawing on his training, Laurent distributed supplies and provided basic dental care to the earthquake victims — and noticed their extreme degree of tooth decay and infection — especially among children. Despite the destruction he saw around him, “those kids were still being kids; they were smiling, they were playing around like nothing happened,” Laurent said. “That really touched me and changed my focus from dentistry to the nonprofit sector.” That experience was the inspiration for Unspoken Smiles.

“Everything that I was learning in school, I was applying during the week in real life in my organization.”

Laurent registered Unspoken Smiles as a nonprofit in 2014 and returned to Haiti with a pilot program for providing dental care to local communities. Its success convinced him that he could replicate that model in different parts of the country and eventually throughout the world.

Laurent also realized that to run an effective and efficient organization he needed to hone his leadership skills. SIPA’s Executive MPA program gave him the flexibility to acquire those skills while building the organization and continuing to work as a dental hygienist. “Everything that I was learning in school I was applying during the week in real life in my organization,” he said. He credits the EMPA program with helping him structure the organization “from top to bottom.” Through his courses, he gained confidence in public speaking and applied concepts of metrics and program evaluation to the organization as he was learning them.

When Laurent began the EMPA program, Unspoken Smiles was only in Haiti. Within two years it expanded to Romania, El Salvador, Guatemala, India, the U.S., and the Kurdistan region of Iraq. His initial goal was twofold — “to create access to dental care for local schoolchildren and empower women with technical skills and professional jobs in dentistry.”

In the school-based programs, local schools receive a curriculum and the basic resources — toothbrushes and toothpaste — to teach proper oral hygiene. These programs have been a success, Laurent said, because the children are excited to learn and the supervised brushing at school becomes a “fun learning experience."

Through a fellowship program, the foundation trains women as dental assistants, so they can provide basic services and educate their communities about the importance of oral health. As a result, women can increase their earning potential and career opportunities.

Today, Unspoken Smiles has helped more than six thousand children around the world. Most of these programs operate in underserved, low-income communities where oral health is often neglected and people are unaware that severe infections can have serious implications for their overall health. Laurent stresses the importance of local access to dental care as a bridge to a global network with long-lasting results.

Laurent’s long-term goals are ambitious. He wants to help build the world’s largest community of health-care professionals — like Doctors Without Borders but specifically for dentistry.

“Unspoken Smiles is building confidence, communities, and careers in underserved communities around the world,” he said. “I truly feel that we are connecting cultures and different backgrounds around one common goal — to smile.”
Ajami in the Sahel: Literacy Programs in Burkina Faso

BY NORA UPDEGROVE MIA ’18

Outside the small office, dusk was falling, and the hot air of the Sahel still lingered. Inside, four women — two Burkinabe, two American — sat on mats on the floor, exhausted but content after a long day. Strewn around them were half-eaten bowls of tô, made from millet and corn, bottles of gingembre juice, and notes scrawled in something between French and English. Through a window, a far-off call to prayer trickled in.
Last summer, I was one of these women, and I was far from home, and far from SIPA. Beside me were two colleagues, one local and one American. Across from us sat Hawa, imposing yet affable, dressed in colorful pagne and a smile that rarely left her face. Hawa was the reason we had come here, to just outside Kaya, a small city that is nonetheless one of Burkina Faso's largest. The day before, we had crept northward from the capital of Ouagadougou, inching closer to the volatile Sahel region and traveling in my first-ever armored car. We were there on a mission — to meet with imams and marabouts, and to visit five Koranic schools, two among the city's dusty streets and three in distant villages. For Hawa, it was just another workday, a chance to check in on the workings of IQRA, the nonprofit she had built on her experience as a leader in the Muslim community and a former teacher. As for me, I was there to observe her program, one centered around literacy programs in Koranic schools. I was there to listen.

So that's what I did. I listened.

I sat at a table in a partially constructed hotel, surrounded by marabouts, Koranic schoolteachers, who told us of the growing jihadist threat they faced to the north. In Burkina Faso's Sahel region, violent extremism fueled by instability in Mali is creeping southward over the border, and these teachers had traveled to Kaya to speak to us about the realities they faced back home.

I listened as they spoke of their curricula, which until recently had included neither literacy nor numeracy. This is the case in most Koranic schools across the country, where education is centered around the memorization of the Koran, and a student can ascend to the highest level without ever learning to read or write. However, these schools have been pillars of their communities, often for centuries, sometimes passed down from father to son. Today, the marabouts explained, their curricula have been expanded. Their students were writing, courtesy of Ajami, a script that adapts Arabic characters to be used for local languages. This is an especially potent tool in a country where much of the population does not speak characters to be used for local languages. This is an especially potent tool in a country where much of the population does not speak.

Today, only a few months have passed since I left Burkina. In that time, two large terrorist attacks have rocked Ouaga, the city I briefly called home. In the Sahel region, where IQRA operates, religious terrorists have forced more than 98 secular schools to close, and the Red Cross reports that at least 15,000 people have fled their homes — a number it believes to be drastically underestimated. As I read these reports, and talk to my friends in Burkina, I think of IQRA and of the communities I visited. I think of these schools, operating in places that the government either does not have the capacity, or no longer dares, to go. And I think especially often of Hawa. In the months I had the privilege to know her, she refused to be deterred, unceasing in her belief that every student matters. Most of all, I think of these students, sitting before a blackboard, reading a story out loud, in their own language, and smiling.

The knot in my stomach, and I thought about how the issue of education is never simple, particularly when religion or money is involved.

Their teacher, leaning in a doorway, grinned at their success and explained that the skills they gained, they were in turn teaching their mothers.

“Under a dusky sky, I listened as young girls, clustered around a blackboard propped up on dry earth, solved math problems. Their teacher, leaning in a doorway, grinned at their success and explained that the skills they gained, they were in turn teaching their mothers.”
Lessons from Jordanian Roads

BY SAYAN SUPRATIM DAS MIA ’18

I walked out of the UNDP office to find Tanima, my kohl-eyed host, attempting to engage a cab. Futile attempts to find a replacement followed, and we decided to walk home under a sweltering sun. As we discussed the night’s film, we took the first turn in the neighborhood that brought us to a graffiti-infested crumbling building with “Refugee” inscribed in violent colors. I stopped to take pictures.

“I always thought Amman behaved like a well-raised child … Sanitized roads, affluent limestone homes, fleets of modern and vintage cars, serene communities. But if you walk around,” Tanima said while tying her waist-length hair, “you’ll find lapses like this.”

“For a city as old as this, it’s hard to hide scars of the past,” I replied taking another photo. “Remnants of a well-lived life,” Tanima remarked while walking.
“Are you alright? I mean after yesterday.”

“You noticed the writing on the wall?” she asked, as we took another turn.

“I did.”

“I’m alright. Didn’t conduct interviews today. Wrote cases. Quite a respite. But all of this makes you think.”

“What?”

“That it’s them today, could be us tomorrow,” she answered looking at her feet.

“It’s hard being a caseworker, right?” I asked Tanima who was a UNHCR refugee status determination officer.

“Try being a refugee … Makes our problems look small,” Tanima smiled. “But for a while, I wanted to work in the refugee resettlement side. It’s the happier side. These refugees now have status, and we can begin placing them in host countries to start new lives. Refugee determination on the other hand … Well …”

I looked at Tanima.

“The time it takes to decide on cases, the rejection … Takes a toll on us. Over a period, something consumes you. You become cynical. You become the devil’s advocate while interviewing because when refugees can’t articulate their claim, it gets to you. I got back to refugee determination here in Jordan, but sometimes I can’t draft cases after an interview.”

As we aimlessly walked through the labyrinth-like neighborhood, Tanima confessed to having emotionally pressed for her cases with her supervisors in her first years as a caseworker in India and Thailand only to understand that aligning with rules was perhaps in her best interest.

“The process is frustrating and the intensity with which you back your cases subsides. A lot changes between junctions.”

The mention of “change” took me to the Roman ruins I had visited in my first weeks in Jerash, where I wondered how despite the altering world, man’s wandering feet knew little limits. I reminisced how porous borders had fueled civilizations that began thousands of miles away and found roots in nations that were not their own, proving that the urge to live with no bounds was as old as life itself.

Tanima recognized this urge. But she shared a vital difference.

“The world must understand that no one wants to be a refugee. Imagine the difficulty in being an outsider in a host country?”

By then we were staring at a steep hillock that we had to climb to reach our apartment. Under skies that had begun taking colors of the evening, Amman, a city built on hills, brought lessons of life to our legs. Our winding and downhill paths till then had been lightly laborious. But the last juncture demanded we bend our backs, and brace to push our spirits courageously, something Tanima spoke about with passion.

“Even resettlement is difficult … One never knows where they are going. It’s not like, here, go to America, settle in,” she clapped her hands, “Khaalas, yalla … Done.”

Her frustration was palpable, as was the strain of the climb on my face. One step at a time, one breath after another, our knees creaked, and our stomachs knotted as the slope became steeper. The silence between us was continuously broken by screaming vehicles, making me question the comfort of the driver and those who pried with them, wondering why they never stopped to offer us help.

Comfort perhaps makes us look past the discomforts of others?

Twenty minutes later, we sat on the edge of the road, overlooking vast stretches of Amman, daydreaming under the sun that had by then lost its vitality.

“The world doesn’t understand refugees,” Tanima said between deep breaths, clutching her waist. “Most of the Syrians I interviewed never subscribed to dreams of the West. They want to go back and rebuild their country.”

I turned away from her and looked at the tumultuous roads we had conquered that evening. The climb was terrifying when done the first time, and repetition never made it any easier. Sweat still stained us. Pain settled under the folds of our skin, furiously attempting to immobilize us. Yet I returned to these paths for the next seven weeks. And Tanima remained faithful to refugees.

“We’re like doctors to refugees. Like doctors, there’s a distance we need to maintain. We can’t get personal. We’ve got to keep our humanity within professional boundaries despite prolonged engagements with refugees. Balance remains a struggle.”

As I scanned possible film choices for the night in our apartment, Tanima went back to her books with a commitment that could not be distracted. The next day she would record another collection of stories, draft another set of cases, and hopefully be able to save another family or perhaps two.

“What happened yesterday at work?”

“I interviewed a terminally sick young man and his family,” Tanima said quietly. “Don’t think he’ll make it … I still had to get a claim out of them.”

Silence flooded the apartment.

“The interview reminded me of an Arabic quote … ‘When elephants fight, it’s the grass that suffers.’ Will politicians understand this?” Tanima asked with a wry smile.

As Tanima went back to her work, I sighed and looked through the window to find someone climb a neighboring hill now draped under the blue of the night. I smiled, for that day Jordanian roads had revealed the virtues of long, arduous walks.
Janet Yellen and the IFC Honored at 18th Annual Global Leadership Awards Gala

More than 370 alumni, donors, friends, students, faculty, and staff gathered to celebrate SIPA’s 18th Annual Global Leadership Awards Gala at the Mandarin Oriental in New York City on May 3, 2018. The awards recognize individuals and organizations that have made innovative or otherwise extraordinary contributions to the global public good through their work in public policy and administration.

The theme of this year’s gala — innovation and finance for public purpose — highlighted an area of SIPA’s longstanding expertise.

The School honored Janet Yellen, the distinguished economist and former chair of the Board of Governors of the Federal Reserve System, for her commitment to sound policymaking in support of economic growth and stability.

SIPA also honored the International Finance Corporation for its innovative use of private investment to mobilize private capital and markets for public purpose and vitality. Karin Finkelston, IFC’s vice president of partnerships, communication, and outreach, accepted the award on the organization’s behalf.

Dean Merit E. Janow saluted the honorees for exemplifying the qualities that SIPA seeks to instill in its students.

Yellen — cited by Janow for her “extraordinary career in government and academia” — will be remembered for her outstanding leadership of the Federal Reserve but also her status as the first woman to occupy the position. Having recently completed her four-year term, she is now the distinguished fellow in residence at the Hutchins Center on Fiscal and Monetary Policy at the Brookings Institution.

In accepting the award from Janow, Yellen said her experience at the Federal Reserve reinforced her view that public service is a valuable and rewarding calling.

She lauded SIPA “for training a cadre of future policymakers who have the skills, understanding, and values to address the serious public policy challenges facing nations around the globe.”

Asked for advice for current students who wish to pursue careers in finance, Yellen said they should not think narrowly but take an expansive view of their jobs and essentially bring concerns to the attention of policymakers.

The IFC’s Finkelston urged students to be doers.

“We find a lot of people who can say why [something] won’t work,” she said. “Saying what it would take to make it work, that’s the kind of attitude to move you forward.”

Proceeds raised through the gala will provide critical fellowship support for SIPA students and resources to recruit and educate outstanding students from around the world.
Lemann Fellowship Supports Student Research in Brazil

On April 4, 2018, SIPA hosted its annual dinner honoring Jorge Paulo Lemann, the Lemann family, and Fundação Lemann for their continued support of expanded programming and initiatives across Columbia University and SIPA, and celebrating the Lemann Fellows program. This year’s dinner — “High-Impact Partnership: Fundação Lemann and Columbia University” — highlighted Lemann-supported teaching, research, and fieldwork that are making an impact in Brazil and around the world.

Columbia University provost John H. Coatsworth and Dean Merit E. Janow thanked Jorge Paulo Lemann and Fundação Lemann for their support and visionary commitment to SIPA and the University more broadly. They stressed the importance of the Lemann Fellows program, noting that, since 2009, it has provided support to 89 Columbia students, including 57 SIPA students.

“Believing in people has been Jorge Paulo Lemann’s signature throughout his personal life and career,” said Denis Mizne, Fundação Lemann’s CEO. “If you bet on people, help them become better, and especially if you put great people together, they will produce unprecedented results. This is exactly what the Lemann Foundation and Columbia have been doing together for the past 10 years — attracting, selecting, and training the next generation of Brazilian and global leaders.”

The evening’s student presentations were introduced by Sarah Holloway, lecturer in the discipline of international and public affairs and director of the Global EdTech Entrepreneurship Program at SIPA’s Center for Development Economics and Policy (CDEP), and Gustavo Azenha, executive director of the Institute of Latin American Studies (ILAS) and director of the Columbia University Lemann Center for Brazilian Studies.

Two of the presentations were made by teams participating in Columbia’s EdTech Design Challenge 2017–2018, a seven-month initiative designed in collaboration with SIPA, the Columbia Entrepreneurship Design Studio, CDEP, and Fundação Lemann to generate tech-based businesses, products, and programs that solve deeply entrenched K–12 education problems. SIPA students Laura Marsiaj Ribeiro MPA ’18 and Paula de Oliveira Pinho MPA ’18 presented their team’s project, Eu Ensino, a teacher-training toolkit to empower teachers and in-school teacher trainers in Brazil.

Fernanda Borges Nogueira MPA ’18, a Lemann Foundation Interschool Fellow, gave the third presentation, developed for a case competition sponsored by Columbia’s Latin American Student Association. Her team’s work, Hidrodiálogos, addressed a challenge faced by the Empresa de Pesquisa Energética (EPE) to improve the debate on hydropower in Brazilian society and EPE’s credibility.
Olsher Funds Support Student Travel and Renewable Energy at SIPA

Brett Olsher MIA '93 is passionate about SIPA and its mission. A native of the New York City area, he studied abroad as a University of Massachusetts undergraduate and, after graduating, began his career in business at Price Waterhouse in New York City, working with international clients such as Exxon and IBM. After obtaining his CPA, Olsher worked internationally for five years in global commodity distribution and trading.

Olsher subsequently entered the investment banking industry, where he has been working for the last 20 years. He has been a partner at Goldman Sachs in London since 2010 and is currently the chairman of the firm’s Global Natural Resources group as well as its Russia business.

With his broad overseas experience, Olsher became more interested in understanding international policy and how history, culture, economics, and politics affect decision-making. He attended SIPA because its rigorous curriculum and world-renowned faculty would provide him with a solid understanding of “how the world works.”

Olsher is proud of his SIPA degree and how the School has continued to grow since his days as a student. “Beyond educating students, SIPA’s level of engagement around the world has expanded considerably and its core disciplines broadened,” he said. “SIPA’s ability to engage global leaders is exponentially more powerful now than it was when I was a student.”

He credits former SIPA dean (now University provost) John H. Coatsworth with pioneering this expanded engagement strategy and Dean Merit E. Janow for her leadership in revising SIPA’s curriculum, growing the School’s global footprint, and appreciating the role that SIPA plays in shaping domestic and international policy.

Since graduating in 1993, Olsher has remained actively involved with the SIPA community in several ways. He has served on SIPA’s Advisory Board for 10 years; helped to establish SIPA’s Center on Global Energy Policy, currently serving on its executive committee and advisory board; worked on the development of SIPA’s internship program; mentored students, sharing advice and insights about career development; and continued to give back to the School through financial support.

Olsher and his wife, Christina, have established three funds at SIPA — the Brett A. Olsher Goldman Sachs Fund, the Olsher Family Goldman Sachs Student Emergency Fund, and the Olsher Family Goldman Sachs Fund for Renewable Energy.

The Brett A. Olsher Goldman Sachs Fund, established in 2012, helps students cover the costs associated with summer internships around the world. In 2017, the Olshers established the Olsher Family Goldman Sachs Student Emergency Fund to support students experiencing unexpected financial hardship.

Through his work in natural resources and the energy industry, Olsher developed an interest in renewable energy and the circular economy. In 2016, the Olshers established the Olsher Family Goldman Sachs Fund for Renewable Energy to support research and programming related to renewable energy at SIPA’s Center on Global Energy Policy.

“SIPA’s ability to engage global leaders is exponentially more powerful now than it was when I was a student.”

Olsher also lends his time and support to several other initiatives. He is a life member of Greenhouse Sports, a nonprofit organization based in London, that uses sports coaching and mentoring to empower young people who are facing financial and other disadvantages. He is also a long-standing patron of the United Jewish Israel Appeal, Cancer Research UK, St Paul’s Girls’ School, and the American School in London.

The Olshers live in London with their four children.
Innovative Development Projects Are the Focus of the February Leaders Lunch

On February 8, 2018, SIPA hosted its annual Recognition Luncheon for SIPA Leaders, honoring members of the community who have supported the School through both financial contributions and their outstanding leadership. Held in Carnegie Hall’s Weill Music Room and attended by SIPA alumni, faculty, students, and friends, this year’s lunch featured students from the Workshop in Development Practice and the Master of Public Administration in Development Practice (MPA-DP) program discussing impact through innovative development projects and approaches.

Dean Merit E. Janow moderated a panel discussion with three current students, Cortney Newell MPA-DP ’18, Srujan Routhu MPA ‘18, and Katharina Wagner MIA ‘18, and one recent graduate, Marcos Paya MIA ’17, who discussed their EPD Workshop in Development Practice summer experiences and the impact that these have had in shaping their postgraduate plans.

Newell spoke about her development practice project in Uganda with Mercy Corps’ humanitarian programs team to design and implement a mobile phone program. Routhu shared his experience working with the UN High Commissioner for Refugees in its MENA Region Office in Amman, Jordan, for his project, “Designing an Interactive Dashboard for Cash Assistance to Refugees.” Wagner talked about her workshop with Techno Serve, a well-known development organization promoting market-based solutions to reduce poverty and improve livelihoods in developing countries, and her project, “A Mobile-Based Solution to Train Entrepreneurs in the Developing World.”

Paya spoke about his workshop with Fundación Corona, a family foundation that supports civic engagement, local government accountability, and other initiatives in Colombia, and his project, “Introducing Social Impact Bonds in Colombia.”

Eugenia McGill, lecturer in the discipline of international and public affairs and interim director of SIPA’s Economic and Political Development concentration, and Glenn Denning, professor of professional practice in international and public affairs and director of the MPA-DP program, introduced the event.
relations with both Russia and North Korea) to identify the most promising avenues toward achieving mutually productive relationships between adversaries.

1967

Loren Stephens is the president and founder of Write Wisdom, which she established to provide support and guidance for anyone interested in turning their life story into a compelling book. She most recently published Paris Nights: My Year at the Moulin Rouge by Cliff Simon and is currently writing a novel set in Japan that is based upon her husband’s family’s history. Stephens has been nominated twice for a Pushcart Prize for the Best American Short Story.

1965

Anthony Elson’s latest book, The Global Financial Crisis in Retrospect: Evolution, Resolution, and Lessons for Prevention, was published by Palgrave Macmillan earlier this year. The book examines the policies and practices that led to the 2008–09 global financial crisis and the resulting reform research. A graduate of SIPA and the Graduate School of Arts and Sciences, Elson is an international economist, writer, and lecturer at Duke University, Johns Hopkins University, and Yale University. Previously, he served as a senior staff member at the International Monetary Fund and a consultant for the World Bank.

Mel Gurtov is a professor emeritus of political science at Portland State University. Gurtov recently published his 27th book, Engaging Adversaries: Peacemaking and Diplomacy in the Human Interest (Rowman & Littlefield), which explores using engagement as a strategy and examines both successful case studies (Obama with Cuba and Iran) as well as failed efforts (U.S.

1974

Washington Monthly signed on James Bruno as a contributing writer on politics and national security affairs. His articles have appeared in POLITICO, the Huffington Post, and other publications. His thriller novels are Amazon bestsellers. Bruno has provided commentary on CNN, Fox News, BBC, and other broadcast media. He is a 23-year veteran of the U.S. Foreign Service.

1977

In early 2018, Allan Grafman, CEO of All Media Ventures, published two articles. The first article appeared in Directors and Boards and addressed the board of directors’ challenges at GE. The second article, published in Family Business, examined financing alternatives prior to going public. Grafman continues to provide executive and board services via All Media Ventures, where he has served in his current role for the past 22 years. He recently joined Oberon Securities as an investment banker.

Thomas Hyra completed 38 years of federal service with the CIA, the Office of Personnel Management, the Library of Congress, and the Department of Defense. Hyra’s awards include the Defense Intelligence Meritorious Civilian Service Award, the Defense Intelligence Exceptional Civilian Service Award, the National Intelligence Council Certificate of Appreciation, and the Secretary of Defense Medal for Meritorious Civilian Service. He continues to reside in Springfield, Virginia, with his wife, Linda, and his youngest son, Alek.

1978

David Eugene Andrews recently published his debut novel, entitled The English Slave. Based on true events, the first book in the Empires and Kingdoms historical fiction series recounts how a very young Captain John Smith was sold into slavery in the Ottoman Empire. Speaking to Smith in Italian, Aisha, sister of the sultan, soon learns that Smith is no ordinary slave.
1979

Lili Vasileff authored a book titled *Money and Divorce: The Essential Road Map to Mastering Financial Decisions*, published by the American Bar Association. The book examines the vast number of financial issues and considerations in divorce proceedings, while sharing know-how on minimizing costly legal battles and liability risks for professionals.

1981

Ayşe Cihan Sultanoglu is assistant secretary-general at the United Nations and UNDP’s regional director for Europe and the CIS. She was recently appointed by the UN secretary-general to serve as the United Nations representative to the Geneva International Discussions (UNRGID). In this position, she is also responsible for coordinating the UN’s role in support of the joint Incident Prevention and Response Mechanism.

1988

Mark Alexay graduated from SIPA with Business and Latin America specializations and is founder and CEO of Apaporis, a pharmaceutical events company in New Jersey. He would be delighted to hear from old classmates to catch up and current students or other graduates who want to share career info, experiences, and contacts. Time to pay back! He can be reached via email at malexay@chemoutsourcing.com.

In December 2017, Matthew H. Murray was appointed as an international commissioner of the Independent Joint Anti-Corruption Monitoring and Evaluation Committee (MEC) of Afghanistan by President Ashraf Ghani. The MEC is an independent agency created in 2016 to monitor and evaluate the anti-corruption efforts of the Afghan government and the international community and report on a regular basis to the president, Parliament, and people of Afghanistan, as well as to the international community, about the state of the fight against corruption.

1989

Andrew Russell recently returned to New York after serving for four-and-a-half years as UN development coordinator and UNDP resident representative in Kosovo. He is on loan until March 2019 from UNDP to the UN Secretariat, where he is currently senior adviser to the assistant secretary-general for human resources management, working on the management track of the secretary-general’s UN reform agenda. While in New York, he will also be trying to convince the former members of the immortal SIPA rock band, Guns N’ Butter, to reunite once again. The world needs them now more than ever.

1992

Mike Paul is currently president of Reputation Doctor® LLC, a leading crisis public relations and reputation management firm based in New York City with clients worldwide. Previously, Paul founded MGP & Associates PR, which he sold in 2013, and served as an executive at MCI, Hill & Knowlton, and Burson-Marsteller. He is also busy writing his first book. You can also see him weekly on global TV news networks like CNN, MSNBC, CNBC, ABC News, and ESPN offering news commentary regarding various brands and reputations in crisis.

1993

Michele Wucker is founder and CEO of Gray Rhino & Company (www.thegrayrhino.com) and is also the author of *The Gray Rhino: How to Recognize and Act on the Obvious Dangers We Ignore*, the international best seller that netizens spotted on the bookshelf of China’s President Xi Jinping during his 2018 New Year’s speech. Senior Chinese officials have frequently referred to gray rhinos — the term Wucker coined for obvious and probable risks that too often get neglected — in the context of financial risks, urban safety, and U.S. tax policies. China’s National Center for Language Resource Monitoring and Research called “gray rhino” one of the top 10 new words of 2017.

1997

The New York Pops has appointed Erin Gore to the orchestra’s board. Gore is executive vice president at Wells Fargo and head of its Education and Nonprofit Banking group, helping U.S. colleges, universities, and national nonprofits with financial strategies for managing future growth and making enhancements to existing infrastructure and facilities. Before joining Wells Fargo, Gore served as associate vice chancellor and chief financial officer at University of California, Berkeley. She began her career with the New York City Council Finance Division in 1996 as a budget analyst and then spent four years with Moody’s Investor Services as a public finance analyst.
Jennifer Morris is president of Conservation International (CI). A 20-year veteran of CI and a pioneer in the long-term financing of protected areas, Morris previously served as CI’s chief operating officer. Her extensive fieldwork includes Asia, Africa, and Latin America. Morris joined CI after graduate school and rose through the ranks to lead some of CI’s most influential investment and business engagement initiatives, including CI’s Center for Environmental Leadership in Business and the Global Conservation Fund, which has helped protect nearly 200 million acres worldwide and brought millions of dollars to conservation and communities around the world.

Sharyn Tenn currently leads the global policy and advocacy program at the International Partnership for Microbicides (IPM) as senior director of external affairs and product access. In her role, Tenn works to secure political support and financial investments for innovative global health technologies that empower women to protect their health. In addition, she is working to develop the market introduction strategy for women to access one of these potential products: the dapivirine ring for HIV prevention. IPM is an innovative public-private partnership that brings together resources across the public, private, and philanthropic sectors to accelerate the development and introduction of global health products for women.

1998

Anisa Kamadoli Costa is chairman and president of the Tiffany & Co. Foundation and chief sustainability officer at Tiffany & Co. As CSO, Costa directs Tiffany’s global sustainability agenda, improving global corporate standards, minimizing the company’s environmental impact, and driving partnerships across the for-profit and non-profit sectors. She complements this work through her role at the foundation, where she oversees strategic grantmaking focused on responsible mining and coral conservation. Before joining Tiffany & Co., Costa held positions at the Rockefeller Brothers Fund, JPMorgan Chase, and the U.S. Mission to the United Nations. Costa was recently named to Vogue Australia’s inaugural list of Game Changers and joined the SIPA Advisory Board in 2017.

Len Costa is a partner at RooneyPartners, an international communications consultancy based in New York City, where he oversees the firm’s digital, social media, and content strategy practices and develops integrated campaigns for a wide range of organizations. He previously served as head of communications and content strategy at the CFA Institute, the global association of investment professionals, and director of interactive media at the Institute for Private Investors. Earlier in his career, Costa wrote a column for the Financial Times and held senior editorial positions at Institutional Investor and Worth magazines. His writing has also appeared in Forbes, Fortune, and the New York Times, among other publications.

Giovanna Franky earned a business degree from Universidad de los Andes in Colombia and an MPA from SIPA. After a career in banking and having her first daughter, she followed her passion and studied cooking in New York City. Franky returned to Colombia and began giving cooking classes in her home. Soon thereafter, she started as a gastronomic consultant for the First Lady of Colombia, planning events for important visitors, such as former U.S. presidents Bill Clinton and Barack Obama, the Nobel Prize–winning writer Gabriel García Márquez, and the pope, among others. In addition, she hosts a monthly pop-up restaurant, Franky’s Table, in her weekend home, where she prepares a tasting menu alongside her husband of 23 years, Rafael Pardo, and her brother. Franky is the mother of three teenagers, Valentina, Mateo, and Martina, and has a beautiful golden retriever, Jeremías.

Inspired by the global scale of health-care demand and the emerging role of public-private capital to drive social progress, Maria-Leslie Villegas cofounded JVVL LLC to scout the globe for innovations that will help ensure that humanity lives healthier, longer and more productive lives. JVVL LLC provides advisory services for the commercialization of today’s innovative health-care products. Villegas is also a coauthor of Increased Utilization of Reproductive Health Services among the Poor in Western Uganda in an Output-Based Aid Voucher Scheme.

1999

H. Eric Chiang is currently an executive director with the investment management division at Hong Kong–based Goldman Sachs (Asia) LLC. Before joining Goldman Sachs, he was head of public investments at Shining Capital Management, where he led the overall efforts for a multi-asset portfolio. He also previously worked as head of Asia-Pacific for the Invus Group LLC, where he founded Invus’s Hong Kong office and managed the company’s pan-Asia investment portfolio. Recently, Chiang has joined the SIPA Advisory Board.

The U.S. District Court for the Northern District of Alabama announced Herman N. Johnson Jr. as a new magistrate judge on the bench. The South Carolina native was an associate professor at Samford University’s Cumberland School of Law for seven years, where he received several awards. Before teaching, Johnson was an associate attorney and then member in the Birmingham firm Wiggins, Childs, Pantazis, Fisher & Goldfarb LLC and clerked for Martha Craig Daughtrey on the United States Court of Appeals for the Sixth Circuit and for Myron H. Thompson on the United States District Court for the Middle District of Alabama.

2003

Leila Afas is director of international public policy at Toyota Motor North America, where she is proud to manage a global portfolio of policies that directly impact Toyota’s business operations. Prior to her current role, she led the promotion of U.S. exports under President Obama. Afas is a former diplomat, management consultant, and financial analyst. She is cochair of the Association of Women in International Trade.
**Alveena Bakhshi** is the director of Kyriba. In 2016 she started supporting Child Soldiers International (CSI) in its cause to stop the use of child soldiers. In February, the organization launched the highly interactive Child Soldiers World Index, a milestone effort due to the data that CSI has used to give high visibility to this cause.

After 12 years in Australia, **Dae Levine** recently returned to the United States and now resides in Los Angeles. Levine currently serves as senior vice president at Revolution Messaging, a campaigning agency based in Washington, D.C. Her previous role was with the campaign for marriage equality in Australia, an ultimately successful campaign that gave her back some hope for the world.

**Christopher Pilkerton** is general counsel for the U.S. Small Business Administration, where he provides legal representation for the agency in judicial and administrative proceedings, legal negotiations, and appearances and consultations with other government and nongovernmental entities. Previously, Pilkerton was a compliance director at JPMorgan Chase. Pilkerton began his legal career as an assistant district attorney in Manhattan, working as a trial lawyer in both the Office of the Special Narcotics Prosecutor and the Office of Money Laundering and Tax Crimes. He went on to become senior counsel at the U.S. Securities and Exchange Commission, investigating cases related to insider trading and accounting fraud. He has also served as a Fulbright teaching scholar in Poland and as the assistant director of the Law and Public Policy Program at the Catholic University of America Law School.

**Elissa Slotkin**, previously acting assistant secretary of defense for international security affairs, announced her campaign for U.S. Congress in Michigan’s Eighth District. MI-08, which includes the state capital, Lansing, has been flagged as one of the top 11 most competitive races in the country. A third-generation Michigander, Slotkin spent her early life on a family farm, where she now works after serving 14 years at the CIA, White House, and Pentagon. The election will take place in November 2018.

**2004**

**Thomas Devos** is pleased to be part of Goldman Sachs’s 2018 class of managing directors.

**Hongyuan Wan**, cochairman of First Seafront Fund Management, is based in Shenzhen, China, and joined the SIPA Advisory Board in 2017.

**2005**

**Ama Marston** is the founder and CEO of Type R/Marston Consulting. Her new book, *Type R: Transformative Resilience for Thriving in a Turbulent World*, published by the Hachette Book Group, bridges the personal and professional, and local and global perspectives on resilience and features a number of public policy and global issues. It also charts the stories of three outstanding SIPA graduates: Wendy Anderson, who was a rising star in the U.S. Congress, and Maurice Nsabimana and Suzanna Dennis, a couple who used their experiences with the Rwandan genocide as a source of strength and resilience for their family. The book also benefited from research assistance from two SIPA interns.

**2006**

**Sarah Huber** joined the Ethiopian Agricultural Transformation Agency (ATA) in September 2017 as senior director of strategic services. In this role, she works to maximize the effectiveness and impact of the ATA’s programs and projects through strategic planning, project management, project evaluation and learning, and communications. Additionally, Strategic Services supports the ATA’s Delivery unit at the Ministry of Agriculture and Natural Resources and the planning and tracking of the Agricultural Transformation Agenda across the government.

**2007**

**Jyoti Menon** is president of the Alumnae Association of Barnard College and has joined Barnard’s board of trustees. She is currently head of U.S. Third-Party Wallets at Citibank, where she runs the partnership and product strategy for Apple Pay, Samsung Pay, and Android Pay. In prior roles at Citi, she worked on innovation in payments and drove rollouts for Apple Pay and Samsung Pay in the U.S. Menon has spent most of her career in financial services in product development and strategy.

**Amit Saraogi** coleads Oorja (www.oorjasolutions.org), a social enterprise that deploys distributed renewable energy mini-grids in rural India to provide affordable and reliable power to energy-poor BoP communities. Oorja powers small businesses to stimulate the rural economy for creation of jobs and alleviation of poverty. With the revenues generated, it cross-subsidizes low-income households for their lighting needs. It helps displace expensive fossil fuels such as kerosene and diesel, resulting in increased savings and incomes for the underserved while combating climate change. Oorja also endeavors to integrate women along the entire energy-access value chain. Saraogi is the recipient of the Echoing Green Climate Fellowship 2015 and made it to the list of the 100 Most Inspiring Social Entrepreneurs 2017.

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**2007**

**Alexandra “Xander” Meise** was elected to partnership at Mitchell, Silberberg & Knuff LLP. She joined the firm in Washington, D.C., earlier this year as of counsel in the international disputes practice. Meise advises governments and private entities on international public and private law disputes, particularly those concerning international investments and alleged treaty breaches. Meise was recently named a Rising Star by both Law360 and the National Law Journal. In addition to her legal practice, she is a lecturer on international arbitration and human rights, an adjunct professor of international human rights law at Georgetown University, and a fellow of the Columbia Center for Sustainable Investment.
2009

**Teodora Berkova** is director of social innovation at Pearson. Berkova’s work in education and innovation was recently featured in the *Stanford Social Innovation Review*. In January 2018, she was selected for the World-Changing Women in Conscious Business list, in *Conscious Company* magazine.

**Sarah Tomolonius** is the vice president, investor relations, at the Arlon Group. She cofounded the Sustainability Investment Leadership Council (SILC) (www.silcny.com), which, since 2015 has hosted an annual conference to catalyze the investment ecosystem (particularly accounting, legal, and investment firms) to integrate sustainability as a fundamental business mechanism to sustain and grow companies and to support their stakeholders. Tomolonius also serves on the board of directors of Quest Resource Holding Corporation, a national provider focused on corporate sustainability services.

2011

In 2011, **Ameera Amir** founded Weyakum, a nonprofit social enterprise that equips the UAE’s youth with the skills necessary to realize their educational and professional aspirations. Weyakum’s impact was recognized by the UN in April 2017. In 2018, Amir founded another social enterprise, Lahum, which is the UAE’s first thrift shop. It promotes sustainability by encouraging the community to rethink and reuse, keeping textiles out of landfills. Sales proceeds are used to fund scholarships for children from low-income families. She currently serves as the president of the Columbia Alumni Association of UAE.

**Jonathan Malagón** was recently appointed as minister of housing of Colombia. At 33, he is the youngest minister appointed by the Colombian president, Ivan Duque. Malagón was serving as deputy chairman of the Colombian Banking Association and was named by *Latin Trade* magazine as one of 10 young economists in Latin America who are “ready to make a difference.”

2012

**José S. Vericat** was recently appointed country representative/director for Israel-Palestine at the Carter Center.

2013

Upon graduation, **Paloma Ruiz** started a new phase in her career in infrastructure, focusing on its implementation in developing countries. Ruiz joined the World Bank transport team in Washington, D.C., followed by a move to Peru to work with CAF, the Development Bank of Latin America. Through her position as principal executive of transport infrastructure, she has been able to influence investment and policymaking in terms of urban transport infrastructure and has enjoyed the opportunity to travel extensively throughout the region. In 2017, she became a mother to daughter Olivia.

2014

**James A. Profestas** and Christina Vlahos BA ’14CC were married on August 26, 2017, in Port Washington, N.Y., the hometown of the bride’s family. The couple met through their mutual involvement in the Columbia University Hellenic Student Association.

**Aline Sara** and **Reza Rahnema** founded NaTakallam, a social enterprise that connects refugees/displaced persons to remote work opportunities in the language sector. To date, more than 110 displaced persons have self-generated U.S.$340,000 through remote translation jobs or by connecting with over 3,500 unique users, who sign up as individuals or through university partnerships. For their work, Sara was recognized by the World Bank’s Women Entrepreneurs for Resilient Cities in the MENA challenge in 2017, and Rahnema was recognized on the Forbes 30 Under 30 Europe Social Entrepreneurs 2017 list.

2015

**Tania Ivanicichina** has been appointed a state secretary for the Ministry of Finance of the Republic of Moldova, responsible for budget policy. Prior to studying at SIPA, she served as the head of the Monitoring and Evaluation unit in the Public Debt Department of the Ministry of Finance of Moldova.

2017

Upon graduating from SIPA, **Julien Delemontex** joined the Naval Group, the European leader in the naval defense industry, where he is currently the deputy vice president of strategy.

**Sara Kaddoura** is a product developer with L’Oréal-Kiehl’s sustainability program, “Sharing Beauty With All,” where she incorporates sustainability practices at every level of the supply chain as part of L’Oréal’s 2020 initiative to reduce emissions by 60 percent. Before studying environmental science and policy at SIPA, she interned with the UN, working in human rights at the Afghan Mission and as a research assistant for the Framework Convention on Climate Change.
SIPA Reunion 2018

2018 73
On a gorgeous spring day in New York City, more than 300 SIPA alumni attended the School’s annual Alumni Day and Class Reunions celebration. Alumni traveled to the April 14, 2018, event from locales near and far — including Bogotá, Cape Town, Delhi, and Tokyo — reuniting for a day of policy discussion, networking, and fun.

The program began with a welcome luncheon in Faculty House, where Dean Merit E. Janow joined Kirsten Frivold Imohiosen MPA ’03, chair of the SIPA Alumni Association, to greet returning alumni. It was followed by a discussion between Janow and University Professor Joseph E. Stiglitz, who talked about the world’s changing economic and political landscape.

The afternoon program featured six panel discussions — alumni chose from three panels in each of two sessions — in which SIPA faculty, alumni, and other experts addressed timely issues including cybersecurity, fake news, and environmental issues.
A discussion on “U.S. National Security Policy” featured panelists Victor Cha MIA ’88, a professor at Georgetown; Deborah Lee James MIA ’81, a former secretary of the Air Force who now is a senior adviser at the Center for Strategic and International Studies; and Matthew H. Murray IF ’85, MIA ’88, JD ’88LAW, chairman of the Independent Joint Anti-Corruption Monitoring and Evaluation Committee of Afghanistan. Moderated by Richard K. Betts, who directs SIPA’s concentration in International Security Policy, the panel focused on security issues facing the United States today, including the nuclear threat of North Korea, Russia’s interference with U.S. politics, and ISIS. (See story on page 15.)

Russia’s role in the 2016 election was also a subject of the panel “Fake News: Policy Challenges and Solutions,” which discussed social media and mainstream news organizations. Anya Schiffrin, director of SIPA’s specialization in Technology, Media, and Communications, moderated the panel, which featured Alexander Cooley of the Harriman Institute, Michael Roston MIA ’06, staff editor of the New York Times, and Beatrice Santa-Wood MIA ’17 of the Committee to Protect Journalists.

Peter Marber MIA ’87, a faculty member at NYU and Johns Hopkins, moderated a panel entitled “What’s Up with the Global Economy in 2018?” SIPA professor Andrea Bubula, Ibrahim Gassambe MIA ’11 of the Federal Reserve Bank of New York, and Constance Hunter MIA ’94, chief economist of KPMG, addressed the audience’s questions on trade, inflation, global financial and monetary policy, and the economic outlook for the next five years.

The afternoon also featured panels on cyber risk to financial stability, social enterprise and innovation for sustainable development, and sustainable cities and urban climate resilience, each welcoming alumni and faculty.

Throughout the day, alumni enjoyed catching up and networking with classmates from all corners of the world. The activities ended with a cocktail reception and dinner at Faculty House for nearly 300 alumni from 2008, 2013, and other classes marking five-year intervals.
In Memoriam

Ainslie T. Embree

Ainslie T. Embree, a specialist in Indian and South Asian history and cultural studies who served as SIPA’s acting dean in 1989–90, died on June 5, 2017, at the age of 96. A history professor by training, Embree was an active member of the Columbia faculty from 1958 to 1991 and a professor emeritus for the 26 years that followed.

Embree was also director of the Southern Asian (now South Asia) Institute and director of the undergraduate Contemporary Civilization program. He had previously chaired the Departments of History and of Middle East Languages and Cultures — and had also been an associate dean at SIPA in the early 1970s.

Outside Columbia, Embree served as president of the Association for Asian Studies and of the American Institute for Indian Studies, and as chair of South Asian sections of the American Council of Learned Societies and of the Social Science Research Council.

From 1978 to 1980, during the Jimmy Carter administration, Embree served as the counselor for cultural affairs at the American embassy in New Delhi. Around that time, he was a special adviser to Robert Goheen, the U.S. ambassador to India, and later advised Frank Wisner when he filled the same role in the 1990s.

Embree was editor in chief of the four-volume Encyclopedia of Asian History (1989) and editor and writer of many additional publications and chapters on India and South Asia.

He lived and taught in India before earning his PhD from Columbia in 1960. He also taught at Duke and, after retirement, at Brown and Johns Hopkins.

Embree is survived by his wife, Sue, as well as two children and several grandchildren.

Alfred C. Stepan

Alfred C. Stepan, a prominent political scientist and scholar who served as dean of SIPA from 1983 to 1991, passed away on September 27, 2017, at the age of 81. Over his long, distinguished career, Stepan taught in the areas of comparative politics, theories of democratic transitions, federalism, and the world’s religious systems and democracy. He wrote or edited more than 15 books, including, most recently, Boundaries of Toleration (edited, with Charles Taylor) and Democratization and Islam in Indonesia.

During his tenure as dean, Stepan led the School through a period of important growth and accomplishments. He also served as Columbia’s Burgess Professor of Political Science from 1987 to 1993. He left the University in 1993 to become the first rector and president at Central European University. From 1996 to 1999, he was Gladstone Professor of Government and Fellow of All Souls College at Oxford University.

Stepan returned to Columbia in 1999 as the Wallace S. Sayre Professor of Government, teaching at SIPA and in the Department of Political Science until his retirement from teaching in 2015. Stepan also served as codirector of the Institute for Religion, Culture, and Public Life and founder and director of the Center for the Study of Democracy, Tolerance, and Religion.

Among numerous honors, he was a Fellow of the American Academy of Arts and Sciences, a member of the British Academy, and a member of the Council on Foreign Relations. In 2012 he received the International Political Science Association’s Karl Deutsch Award for comparative research and theory. A 2007 conference at SIPA honored Stepan’s work and his impact.

Stepan earned a BA at the University of Notre Dame in 1958 and an MA at Balliol College, Oxford, in 1960. After leaving Oxford, Stepan served in the U.S. Marine Corps and then worked as a special correspondent for the Economist and, later, as a policy analyst for the Rand Corporation. He earned a PhD in political science from Columbia in 1969 and began teaching at Yale the next year.

He is survived by his wife, Nancy Leys Stepan, a professor emerita of history at Columbia; his son, Adam Stepan, director of the digital education group in SIPA’s Picker Center; his daughter, Tanya; and his seven grandchildren.
The Inevitable Collision

New York Cyber Task Force

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Contributing Writers

Barbara Abir, Christian Balmer, Eileen Barroso, Caitlin Marie Boaz, Michael Dames, Sayyan Supratim Das, David Dhiv, Michael Dhikru, Bruce Gilbert, Dan Haierman, Will Joseph, Joe Pinheiro, James Prince, Shrim Samman, Nora Udipdegov

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School of International and Public Affairs

Dean

Marit J. Jarone

Associate Deans

Patrick Bolan, Almana Cara, Terence Culver, Dan McIntyne, Cory Way

Columbia SIPA

School of International and Public Affairs

Columbia University

School of International and Public Affairs

420 West 118th Street
Office of Communications and External Relations
sipacommunications@columbia.edu
www.sipa.columbia.edu