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Letter from the Dean

In this issue of *SIPA News*, we celebrate SIPA’s seven decades as a premier hub of global public policy research, training, and engagement, and we recognize some of the remarkable members of our community who contribute to the School’s vibrancy and vitality.

SIPA is known among great policy schools for its deep scholarship, applied learning, practical problem-solving, and global orientation. In the following pages, you will find myriad examples of our diverse community engaging fundamental policy questions and applying our tremendous skills and talents to advance the global public interest.

*Programmatic Initiatives:* Over the past year, we launched a new research center devoted to the study of the Indian economy, established a new degree track on central banking and financial markets as part of a broader initiative in this area, and advanced our work on digital technology and its complex nexus to public policy.

*Student Activities:* As you will see, SIPA students pursued hands-on projects and internships in diverse fields such as energy, transportation, conflict resolution, economic development, and environmental science and policy. In this issue, the winners of this year’s Raphael Smith Memorial Prize also recount their experiences abroad in two compelling personal essays.

*Faculty Updates:* SIPA made several exciting additions to our faculty, including the appointment of the Honorable Michael Nutter, former two-term mayor of Philadelphia, as the inaugural David N. Dinkins Professor of Professional Practice in Urban and Public Affairs. This summer, noted Brazilian economist Rodrigo Soares will become the first Lemann Professor of Brazilian Public Policy and International and Public Affairs. Described herein are also stories of amazing work by longtime faculty in areas such as food security, terrorism, climate change, disaster management, and urban policy.

*Visitors and Events:* As always, senior leaders from government, the private sector, and international organizations visited our campus to share their perspectives and interact with our faculty and students. By way of a few examples, we welcomed former United Nations Secretary-General Kofi Annan, U.S. Attorney General Loretta Lynch, U.S. Supreme Court Associate Justice Stephen Breyer, renowned journalist Martin Wolf, and many others. For their inspiring examples of leadership, we also had the privilege at this year’s gala of honoring current UN Secretary-General Ban Ki-moon, International Monetary Fund Managing Director Christine Lagarde, Former Secretary of State and Treasury James Baker, and SIPA alumnus Wang Boming.

As our community reflects on SIPA’s past and contemplates our bright future, we thank our many friends, colleagues, and partners who have supported our work—this year and in years past. We hope that this issue of *SIPA News* provides a meaningful, glimpse of the outstanding work of our students, faculty, and alumni, their ongoing impact, and their steadfast commitment to making a difference in the world.

Merit E. Janow
Dean, School of International and Public Affairs
Professor of Practice, International Economic Law & International Affairs
Columbia University
Seventy years ago, at the end of World War II, the idea for a school of international affairs at Columbia University was born. Its purpose was to prepare a new generation of diplomats, leaders, and professionals to confront the complexities of the postwar world. The School of International Affairs (SIA), as it was originally called, developed an innovative curriculum, with a focus on integrated training in international business, economics, and government affairs.

In the 1950s and 1960s, a number of regional institutes were established that spanned nearly every part of the globe. Its graduates began to fill roles of great importance in governments, world organizations, and the private sector.

In 1977, the Master of Public Administration program was created, and in 1979, the School was renamed the School of International and Public Affairs (SIPA). In subsequent decades, to meet the needs of students in an increasingly globalized world, the School added the Executive MPA and specialized MPA programs in economic policy management, environmental science and policy, and development practice, as well as the PhD in Sustainable Development.

Drawing on a renowned faculty of scholars and practitioners, the resources of Columbia University, and its location in New York City, the School flourished into a premier school for practical training, interdisciplinary research, and global engagement on the era’s most pressing challenges.

Today, SIPA is the largest, most globally diverse public policy school of its kind—home to more than 1,400 students from 100 plus countries, 70 full-time faculty and 200 adjunct practitioners, eight degree
programs, and 20,000 alumni around the world.

In January 2016, SIPA launched its 70th anniversary celebration at the annual Alumni-Student Networking Reception in Washington, D.C. During the spring the School hosted a number of signature events, including the Dinkins Forum with U.S. Attorney General Loretta Lynch, the Silver Lecture with U.S. Supreme Court Justice Stephen Breyer, the 2016 Global Leadership Awards, and SIPA Alumni Day and Reunion. (All are mentioned in this issue of SIPA News).

In the coming months, we will be hosting more events for our alumni, students, and friends on campus and in cities throughout the world, culminating with a celebration in New York the weekend of April 1, 2017. Our 70th anniversary is a unique opportunity to reflect on SIPA’s amazingly rich and impactful history; to recognize the contributions of our students, faculty, and alumni to global public policy; and to highlight SIPA’s ongoing relevance in the world. Our hope is that you, as a member of our SIPA community, will participate actively in the 70th anniversary. We invite you to explore and contribute to our various 70th anniversary activities and programs on our anniversary website—https://sipa.columbia.edu/70.
In 1946 the School of International Affairs (as it was then known) enrolled its first students. The first class graduated in 1948.

McGeorge Bundy, United States National Security Adviser to Presidents John F. Kennedy and Lyndon B. Johnson from 1961 through 1966, with Andrew Cordier, the second dean of the School of International Affairs.

In 1951, then University President Dwight D. Eisenhower established the Institute of War and Peace Studies. Many of SIPA's affiliated centers were established in the 1940s, 1950s, and 1960s.

The School's growth created need for more space to accommodate faculty and students. Designed by the same architect as the UN Building, the International Affairs Building was completed in 1970 and formally dedicated in 1971.
SIPA has long welcomed to campus world leaders like PM Rajiv Gandhi of India, who gave the annual Silver Lecture in 1985.

In the 1990s, this computer lab was state of the art. It's a good thing SIPA has upgraded multiple times over the last 20 years—imagine running STATA on one of these!

Roger Baumann MIA '85, IF ’84, current chair of the SIPA Alumni Association, at the opening reception of the School's 60th anniversary reception at the United Nations in 2006.

From left: Columbia Provost John H. Coatsworth and Professors Joseph Stiglitz and Jeffrey Sachs in conversation at the celebration of the 10th anniversary of the PhD Program in Sustainable Development in 2014.

SIPA alumni and students at the launch of SIPA's 70th anniversary in Washington, D.C., on January 14, 2016.
The Court and the World

By Lindsay Fuller and Laura McCreedy

The best way to protect our American values is to know what’s going on beyond our shores,” stated Stephen Breyer, associate justice of the United States Supreme Court, summarizing the thesis of his new book, *The Court and the World: American Law and the New Global Realities.*

Breyer visited Columbia’s Italian Academy on April 14, 2016, to deliver SIPA’s Gabriel Silver Memorial Lecture. Introducing Justice Breyer, SiPA Dean Merit E. Janow and Columbia University President Lee C. Bollinger reflected on the importance of the book in today’s increasingly globalized and interdependent world.

Bollinger noted that “Justice Breyer has taken positions on the courts that are incredibly creative and greatly needed.”

In conversation with Janow and Bollinger, Breyer discussed ways in which the Supreme Court has evolved over his 20 years as a justice. He suggested that the changes he’s observed in the Court’s docket are not the result of “changes in the philosophy of judges,” but rather “changes in the nature of the world,” with “15 to 20 percent of cases now requiring some understanding of foreign and international law.”

One example Breyer referred to is how the Supreme Court’s role in checking executive power on matters of national security has evolved over time. In the case of *Korematsu v. United States,* the Court upheld the constitutionality of Executive Order 9066, which allowed for the internment of 70,000 Japanese Americans in camps during World War II. However, not even a decade later in *The Youngstown Steel Case* of 1952, the Court ruled against President Truman’s executive order to seize steel from private mills during the Korean War.

Breyer then cited *Hamdi v. Rumsfeld,* which was one of four cases brought to the Supreme Court in 2004 by enemy combatants detained at Guantanamo Bay. During the ruling, Justice Sandra Day O’Connor delivered an opinion on the essential role of all three branches of government in the protection of individual liberties, stressing that: “We have long since made clear that a state of war is not a blank check for the President when it comes to the rights of the Nation’s citizens.” While the Court’s ruling was criticized at the time, Breyer underscored the importance of balancing national security with civil liberties so as “not to go back to Korematsu.” For this reason, he added, it is incumbent upon us “to look to see what other countries” with similar traditions of civil liberties and democracy do when faced with threats to national security.

Another example of how globalization has shaped the legal landscape is in the realm of commerce, where international trade has doubled in the last 40 years, from 15 to 30 percent of global economic output.

In the case of Empagran, a European vitamin cartel sued by an American distributor for price-fixing, Breyer noted that foreign briefings on the EU anticartel mechanism were essential for the Court’s interpretation of the American antitrust statute. In this situation, comity and the rule of reasonableness were invoked, as is often the case, out of respect for the sovereignty of foreign jurisdictions and to “harmonize and further advance similar areas of law in other countries.”

With regard to the 2013 case of *Kirtsaeng v. John Wiley & Sons, Inc.,* pertaining to copyrighted textbooks that had legally been printed in Thailand and imported to the United States for resale at a higher price, Breyer received a stack of briefings from all over the world, one of which stated that the outcome would affect approximately $2.3 trillion in global commerce, as everything—from music to software to automobiles—is copyrighted today. Breyer emphasized that it is his job, as a judge, to know about publishing systems in other countries as well as the Berne Convention, the international agreement governing copyright. Likewise, Breyer observed, it is important for law schools like Columbia to train lawyers to read and call upon foreign and international cases and know “what they stand for against a background of knowledge.”

Justice Breyer posed a challenging and crucial set of questions regarding the Court and its evolving relationship with the world, and through the discussion of cases on the Court’s docket, persuasively illustrated the central thesis of his book: “As the world has grown steadily ‘smaller,’ the Court’s horizons have inevitably expanded.” If it is to arrive at answers to these questions, the Court is “obliged to consider a great many more matters that now cross borders.”

Lindsay Fuller MPA ’16 concentrated in Urban and Social Policy with a specialization in International Media, Advocacy, and Communications.

Laura McCreedy is executive assistant to the senior associate dean of SIPA.
Dinkins Forum 2016: 21st-Century Policing and Criminal Justice Reform

By Lindsay Fuller

"Change can come, and we can make it so." This bold assertion by U.S. Attorney General Loretta Lynch framed the 19th Annual David N. Dinkins Leadership and Public Policy Forum, held on April 7, 2016, at Alfred Lerner Hall.

Lynch, who took office in April 2015 after previously serving as U.S. attorney for New York’s eastern district, delivered the forum’s keynote address, “21st-Century Policing and Criminal Justice Reform.”

She highlighted the “21st-century reforms” undertaken by the Department of Justice during the Obama administration and emphasized the importance of “liberty, equality, and justice… not just for some, but for all.”

Because these ideals have been “severely tested by our own criminal justice system,” said Lynch, it’s important that the Department of Justice be willing to reexamine the basic concepts and precepts on which we make our decisions. The ultimate goal, she added, is to make the system “more efficient, more effective, and, above all, fairer.”

She described reforms including the Smart on Crime Initiative, which lessened the use of mandatory minimums, shifted prosecutorial focus to more violent criminals, and sought to create more effective alternatives to incarceration. The department has also embraced the use of data to enhance its decision making and demonstrate more effectively when programs do and do not work.

Lynch also said the Department of Justice sees the need to take a “holistic” approach to public safety and criminal justice.

“We know that issues of crime and poverty, health, education, [and] housing, are inextricably bound together, and that solving them requires cooperation across sectors, and across specialties,” Lynch said. “We cannot incarcerate our way out of these problems. They do not begin with criminal justice, and they cannot end with criminal justice. We are a part of the whole solution.”

After calling for additional resources to address mental-health issues in the criminal-justice system, Lynch concluded her remarks by stressing the importance of moving past political polarization.

Citizens, she said, must sit down and talk to each other about important issues—because such discourse can make a difference.

“Thank you for believing that change can happen,” Lynch concluded. “Thank you for always working to make it so.”

Columbia University President Lee C. Bollinger, SIPA Dean Merit E. Janow, and SIPA Professor David Dinkins all provided opening remarks for the event.

“The reason this forum is and will remain a leading venue for discussions around complex urban challenges is because of its namesake, Mayor David N. Dinkins,” Janow said. Praising Dinkins and his 23-year tenure on the faculty, she announced the appointment of Professor Michael Nutter, the former mayor of Philadelphia, as the inaugural holder of the David N. Dinkins Professorship of Professional Practice in Urban and Public Affairs.

Following the attorney general’s remarks, Professor Ester Fuchs—director of SIPA’s Urban and Social Policy concentration—moderated a panel on criminal justice with Professor Nutter, Vera Institute of Justice director Nicholas Turner, NYC Department of Investigation Commissioner Mark Peters, and Columbia Law Professor Daniel Richman. The panel complemented Lynch’s insights by focusing primarily on reforms being undertaken at the local level.
New Center Promotes Research and Expertise on Indian Economic Policy

By Kristen Grennan

More than 200 dignitaries, scholars, and guests joined SIPA for the launch of the Deepak and Neera Raj Center on Indian Economic Policies on October 5, 2015. The celebration at Low Memorial Library recognized Deepak and Neera Raj and other individuals who supported the new center’s creation. It also provided a forum for discussion of current economic opportunities and challenges facing India.

Among the government officials on hand were Arun Jaitley, India’s minister of finance, corporate affairs, and information and broadcasting, who gave keynote remarks, and Arun Kumar Singh, India’s ambassador to the United States, who also addressed the gathering. Also attending was Dnyaneshwar Mulay, India’s consul general in New York.

The center, the first of its kind in the United States, will provide research and expertise necessary to inform policy decisions, deliver increased prosperity, and define India’s future role in the global economy.

Dean Merit E. Janow welcomed the audience, noting the connections between the United States and India and the opportunities that the Raj Center will create for students, academics, scholars, and practitioners. “It will be a locus of tremendous engagement around the Indian economy,” she said.

Deepak Raj, who is managing director of the private investment firms Rush Brook Partners and Raj Associates, was joined at the podium by his wife, Neera Raj. “We hope that this center will lead to real, tangible, and measurable progress . . . and be part of this effort to put India on the sustainable growth path,” Deepak Raj said.

University Professor Jagdish Bhagwati, director of the new center, said he envisioned many opportunities for the center to make a difference. “Our center is aimed at creating real scholarship and can provide real solutions,” he noted.

Finance Minister Jaitley spoke candidly about India’s economic history: “We have a track record of having great opportunities and then squandering them.” But while expectations are rising, Jaitley said he was optimistic that India can survive and prosper in a sometimes volatile climate.

India will not be satisfied by growth of 6 to 8 percent, Jaitley added, suggesting the nation’s economy could do better than the 7.3 percent growth it experienced in 2014–2015. Factors such as inflation, fiscal deficit, exchange reserves, and fiscal prudence are being kept under control.

As part of the ceremony, three University faculty members were recognized for their scholarship: Vidya Dehejia, Barbara Stoler Miller Professor of Indian and South Asian Art in the Department of Art History and Archaeology; Ponisseril Somasundaran, the LaVon Duddleson Krumb Professor of Mineral Engineering; and Arvind Panagariya, the Jagdish Bhagwati Professor of Indian Political Economy.

Panagariya, who led efforts to establish the center, is currently on leave to serve in the cabinet of Indian Prime Minister Narendra Modi and was not able to attend the celebration.

From left: Dean Merit E. Janow, Professor Jagdish Bhagwati, Neera Raj, and Deepak Raj at the launch of the Deepak and Neera Raj Center on Indian Economic Policies.
Philanthropist Discusses Good Governance in Africa

By Lindsay Fuller

“History provides context, but we cannot become prisoners of our own history,” said Dr. Mo Ibrahim. “The challenge is where to go from here.” Ibrahim—who is chairman of the Mo Ibrahim Foundation and founding chairman of Satya Capital Limited, a private equity fund focused on Africa—was speaking about “The Challenges of Governance in Africa” on October 27, 2015, at Columbia’s Italian Academy. The event was sponsored by SIPA’s Center for Development Economics and Policy.

Ibrahim began his talk by defining good governance. “Governance is a basket of public goods that governments must deliver,” he said, including in that basket the rule of law, sustainable economic policy, human development, and human rights. Whether the public or private sector ultimately delivers these goods, it is the government’s responsibility to ensure they are in fact provided. All citizens must be able to “practice their humanity unimpeded,” he noted.

Ibrahim suggested that Africa’s difficult history laid the groundwork for its governance issues today. He said the periods of slavery, colonialism, and later the Cold War—“no less damaging to Africa than the previous two eras,” but much less discussed—led to the support of criminal leaders, which has been extremely harmful to African development.

To illustrate his point, Ibrahim told the story of Jean-Bédel Bokassa, a former head of state of the Central African Republic who later proclaimed himself to be emperor of the Central African Empire. To celebrate his own “coronation,” Bokassa held a ceremony that cost $20 million, one-third of the nation’s annual budget. Doing so was “criminal and stupid,” Ibrahim said. He implicated colonialism in two more factors that complicate governance in Africa to this day—geography and institutions.

The continent’s “ridiculous” national borders appear to have been “drawn by drunk colonels,” Ibrahim said, but must be honored for fear of increased conflict. And because many of the institutions—including electoral processes, courts, and tax regimes—were inherited from England, France, and other colonial powers, they don’t reflect the way many African countries function in reality.

“Institution-building is a process that takes time,” Ibrahim declared. “You don’t just wake up in the morning and say, ‘We’re going to have democracy.’

“Africa has a large landmass, plentiful natural resources, and is not overpopulated,” observed Ibrahim. It remains poor solely “because of bad governance.”

Seeking to encourage good governance in Africa, Ibrahim created the Ibrahim Prize for Achievement in African Leadership, which recognizes exceptional heads of state who have served their constitutionally mandated term and transitioned out of office peacefully.

This is important, he said, because—in contrast to the United States and Europe—when African leaders leave office, they typically don’t have a financial cushion to fall back on. He then cited a story about the former president of Cape Verde, who did not have a place to live in his own city after he was voted out of office.

Another way Ibrahim is trying to encourage better governance is by targeting African youth. His foundation conducts a youth program that reaches out at sporting and musical events to talk about why the future of Africa lies in how it will be managed. “Governance doesn’t need to be boring, governance can be fun,” he said.

Ibrahim has also created the Ibrahim Index, a collection of indicators that is used to actively track the status of African countries’ governance. “This is Africa doing its own business,” he said. It is used to “frame the debate around Africa” in a way that has never been done before.
Alumni Profile: Santiago Peña PEPM ’03

By Marcus Tonti

Santiago Peña PEPM ’03 was appointed as Paraguay’s minister of finance in January 2015. Peña began his career at the Central Bank of Paraguay, where he worked in the Department of Open Market Operations from 2000 to 2009. He then moved on to the International Monetary Fund as an economist in the Africa department, returning to his home country in 2012 to join the Central Bank of Paraguay as a board member.

Peña has taught at the Catholic University of Asunción and published research papers on monetary policy and finance. He recently spoke with SIPA News about his time at SIPA, his career, and more.

You started at SIPA 14 years ago. What were you doing before you came to graduate school?

Even when I was an undergraduate, I worked at the Central Bank [of Paraguay]; I had a student position in the research department. During that time I completed my bachelor’s degree in economics. I knew I wanted to study abroad and continue with at least a master’s degree. A colleague at the Central Bank had graduated in one of the first classes [of SIPA’s Program in Economic Policy Management, or PEPM] and strongly recommended it.

I was the youngest in my PEPM class, and I was already married and raising a son. Studying, working, juggling those things—it was a very challenging time.

You’ve had an impressive career to date—from the Central Bank of Paraguay to the IMF, back to the

Central Bank, and now as finance minister. What highlights stand out in your mind?

In every responsibility I took on, I tried to achieve something for the institution that I represented at the time. At the Central Bank, after Paraguay signed an agreement with the IMF, I had an important role in implementing the program that led Paraguay through the most important economic reform in its history, creating the foundation to make it one of the fastest growing economies in Latin America. [In contrast to much of Latin America, which remains in a slowdown], Paraguay maintains solid growth and a stable currency as a result of reform implemented in the early 2000s.

From 2009 to 2012, I worked for the IMF. I went to Africa 15 times, visiting countries like Tanzania, Burundi, and Senegal. It was a very rich experience, working with African countries in very different circumstances. I considered not just problems of how to promote growth, but problems of climate change, population, ethnicity—situations in which you’re not going to see results in a short time, situations that need a lot of work and many years of working together on a consistent plan to break the poverty trap.

In Guinea-Bissau, one of the poorest countries in the world, we [pursued] debt relief to eliminate almost 90 percent of the country’s debt and created a huge impact on economic conditions.

Helping them shaped my view of the challenges and opportunities we have as a nation here in Paraguay. Given our natural resources, and the youngest population in Latin America, 75 percent of which is under 40, Paraguay has huge potential going forward.

When you became finance minister, you said that you wanted to maintain fiscal stability, control inflation, lower debt, and
boost exports. Have you been able to do that, or at least move in that direction?

This is more of a marathon than a sprint. I think 2015 was a very successful year economically. We ended the year with inflation of 3.1 percent and growth of 3 percent; we have maintained fiscal stability, with a deficit of 1.8 percent; we expanded public infrastructure investment by a record level, 14 percent. So I think we have achieved the goals we have set.

We need to continue in this. We’re living in a time when there’s a lot of economic instability and situations are always changing. One day you have positive data from the United States, and the next day, negative results from China—it all affects our economy. We need to continue to create conditions for inclusive economic growth. [The question is] how to incorporate more people into the economy and improve conditions.

One extremely positive step: we have created a public fund to finance studies at PhD and master’s programs at the top 200 universities in the world, US$70 million, open to every Paraguayan.

Are there experiences at SIPA that have always remained with you?

There’s an anecdote—it was probably in the spring of 2003. At the time it was a big thing that Jeffrey Sachs had just arrived at Columbia after many years at Harvard. He gave a conference on Latin America, and he went through every country and explained the challenges for each. He concluded by saying, “The only country I’m not going to talk about is Paraguay, because I don’t know anything about Paraguay.”

I had come from a position in a government that was not reaching out to the rest of the world. I saw that we had to position our country in a way that had not been done in the past. Paraguay is between two large countries, Brazil and Argentina. We’re small, but still [geographically] larger than Germany, similar to California. People don’t know that we’re relatively stable. We did not suffer in the debt crisis; along with Colombia, we’re the only South American country not to experience hyperinflation. The skills and knowledge I got at SIPA were important in learning how to advocate for and position Paraguay.

What comes to mind when you think about SIPA today?

I repeat this a lot: There is a combination of factors that you benefit from when you go to a school like SIPA, the experiences that you can access being in New York—it’s a unique location. The faculty features people who have a lot of experience in academia, but also in policy. And the students and alumni come from all corners of the world. Combining those three things, it’s a very rich experience.

I think about my time at PEPM and Columbia often. It was a game changer. It changed my perspective. I became a global citizen interacting with people all over the world. For my career it was critical, for my time at the IMF it was critical.

The world has become a much smaller place. Tomorrow I might be in China or India or Canada, and I think SIPA prepares you for that real-life experience.
Indonesia and Southeast Asia: The New Normal

By Lindsay Fuller

In introducing Mari Pangestu, SIPA's George W. Ball Adjunct Professor of International and Public Affairs, Dean Merit E. Janow noted that the professorship "recognizes people who are making outstanding contributions to public policy, doing so from a fresh lens, taking on hard issues, speaking out on issues you wouldn't expect."

Pangestu—who served as Indonesia's minister of trade from 2004 to 2011 and as the country's minister of tourism and creative economy until 2014—gave this year's George Ball Lecture, entitled "Navigating the New Normal," at SIPA on October 6, 2015.

In the aftermath of the global financial crisis, Pangestu said, projections for growth are lower because productivity has slowed everywhere. "World trade and growth have been delinked."

Changes in the Chinese economy are also part of this new normal. As China moves from a labor-intensive production model to one based more on services and innovation, the ASEAN (Association of Southeast Asian Nations) region's role in the global value chain will also shift, Pangestu noted.

Whereas China used to be a worldwide hub for production of goods, as supply chains have matured there is more local procurement and thus a contraction in imports. As a result, Pangestu said, some have questioned whether to remain focused on exports if they are no longer a source of growth. But, she said, Indonesia and countries in the ASEAN region and elsewhere should resist this line of thinking.

"The difference in the global value chain is that it's not about goods being produced in different countries and then assembled in another country," she noted. "It's more about the capabilities that countries have and the capabilities that go into producing something."

In order to capitalize on such capabilities, Pangestu recommended that Indonesia continue to support the development of its creative sector.

Indonesia's president had asked Pangestu, in her role as trade minister, to look into cultivating culture industries such as handicrafts and batik. She found an American book called Creative Economy and decided to pursue that strategy.

The creative economy differs from the production economy in very fundamental ways. Increasing output by adding capital and labor is straightforward, but increasing output from the same capital and labor requires something else, she said.

"That is creativity," Pangestu added, the potential to "create even more value."

Pangestu cited five reasons to support the development of the creative economy: economic contributions, the creation of value added, branding/national identity, preserving natural/cultural resources, and social impact. Creativity is also "recession-proof," she said.

An example of Indonesia's global role in the burgeoning creative economy is its animation hub. Much of the production and postproduction in this industry occurs within the country. "Next time you see Garfield, [remember], 50 percent of that is being produced on Bantam Island in Indonesia."

But no matter how countries within the ASEAN region choose to respond to the new normal economy, Pangestu stressed the importance of practicing "evidence-based policymaking."

Even if you make decisions that have political implications, she concluded, "you need to consider the numbers."
Mohamed El-Erian, chief economic adviser at the financial services company Allianz, visited SIPA on February 10, 2016, to discuss his new book, *The Only Game in Town*.

The event was moderated by Patricia Mosser, senior research scholar and director of SIPA's Central Banking Initiative. Richard Clarida, the C. Lowell Harris Professor of Economics and a professor of international and public affairs, introduced the event.

In his talk, El-Erian suggested that central banks have become the essential—if not the only—policymakers in the global economy and explained why this positioning is increasingly unsustainable. As a result of this trend, he said, governments have let monetary policy become "the only game in town," and the West can no longer grow without artificial investment.

El-Erian noted that the finance industry has made the wrong investments to date, overlooking essential needs in areas such as infrastructure and education. This process continues, with the deterioration of economic, political, and social stability serving as an indicator that focusing on the financial system has weakened resiliency.

"Why is financial risk-taking so high and economic risk-taking so low?" he asked. As a result of the imbalance, El-Erian said, the world is currently at a "T-junction," with the opportunity for things to go in the right direction or very much in the wrong direction.

In order to move in the right direction and bring growth and stability to the global and U.S. economies, El-Erian stated that policy is needed to adjust this paradigm. He said the U.S. Congress needs to take a leadership role, and government representatives around the world also need to enhance "cognitive diversity, leverage a strong brand, overcome blind spots, tap into innovation," and more.

El-Erian, a former CEO and co-CIO of the investment management firm PIMCO, is chair of President Obama's Global Development Council. He is also a columnist for Bloomberg View and a contributing editor to the *Financial Times*. He was named to *Foreign Policy*’s list of Top 100 Global Thinkers for four consecutive years (2009–2012) and to the magazine's list of the 500 most powerful people on the planet in 2013.
BRICS 2.0: Challenges of Global Governance and Growth

On February 12, 2016, the Center on Global Economic Governance held its fifth annual BRICLAB conference, “BRICS 2.0: Challenges of Global Governance and Growth.” The conference brought together academics, policymakers, and business leaders to examine how Brazil, Russia, India, China, and South Africa are continuing to build new global governance platforms and their impact on the global political economy and that of the BRICS.

Christian Deseglise and Marcos Troyjo, BRICLAB cofounders, opened the conference and introduced David Fergusson, CEO of the M&A Advisor, the conference moderator. Fergusson credited the cofounders with assembling “not only the educational resources of Columbia University but also active members of the emerging markets business community, policymakers, and the international media.” He said the result is “a rich amalgam of real experience students and practitioners can benefit from.”

Jan Svejnar, director, of the Center on Global Economic Governance, gave the opening remarks, which were followed by two panels—“Markets and Growth” and “Geoeconomics and Geopolitics.”

Is the Eurozone Crisis Over?

Since the global financial crisis of 2008, economies all over the world have been struggling to achieve recovery. The Eurozone, in particular, has been slow to bounce back in light of a second economic crisis in the region, which began in 2011. On Monday, October 19, 2015, Martin Wolf, CBE, Columbia Global Fellow, and associate editor and chief economics commentator for the Financial Times, delivered a lecture titled “Is the Eurozone Crisis Over?” The event was organized by the Center on Global Economic Governance (CGEG) as part of the SIPA Investcorp Lecture Series on International Finance and Business.

Wolf discussed the current state of affairs in the Eurozone, noting that “though the crisis part, the panic part, of this story is over, at least for now . . . there is likely a long, slow path ahead for Europe to realize full recovery.” Wolf’s remarks were followed by a panel discussion, which included Dean Merit E. Janow; CGEG director Jan Svejnar, the James T. Shotwell Professor of Global Political Economy; and Adam Tooze, the Kathryn and Shelby Cullom Davis Professor of History and director of the European Institute at Columbia University.
Brazilian Development Economist Named to Lemann Professorship

Rodrigo Soares, an award-winning Brazilian development economist with expertise in health, human capital, and crime, will join SIPA in the coming academic year as the new Lemann Professor of Brazilian Public Policy and International and Public Affairs. Soares will teach a SIPA course on policy issues facing Brazil and other Latin American countries, as well as a PhD course on economic development and microeconomics for the MPA program in Environmental Science and Policy.

Soares has previously been appointed at various leading institutions, including the University of Maryland, Pontifícia Universidade Católica do Rio de Janeiro (PUC-Rio), Department of Economics, and the São Paulo School of Economics, where he has been a professor since 2013.

In 2006, he was awarded the Kenneth J. Arrow Award for the best paper published internationally in the field of health economics, as well as the Haralambos Simeonidis Award for the best paper published by an economist affiliated with a Brazilian institution. For his PhD dissertation, “Life Expectancy, Educational Attainment, and Fertility Choice: The Economic Impacts of Mortality Reductions,” Soares won the 2003 Brazilian National Award for best PhD Dissertation in Economics.

“Rodrigo Soares is one of the leading Brazilian economists of his generation, and he presents a rare combination of being a top-flight researcher and also being genuinely engaged in policy debates in Brazil and elsewhere in Latin America,” said Eric Verhoogen, SIPA vice dean and associate professor of international and public affairs and economics. “We are lucky to have him. SIPA and Columbia have long had a strong Brazil connection, and with Rodrigo we are poised to become the hub for creative thinking about Brazil’s formidable policy challenges.”

Soares holds several distinguished fellowship appointments, including affiliated fellow at the Brazilian Academy of Sciences, faculty research fellow at the U.S. National Bureau of Economic Research, and research fellow at the Institute for the Study of Labor (IZA, Germany). In addition, he is an associate editor at the Journal of Human Capital, the Journal of Demographic Economics, and the IZA Journal of Labor & Development. He has consulted at many multilateral organizations, including the World Bank and the Inter-American Development Bank.

In addition to receiving a PhD in economics from the University of Chicago, Soares holds an MA in economics from PUC-Rio in Brazil and a BA from the Federal University of Minas Gerais, Brazil.
For 70 years SIPA has been a place that convenes scholars, students, and thought leaders from around the world. Although the core of SIPA’s activities remains the campus in New York’s Morningside Heights, a range of events in China in late March 2016—for SIPA scholars, alumni, friends, and even prospective students—illustrates the breadth of SIPA’s engagement in other parts of the world.

On March 18, 2016, in Beijing, SIPA’s Center on Global Economic Governance (CGEG), hosted a conference with partners from Columbia and Tsinghua universities on the “Role of the State in Economic Growth.”

The Beijing conference brought together academics, policymakers, and business leaders from Asia, Europe, Latin America, and the United States for roundtable sessions focused on issues including monetary and fiscal policy, industrial policy, innovation, and global economic governance. Among other highlights was a keynote address by SIPA’s Joseph E. Stiglitz, followed by a discussion between Stiglitz and his fellow Columbia professor, and fellow Nobel Prize winner, Edmund Phelps.

Other participants included a third Nobel laureate, Michael Spence of NYU, as well as Dean Merit E. Janow of SIPA; Jan Svejnar of SIPA’s Center on Global Economic Governance; Shang-Jin Wei, a SIPA faculty member currently on leave as chief economist at the Asian Development Bank; Jeffrey Sachs of Columbia; Martin Wolf of the Financial Times, a Columbia Global Fellow; and many others.

Dean Janow and Professors Stiglitz, Sachs, and Phelps were also speakers at the state-sponsored annual China Development Forum, a international conference held in Beijing March 19 to 21, 2016, and attended by business, government, nonprofit, and academic leaders from China and abroad. Called the “Davos of China” by some, the conference is an important forum that considers China’s economic development and policy directions.

Dean Janow was part of a panel on “Higher Education and Fostering Innovation,” while Sachs, Stiglitz, and Phelps joined other panels to discuss issues such as sustainable development, the Chinese economy, and innovation.

On March 21 in Shanghai, SIPA faculty members José Antonio Ocampo, who is copresident of the Columbia-based Initiative for Policy Dialogue (IPD), and Marcos Troyjo of CGEG’s BRIICLab, took part in the second Latin America-China Conference devoted
to the question of “China-LAC Development Collaboration: A ‘New Normal’”?

The gathering emphasized in-depth roundtable discussions and debates of new development institutions such as the Asian Infrastructure Investment Bank and a new development bank known informally as the “BRICS bank,” which aims to invest savings from China and other BRICS nations in infrastructure projects in Asia and other regions of the world.

But not every event was focused on scholarship. Inspired in part by SIPA’s annual Global Leadership Awards fundraiser in New York, SIPA alumni in China organized a “mini gala” in Beijing led by Wang Boming, SIPA ’88, a media and business leader in China who was among the honorees at SIPA’s 2016 Global Leadership Awards, and Mei Yan SIPA ’87, senior director at Brunswick Group’s office in China. The event convened about 100 guests, including fellow alumni and many Beijing business and academic leaders.

The dinner was highlighted by musical performances—including a violinist and opera singer—and raised funds for new SIPA student fellowships. Dean Janow and Professor Svejnar were both on hand to salute Wang Boming and fellow alumni for their efforts on SIPA’s behalf.

On March 16, Dean Janow, also joined another group of SIPA alumni who gathered in Beijing to observe SIPA’s 70th anniversary. Twenty-five newly admitted students joined about 60 graduates from a cross-section of professional fields including finance, nonprofit agencies, and law.

As the number of SIPA students from China has increased in recent years, so has the number of alumni living there grown. Today, China is home to one of SIPA’s largest alumni populations outside the United States, with hubs in the capital city of Beijing, Hong Kong, and elsewhere.

As part of the same trip, Dean Janow participated in a dinner in Hong Kong, where the Columbia Alumni Association welcomed more than 50 alumni from SIPA and other parts of the University. As the featured speaker, Dean Janow talked about U.S.-Asia-relations, international trade, and recent SIPA activities before socializing with alumni and newly admitted students.
MPA-DP Students Make a Difference in Timor-Leste

By Lindsay Fuller

When it comes to global politics, the small nation of Timor-Leste is relatively unknown. Having achieved independence from Indonesia just 13 years ago, it’s considered a “fragile state” that is still working to unravel the effects of centuries of colonial rule and decades of armed conflict.

But to development practitioners, such as those enrolled in SIPA’s Master of Public Administration in Development Practice program (MPA-DP), Timor-Leste represents a rare opportunity to learn from and contribute to a nation that is rebuilding itself from the ground up.

“We sent our first student to Timor-Leste in the summer of 2011,” recalled Glenn Denning, a professor of practice in international and public affairs who directs the MPA-DP program.

That student, Maria Wang MPA-DP ’12, worked in the Ministry of Finance, where one of her outputs was a teaching case on national food security that Denning still uses in his Global Food Systems course. All told, 12 of Denning’s students have undertaken their three-month summer placements in Timor-Leste over the past five years, including four during the summer of 2015 who recount their experiences.

Emerging from Conflict
Eliza Keller MPA-DP ’16

Timor-Leste is “a microcosm of a relatively successful post-conflict development,” said Eliza Keller. “And because it’s so small, there’s a real opportunity to have an impact, particularly working in government.”

Keller spent the summer as a policy fellow for the g7+ Group of Fragile States, based out of the Ministry of Finance in Timor-Leste. The g7+ is a voluntary assembly of countries that are experiencing conflict or have recently emerged from conflict, convened to share experiences and advocate for shared development goals. Keller supported this advocacy work around the fragile state agenda for the UN’s Sustainable Development Goals. She was drawn to this field placement because it provided a useful counterpoint to her previous experience working at a U.S. foreign aid agency.

“It was different—very different—coming from the donor perspective, and being dropped into a governmental organization,” she said. “I’ve learned that patience and respect for local country goals and processes is key to making progress.”

Toward Food and Nutritional Security
Alexander Fertig MPA-DP ’16

With one of the highest malnutrition rates in the world, Timor-Leste is aiming to create food and nutritional security for all its citizens.

“As long as there’s been Timor-Leste, there’s been Seeds of Life,” said Alexander Fertig, who supported the program during his summer field placement.

Seeds of Life, an initiative of the Timor-Leste Ministry of Agriculture and Fisheries, is working to improve agricultural production and “promote food security through seed security,” Fertig said. They focus on introducing high-yielding, high-quality seeds to food producers and small-scale farmers, in East Timor.

He explained that the program was conceptualized in three phases over the span of 15 years. The first consisted of developing and testing a core group of seeds that could serve the country’s food needs. The second was to get these seeds into the hands, and fields, of as many food producers as possible. The third phase—which is in its final year—is sustainability.

Fertig’s primary responsibility was to assess this commercialization phase by synthesizing survey and focus group data from food producers around the country. And as part of his final deliverable, he completed a short documentary film that included interviews with farmers around Timor-Leste and Seeds of Life staff.
Empowering Disabled Individuals
Angela Kohama MPA-DP '16

The National Disabled People’s Organization of Timor-Leste, or Ra’es Hadomi Timor Oan (RHTO), in the Timor language of Tetum, works to empower disabled individuals to start their own businesses. Angela Kohama helped the group implement a needs assessment on how well it was executing its mission. “Typically, people with disabilities, or people with disabilities in their family, have a lower income than people without disabilities, especially in developing countries,” said Kohama, citing the importance of RHTO’s model, which is a network of self-help groups that deliver microcredit to local entrepreneurs who are disabled or have a disabled family member.

Kohama said she was surprised by the diversity of enterprises she encountered during her assessment. “People were creating flowerpots using organic materials, selling them next to flower stores; there were different groups that were starting inland fish farming. I thought it would be very traditional; it just wasn’t at all, and that was really cool,” she noted.

She also emphasized how productive an environment Timor-Leste is for development practitioners. “It’s so small, and you know everybody personally; when you need cross-sectorial capacity-building, or help for your organization, you can tap those resources,” she said, giving as an example, the work RHTO does to help organizations like WaterAid improve their interactions with beneficiaries with disabilities.

Improving Sanitation
Arja Dayal MPA-DP ’16

Arja Dayal helped to tackle the country’s poor sanitation and hygiene conditions, which contribute to poor health and the high levels of child stunting. She worked with the Ministry of Health’s BESIK program on the problem of open defecation. (BESIK is an acronym for Bee, Saneamentu no Ijiene iha Komunidade, which translates roughly to Water, Sanitation, and Hygiene in Community).

“BESIK incorporated community-led sanitation intervention,” said Dayal. “They actually want to make the community a little disgusted about open defecation, which would trigger a change in their behavior and make them build their own latrines.” The ministry is hopeful that changing mindsets, rather than subsidizing the construction of latrines as they had done previously, will have a longer-lasting effect on Timor-Leste’s sanitation and hygiene.

Dayal’s main project for the summer was to conduct a sustainability analysis to determine the efficacy of the program: “It was not only a quantitative analysis that we were trying to build, but also the motivations and values behind why people were or were not using latrines, she added.

Dayal’s involvement with the project is ongoing; she is supervising the team from afar as they continue to gather data and returned to Timor-Leste in January to assist them with data quality audits.

As part of this analysis, Dayal used some specific skills she honed at SIPA, including the creation of a proportional random stratified sampling, which she learned in her quantitative analysis classes. “I was not at all surprised when BESIK asked Arja to continue supporting the project after her summer placement,” said Glenn Denning. “Our students come to Timor with very practical skills and a great attitude, a combination that is highly valued by the local institutions.”

Denning added that BESIK, Seeds of Life, and the g7+ have all requested repeat placements following their initial experiences hosting MPA-DPs.

Postscript

When the prime minister of Timor-Leste, Dr. Rui Maria de Araújo, visited Columbia for the World Leaders Forum in September 2015, the four MPA-DP students who had spent the summer in Timor-Leste were able to have a private meeting with the prime minister after his speech.

“Being in Timor-Leste, and particularly working for government, gave us exposure to a broad range of issues that face the country—so being able to actually discuss those in person with the prime minister and hear his perspective was really a once-in-a-lifetime experience,” Keller said. “We were able to have a substantive conversation about where the country was going, and that’s a thing I could not imagine having had the opportunity to do anywhere else.”

Data collectors from BESIK conduct interviews in the rural village Mau-luto in the Liquica district.
SIPA Welcomes the Central Banking Initiative

By Rebecca Krisel

Coming out of the financial crisis, there is clear demand—from both the public and private sector—for practitioners schooled in rigorous but fresh postcrisis thinking about monetary policy and macroprudential oversight of financial markets and institutions,” said Professor Patricia Mosser, founding director of SIPA’s new initiative on central banking, monetary policy, global finance, and prudential practice.

With the goal of addressing key central banking and financial policy topics, the Central Banking Initiative (CBI) will build on the current strength of SIPA’s world-renowned faculty and curriculum in international finance and economic policy, with an additional focus on central banking policy. The curriculum will be adapted to provide rigorous and timely policy courses to train the next generation of leaders of central banks and other financial policy institutions. The Program in Economic Policy Management (PEPM), for example, will offer a new track in Central Banking and Financial Markets starting this summer. (See article on page 21.)

New courses in SIPA’s other degree programs are being considered for upcoming semesters.

In addition to Mosser, Christine Cumming joined SIPA as central banker in residence and part-time senior research scholar; she also taught Reining in the Big Banks: Supervision and Regulation in the spring as an adjunct professor. Cumming retired from the Federal Reserve Bank of New York, having served as first vice president—the organization’s second-ranking officer and also its chief operating officer. And Anne Sibert, visiting professor of international and public affairs, who is a professor of economics at Birkbeck, University of London, taught Financial Regulation in fall 2015.

The CBI also sponsors outside speakers, roundtables, workshops, and conferences on central banking issues and collaborates closely with other centers and departments at SIPA and Columbia on topics related to financial policy. This year’s speakers included Nathan Sheets, the undersecretary for international finance at the U.S. Treasury, who spoke last fall on China’s reforms; Timothy Geithner, former U.S. Treasury secretary, who spoke to students on crisis management in February; and Mohamed El-Erian, former CEO of PIMCO, who discussed the limits of central bank policy earlier this spring.

A large percentage of SIPA graduates are moving on to careers at central banks, regulatory agencies, finance ministries, and multilateral institutions such as the IMF and the World Bank. “This initiative will continue SIPA’s tradition of examining policy issues from a global perspective, including comparative analysis of policy needs and tools across countries at various stages of economic and financial development,” said Mosser.

Mosser, who is the founding director of CBI, came to SIPA from the Treasury Department’s Office of Financial Research, where she spent two years as deputy director in charge of research and analysis. She joined SIPA in June 2015 as a senior research scholar and senior fellow in international finance. From 1991 to 2013, she worked at the Federal Reserve Bank of New York, where she was senior vice president and senior adviser in the Markets Group.

Rebecca Krisel MIA ‘16, SIPA News editor, concentrated in Urban and Social Policy with a specialization in International Media, Advocacy, and Communications.
New PEPM Track to Focus on Central Banking and Financial Markets

SIPA is offering a new curricular track devoted to Central Banking and Financial Markets to the incoming fall 2016 students in its Program in Economic Policy Management (PEPM). Since 1992, the PEPM program has trained policymakers to design and implement economic policy in market economies, with a strong emphasis on the economic problems of emerging markets. As PEPM prepares to admit its 25th class in late May, the new track in Central Banking and Financial Markets (CBFM) will offer focused training in a policy area of growing importance.

“Recent financial crises illustrate the necessity of deep understanding and clear thinking in the design and implementation of effective monetary and financial policy,” said Dean Merit E. Janow. “At central banks, finance ministries, and the companies that invest in capital markets, there is increasing interest in—and need for—the rigorous policy training around financial stability, monetary policy, and macroprudential regulation that SIPA provides.”

The new track’s instructors include experts and scholars who are active in policymaking dialogue—such as heads of research and asset/liability management at global investment banks and current and former senior officials at the Federal Reserve, Japanese Ministry of Finance, International Monetary Fund, World Bank, Inter-American Development Bank, and other bodies. They will use real-world examples of policy success and failure to convey the practical lessons of macroprudential policymaking, financial stability, and financial market development. The curriculum will also emphasize new developments in the macroprudential arena via seminar-style case discussion with CBFM students.

“The new track will be especially relevant for mid-career professionals working in central banks, regulatory agencies, and finance ministries and will offer equally valuable lessons for those working in private banking and at multilateral agencies,” said Guillermo Calvo, program director and professor of international and public affairs.

As with PEPM’s existing tracks in Economic Policy Management and Global Energy Management and Policy, the course of study for CBFM is designed to allow mid-career professionals and policymakers to earn a Master of Public Administration degree in 12 months.
After Terrorist Attack in Paris, What Next?

By Kristen Grennan
In response to the November 2015 Paris terrorist attacks, SIPA held a panel discussion on the rise of ISIS and what these attacks mean for world leaders going forward. Taking part were four members of the SIPA faculty: Stuart Gottlieb, Austin Long, Dipali Mukhopadhyay, and Jason Healey.

Stuart Gottlieb, adjunct professor of International Affairs and Public Policy at SIPA, started the discussion by focusing on what he called the United States’ “degrade and destroy” policy, which he said is not working thus far.

“Inside those contained areas, ISIS was gaining in numbers,” said Gottlieb, pointing out that thousands have left their home countries to join ISIS. What is most concerning about the Paris attacks is that they “were not small-scale attacks planned over the Internet, but sophisticated and deadly attacks.”

Austin Long, an assistant professor, former adviser to the U.S. military, and associate political scientist for the RAND Corporation, looked specifically at the current military operations and their options.

“From the current military perspective, the situation is slightly better,” Long said, suggesting that ISIS is contained geographically but will likely continue to perpetrate terrorist attacks outside their borders.

Long stated that his greatest concern was what would happen to the reclaimed territory should ISIS be defeated. If it will be the responsibility of the United States, “then we need to be prepared to send Americans for an indefinite period of times,” adding that “indefinite” does not mean a few presidential terms, but decades.

Mukhopadhyay, an assistant professor of international and public affairs who has done extensive research in Afghanistan and on the Syria-Turkey border, looked at ISIS with the record of Afghanistan in mind.

“What is our track record of promoting good governance in the Middle East? We’re not effective at figuring out how to translate good governance to institutions that deliver good governance,” Mukhopadhyay said.

She expressed her skepticism of the responses to ISIS thus far: “Can one defeat an ideology through force?” One implication of using force is moral hazard.

“It emboldens rebels on the ground … to make choices and engage in behavior that introduces risks for them because they believe outsiders are going to come and help them,” she said.

Jason Healey, a senior research scholar, who is an expert on cybersecurity, focused on the threat of cyberterrorism by ISIS. He said many expressed concerns about strengthening Internet surveillance and cybersecurity after the attacks in Paris.

While clamping down on the Internet is not necessarily the appropriate response, Healey said, it is important for governments to address new strategies to respond to these issues of security.

“It doesn’t look like the Paris attackers used encryption, but will in the future,” he said.

Healey also noted that the United States and other Western governments have a lot to lose by preventing encryption and removing Internet content. He said the process is not very effective because it’s easy to create a new website or social media account after another is taken down and risks losing intelligence that would otherwise be gained.

Healey also suggested that when governments prohibit the use of encryption, it puts everyone at risk of identity theft and hacking.

“It’s going to hurt all of us who shop or bank online,” he noted.
"The end of Western hegemony in the eye of non-Westerners is long overdue," said Kofi Annan, the former United Nations secretary-general and recipient of the 2001 Nobel Prize for Peace. Annan, who was the first secretary-general to emerge from the ranks of UN staff, led the organization from 1997 to 2006.

The November 4, 2015, event was presented in the context of two 70th anniversaries. The UN had already turned 70, while SIPA would reach that milestone in January 2016. Dean Merit E. Janow welcomed Annan, and Professor Elisabeth Lindenmayer, director of the UN Studies specialization, moderated the conversation.

Annan spoke in particular about mobilizing political will and the role of leaders in galvanizing responses to the challenges humanity faces today.

"In today’s interconnected world, all nations will rise and fall together," he said. Annan also reflected upon the current world order and international organization system and did not shy away from criticizing the current global system, including the UN itself."

"The status quo cannot continue" as demographic trends turn Western nations into a smaller and smaller minority of the world population, he added. This does not mean that the West no longer matters, but room must be made for other leaders from around the world to join. "Adapting the system rests on how much power the West is willing to give up," said Annan.

As UN secretary-general, Annan sought reform within the institution itself, advocating for a greater voice and influence for emerging powers such as Brazil, China, India, and South Africa, which represent 42 percent of the world’s population. Annan’s Global Compact was the largest effort to promote corporate social responsibility worldwide. Annan said the UN has to represent the changes in the world in order to function properly and suggested the system cannot work when large and powerful nations with heavy influence fail to ratify international agreements or wage wars against other countries without having used internationally established procedures.

He also discussed the current migrant crisis in Europe and the varied responses by governments across the continent, noting that in many nations, the public has demanded more comprehensive and accepting policies toward the refugees. Many across Europe have taken refugees into their homes or taken to the streets in protest against their governments.

"Migration cannot be stopped, but people in democracies have the power to influence the course of events and the decisions made by their governments," he said. "When leaders fail to lead, the people will make them follow."

Suggesting that many challenges facing the world today require international solutions to have global legitimacy, Annan challenged world leaders to collaborate and compromise and encouraged them to work through the UN. Through it all, his outlook on the future remains positive. "I am a stubborn optimist," said Annan. "The world is made up of optimists and pessimists. Let me assure you the optimists die happier."
A t SIPA, I had the opportunity to work with giants in their fields, people with amazing public service careers,” said Ambassador Nancy McEldowney MIA '86 during a March 1, 2016, visit to SIPA. Ambassador McEldowney was appointed director of the Foreign Service Institute by Secretary of State John Kerry in February 2013. Previously, she served as president and senior vice president of the National Defense University, principal deputy assistant secretary in the Bureau of European and Eurasian Affairs, and at the White House as director of European Affairs on the National Security Council Staff. Overseas she served as ambassador to the Republic of Bulgaria and as chargé and deputy chief of mission in Turkey and Azerbaijan.

McEldowney described the Foreign Service Institute as the “chief learning organization” for the Department of State and other civilian foreign affairs agencies, whose training focuses on practical skills such as critical analysis, foreign languages, future planning, and negotiation.

She emphasized the importance of diplomacy in today's interconnected world. American diplomats are the first line of security for the country, she said, building partnerships and finding threats before they come to the United States. Yet they also have an impact on the economy: they negotiate trade and investment treaties and help businesses look for export opportunities.

She also shared her insights on the changing atmosphere of foreign policy and national security. “The world isn’t necessarily more dangerous, but there are more dangers,” she noted, pointing to increased pandemics, corruption, and state instability. “In the past, you knew where the power centers were located. Now there is a diffusion of power throughout the system.” This diffusion of power not only is reflected in the instability of nation-states, but also in the power of the individual. “Today, individuals have been able to affect very significant and important change unlike ever before,” she added.

McEldowney encouraged students to pursue careers in public service. “A career in diplomacy means a lifetime of learning. You will master many new areas, such as history, contemporary policy, and language.” McEldowney said the choice to work as a public servant is a personal one. When she attended SIPA in the mid-1980s, international banks recruited SIPA students for high-paying jobs. But McEldowney took a position at the State Department—at a much lower salary, to her parents’ dismay—because it was what her heart wanted. “Every day, you make a moral choice. You choose how you spend your time and talent,” she said. Working for the State Department “was the right choice for me.”
The potential for reducing food insecurity and improving global access to proper food and nutrition has never been better. Last summer, Expo Milano 2015 directed the world’s attention to the global food system; its theme was “Feeding the Planet, Energy for Life.” Momentum toward improving the food system was also reflected in the Sustainable Development Goals that were formally adopted by the UN General Assembly on September 25, 2015.

That same day, experts on food security gathered at Columbia’s Italian Academy to discuss challenges and potential solutions for achieving food security in a global economy. The event was cosponsored by the European Institute, the Italian Cultural Institute of New York, and the Center for American Studies in Rome and moderated by SIPA’s Glenn Denning, a professor of professional practice who directs the MPA in Development Practice program and is a senior policy adviser to the Sustainable Development Solutions Network at The Earth Institute.

Participants discussed the right to food and proper nutrition given the constraints and opportunities of globalization. As Denning explained, agricultural innovation has allowed humanity to manipulate nature and feed most of the planet, but the resulting food system is fragile and vulnerable to climate and economic shocks. Among the challenges of ensuring proper food for all are addressing the global obesity epidemic, feeding a growing population, and achieving a global equilibrium of resource use so that all people have the opportunity to realize their potential.

The Sustainable Development Goals, Denning said, offer one path toward ensuring sustainability in the global food system. The Milan Charter, which builds upon the issues highlighted at last summer’s Expo Milano 2015, is another forum for attracting global attention and commitment to positive change in the food system.

Maurizio Martina, Italy’s minister of agricultural, food, and forestry policies and the government coordinator for Expo Milano 2015, elaborated on Denning’s remarks. He discussed the role of Expo Milano 2015 in creating a platform for dialogue to engage civil society, government, and the private sector.

Opening and facilitating this dialogue allows all citizens to be engaged in creating positive change around food consumption, waste, and security, Martina said. The Milan Charter not only brings an awakening of consciousness on issues of hunger and food insecurity, but also issues a challenge to the international community to address these problems and measure progress on improving our global food system.

The issue of food security is not just a matter of feeding the 800 million hungry people on the planet—what Minister Martina described as “an army of suffering...
people”—but also an issue of conflict prevention and mitigation.

Livia Pomodoro, president of the Milan Center for Food Law and Policy, echoed Martina and Denning’s call to alleviate the suffering of those who don’t have adequate access to proper food. As Pomodoro explained, the right to food is not always respected because many countries are not signatories to a treaty protecting this right. Like Denning and Martina, Pomodoro echoed the need for a global commitment to end hunger by respecting and protecting the right to food.

In concluding remarks, Denning said that improving the global food system provides an opportunity to protect peoples’ need for dignity and prosperity while responding to changes in our global food system.

“Globalization is not a value, it is a process,” he said, and with our current commitments, there is great promise for leveraging international cooperation and commitments to ensure food security for all.”

Deena Cowans ’16 MPA in Development Practice
Edward Lucky, UN Expert, Returns to SIPA

Edward C. Luck MIA ’72, who served from 2008 to 2012 as United Nations assistant secretary-general and special adviser to Secretary-General Ban Ki-moon, has joined SIPA as the Arnold A. Saltzman Professor of Professional Practice in International and Public Affairs. Luck, who previously held a professorship of professional practice at SIPA from 2001 through 2010, will also direct the School’s International Conflict Resolution specialization.

While serving as special adviser to the UN Secretary-General, Luck was instrumental in developing and implementing the doctrine of the Responsibility to Protect (R2P), which underscores the responsibility of the international community, as well as the state, to prevent and halt genocide and other mass atrocities. He is currently developing the parallel principle of the individual responsibility to protect (IR2P).

A leading expert on the UN Security Council, UN reform, and U.S. relations with the world body, Luck previously served as senior vice president of the International Peace Institute, a New York-based policy research center, and as president and CEO of the United Nations Association of the USA. He has taught at Sciences Po in Paris and at Princeton University, as well as directing an NYU-Princeton research center and serving as a dean at the University of San Diego.

Luck is the author or editor of five books and hundreds of chapters, reports, and scholarly articles. A second edition of his most recent book, The UN Security Council: Practice and Promise, is scheduled for publication in spring 2016. Luck has advised numerous countries around the world, U.S. government agencies, and foundations, as well as a number of UN secretaries-general and presidents of the General Assembly. He is a member of the Council on Foreign Relations, the Century Association, and the boards of several nonprofit organizations.

Luck received an AB from Dartmouth College. In addition to his MIA at SIPA, he earned a Certificate from the Russian institute and a PhD in political science from Columbia.
\textit{\textbf{Conflict in a Complex World}}

By Kristen Grennan

“\textsc{You could say the world is getting more peaceful—it depends on the scale of time that you look at},” said Jean-Marie Guéhenno. “\textsc{However, there has been a clear uptick of conflict recently. Things are changing. The world is in a transition.}”

Guéhenno, who served for six years as the Arnold A. Saltzman Professor of Professional Practice and director of the Center for International Conflict Resolution, left SIPA in August 2014 to become president of the International Crisis Group. He is also a nonresident senior fellow at the Brookings Institution.

He returned to SIPA on February 25, 2016, to speak about the current state of conflict resolution and his personal experiences working in the field. The discussion was moderated by Richard K. Betts, the Arnold A. Saltzman Professor of War and Peace Studies, who directs the Saltzman Institute of War and Peace Studies and the International Security Policy concentration, and Edward C. Luck MIA ’72, the current Arnold A. Saltzman Professor of Professional Practice in International and Public Affairs and director of the International Conflict Resolution specialization.

In his remarks, Guéhenno characterized foreign policies among some of the world powers: Russia pursues a policy as “ambivalence,” seeking to keep its options open; the EU is all about exporting peace; and the United States’ foreign policy is in the middle, focused on both the “soft power” of spreading U.S. ideas and technology and on the hard power of military might.

“These powers don’t know how to deal with each other,” Guéhenno suggested. “\textsc{What does this mean for conflict resolution? What about the fusion of power?}”

Guéhenno also discussed the complicated nature of conflict today.

“The top-down world of Kissinger is over. Syria is good illustration of that,” Guéhenno said, going on to explain the multilayered political nature of both the “state” (ISIS) and the global powers that are exerting control over the situation.

To deal with these complexities today, he said, “\textsc{you need to look at cross-cutting issues, such as extremism and corruption . . . You need to strengthen the legitimacy of states. And the UN is not well equipped for that.}”

Guéhenno noted that the International Crisis Group is adapting its strategy to address these new complexities, pointing out that in the past, the group would look at conflicts in isolation. Today, it is using a new approach that considers the many layers of an issue.

Turning the discussion to extremism, Guéhenno reflected on how to deal with one of today’s most significant issues—ISIS.

“We once assumed that if we put in a functioning government [in Syria], peace will come. We’ve seen that the world is much more complicated than that,” said Guéhenno. “\textsc{What kind of state do we want in these conflict zones? Will this lead to an arrangement different from what we know?}”

This new arrangement will challenge our sense of legitimacy as we know it, he said. “\textsc{This transformation the world is going through is fascinating, but also will fundamentally challenge legitimacy. I’m optimistic and pessimistic, because this transformation of legitimacy will cause a lot of pain and violence.}”

Guéhenno also charged that governments are entering conflict and taking actions in the name of combatting violent extremism, but that is not their true priority. “\textsc{The movement against violent extremism is fake},” he said. “\textsc{We know because the political objectives aren’t converging. They’re just being used to broaden [supposed] self-defense.}”
Applied Peacebuilding: From Classwork to Fieldwork

By Rebecca Krisel

Jonathan Carral with his students, fellow teachers, and boys from an orphanage they visited.
In the spring semester, SIPA students specializing in conflict resolution can take the applied peacebuilding course taught by SIPA alumnus Zachary Metz MIA ’01. The course, which emphasizes the practical skills in peacebuilding, requires students to develop a fieldwork project that can be implemented as a summer internship.

I spoke with Jonathan Carral, MIA ’16, a human rights and humanitarian policy concentrator who took the course in the spring of 2015 and completed his summer internship in the Democratic Republic of the Congo. The following is an edited version of our conversation from January 28, 2016.

What program were you working with in the Democratic Republic of the Congo?

My summer internship took place in the eastern city of Goma in the DRC. I had the opportunity to work with Justice Rising International, a small grassroots nonprofit that specializes in education initiatives and building schools in conflict zones.

I worked with the boys to discuss questions of influence, change, identity, and power dynamics in order to inspire them and expand their understanding of what it means to be a hero.

What drew you to this program specifically?

I was in touch with Justice Rising even before starting the class. I had received a Davis Projects for Peace grant to build a vocational training center with Justice Rising for former combatants in the nearby village of Kalembe, which is in close proximity to rebel forces. In addition to rehabilitation, the center also provides help for the many children at risk of military recruitment. The hope is that former child soldiers will learn practical job skills in an apprentice-like atmosphere that will enable them to find jobs and forge a different path.

Prior to coming to SIPA, I had worked with orphan and vulnerable youth in India, China, and Mozambique and saw many similarities in the lives and identities of street children. I wanted to apply the knowledge I gained from those experiences to a conflict zone like the DRC.

Can you describe a typical day in Goma?

After having breakfast with my team, I’d take a motorcycle to school, inside an IDP [Internally Displaced Persons] camp. My primary responsibility was to teach a group of teens participating in the Freedom Boys program, which works to rehabilitate and assist former child soldiers transitioning back into postconflict society. This included teaching a six-week summer English class as well as leading weekly group discussions focused on reenvisioning heroism. Despite horrible abuses, many former child soldiers leave the military with a skewed understanding of heroism and courage. As a result, I worked with the boys to discuss questions of influence, change, identity, and power dynamics in order to inspire them and expand their understanding of what it means to be a hero.

We had to be back home at 5:00 p.m., which we called the witching hour…and that was very real. There were no streetlights, and it felt dangerous.

Can you describe a moment that had a lasting impression on you?

We got word of an attack on a nearby village, where the local head had familial contacts. It was in the Beni region, and the attacks had been going on for some time. I went with my team from Justice Rising to interview the victims. These are the kinds of attacks that go undocumented in the news, as if they never happened.

We arrived by plane and were immediately taken by car to a compound. We were there for just two days. The first day we explained to some community leaders that we wanted to speak to those who experienced these horrendous attacks, get their stories in writing, and distribute them abroad to bring attention to their plight. The next day, we ran seven hours of interviews and spoke to 14 people. It was the most heart-wrenching experience of my life.

You think you know, but you really don’t. Just one after another, after another, and that’s when I had night terrors. It was the smallest way that I could begin to comprehend or empathize with the terrors that plagued these people’s lives on a daily basis. You hear about a mother who watched her child being killed in the raid and having to carry her dead body back to the village.

What lessons did you learn from your experience in Goma?

There is a level of responsibility that comes with having worked with vulnerable populations over a long period of time. I, myself, have been in this line of work since I was 18. Where it was once permissible to mourn and be sad about the things I witnessed, DRC represented the point in my career where I was no longer afforded the luxury of being just a sorrowful Western outsider, but rather, someone who had to be compelled by my feelings of sorrow to actually do something. To take personal responsibility and funnel my emotions into action. With all the injustices that the people of Congo are forced to confront on a daily basis, my tears won’t make the difference. But maybe, if I steward discontent well, my hands will.

What are your career plans, and how will they incorporate peacebuilding?

In the short term, I plan to work within the professionalized peacebuilding field in order to strengthen my managerial and logistical skills. Long term, I intend to start my own organization building community-based child centers around the world. These centers would house homeless and orphaned children while providing education, medical treatment, food, and other essential needs. To me, peacebuilding looks like investing in the most destitute members of a society and training them up to be the change their nation’s needs.
Affan Javed, 28, received a Kathryn W. Davis Project for Peace Prize to implement his Peaceful Puppets project in Pakistan over the summer of 2015. Javed, a Fulbright scholar from Pakistan, is a second-year MPA student concentrating in urban and social policy and specializing in United Nations studies. I spoke with him on September 23, 2015. The following is an edited version of our conversation.

What is Peaceful Puppets?

At Peaceful Puppets, we are using puppets to educate children about the concepts of peacebuilding, negotiation, and conflict management at an early stage in their lives so that they can avoid conflict later on.

The point is enabling children to have conversations that lead to stereotypes being broken. To me, it's not about puppets. The puppets are a means to an end. The absolute dream is that we have peace. And the puppets are tools toward peace.

What inspired you to begin this project?

I’ve always been interested in education, youth leadership, and entrepreneurship. When I got my Fulbright and came to Columbia, I was exposed to peacebuilding and realized that all the work we do in development cannot really sustain itself
unless the peacebuilding infrastructure is in place.

Pakistan is a country that suffers from a security problem. No matter how much effort we put into making our education good, making our health good, there’s always a chance of the security situation overriding that progress. It is important to build peace to sustain development, right? I started understanding that maybe peace needs to be taught in schools from the very early stages.

**You received a Davis Projects for Peace award for Peaceful Puppets. How did you decide on this particular project?**

I knew I wanted to do something in Pakistan. That was clear. But I wasn’t sure whether it would be entrepreneurship, whether it would be education, and how it would link to peacebuilding.

When I went back to Pakistan [over the winter break in December 2014], I talked to a couple of organizations. And I met a friend of mine, Amna Yamin, whose family was successfully running this school called SAYA Welfare Society. The school was near Islamabad so there were no transportation costs, and it had Christian, Muslim, Baton, and Punjabi students. There were very interesting cultural differences among the students themselves, but they were studying together and were from an underprivileged background.

I asked my friend Amna if she would support my idea to work in this school with puppets. She consented, and we started brainstorming about different partner arrangements and what the curriculum could look like.

I wanted to find information stating that teaching peace at an early age would be useful. But, to be honest, there’s not much research available. There’s no way to predict that if you teach peace building to 8- to 12-year-old children, it would be useful in later conflicts. But I had a hunch that creating a space where children can comfortably talk about issues leading to conflict would be good. That space is very easily created when you are not using human faces. The puppets break the ice.

And if the puppet is asking, “why won’t you play cricket with your Christian friend?” it’s more legitimate than having the same question asked by a Muslim guy or a Christian girl, or a teacher.

When children are engaged in stories, which are basically a little tough to digest, through puppets they tend to respond very differently. That was our premise.

**Why puppets?**

I remember one of my friends had a hand puppet, and he was cracking jokes and experimenting with ventriloquism. I found it really funny and also inspiring. I watched Sesame Street growing up; there was an Urdu version where the yellow bird would keep on singing. Somehow that stayed in my head. And there was Mister Count trying to teach counting.

Since I had no experience with puppets, I started looking for organizations that could deliver this curriculum. There weren’t many options in Pakistan, and many organizations were expensive, so we ended up partnering with Gogi Studios [whose projects actively address social issues]. The stories were mostly written by my friend Amna. And I got help from Nida Zafar, also a Fulbright student from Pakistan, who is at Columbia’s Teachers College. She had expertise in education and was very excited to help me develop the curriculum.

**Can you give an example of one of the shows?**

We did a puppet show for the whole school with two puppets: a chicken and a crow. They did not know that they lived in the same place. The chicken said that the crow “didn’t come to the mosque so how would I know you live in the same place?” And the crow replied: “my mosque is different, I go to the church.” Suddenly they realized they were not supposed to talk to each other. But since one of them was a really good ball player, they decided that they could still play cricket together and be a very good team.

After that show, a couple of students mentioned that their parents often fight. They said they don’t want to fight with those who are different because it is easier to just be friends. So that kind of critical thinking started showing. But, to be honest, it’s too early to judge how strong an effect it had.

**Were you able to notice an impact on the children?**

We had students from ages 5 to 12. With the youngest students, it was hard to tell because they are generally more accepting. But with the older students, we had one-on-one meetings and activities with them post-puppet show, and they had a discussion about it.

**What do you have in store for the future of Peaceful Puppets?**

When the program was over, I began thinking about the next steps. Is the program replicable? Can it be adapted elsewhere in the world? Can what we learned in the field be incorporated into the curriculum and deployed in a place where there may be stronger conflict?

The teachers were impressed by the new learning techniques and wanted to introduce them in their classes. I still had funds available and worked with the school in helping with their needs. The teachers required training and more supplies, so they were paired with a teacher-training program in Islamabad.

**What are your future career plans, and how do they relate to peacebuilding?**

I am very inspired by the TEDx movement and want to see if one day we can have people do independent peaceful puppets events. I am using the opportunities here at SIPA to develop a strategy that can enable me to create a grassroots movement with puppet-based interventions brokering peace discussions. It’s ambitious, but I am in no hurry. I want to take it slow and steady and make something worthwhile in due time.
The life and career of New York’s first African American mayor, David N. Dinkins, is one for the history books. And there is no better place than Columbia for scholars looking to write them. The David N. Dinkins Papers and Oral History Project, housed at Columbia University Libraries, has been completed, offering researchers a wealth of material to study the 106th mayor’s contributions to politics and society.

Dinkins himself has been a professor of public policy at Columbia’s School of International and Public Affairs since 1994, when his single term ended. For 19 years, he has hosted the annual David N. Dinkins Leadership and Public Policy Forum, which invites prominent figures to campus to discuss current events. This year’s forum featured Loretta Lynch, 83rd attorney general of the United States (see page 7).

The recent addition of 10 hours of oral history recordings, conducted by History Department fellow Megan French-Marcelin, was the final piece of the archive, warranting a celebration at SIPA on December 3, 2015. The event coincided with the 25th anniversary of Dinkins’s historic inauguration as first black mayor of the city and weeks after the city renamed the Manhattan Municipal Building at 1 Centre Street after him.

The archive, comprised of 91 linear feet of boxes, includes speeches, fundraising letters, campaign materials, endorsements, position papers, and more, according to University Librarian Ann Thornton.

On display were a letter signed by tennis great Arthur Ashe and Gloria Steinem supporting Dinkins in his successful 1985 run for Manhattan borough president, and a flier for Dinkins’s 1989 mayoral race featuring a photo of Muhammad Ali and the boast that the candidate “packs a wallop.”

The sweep of Dinkins’s life encompasses Howard University, the Marine Corps, and Brooklyn Law School, during which Dinkins worked in his father-in-law’s liquor store. Next came a series of elected and appointed positions—New York state assemblyman, Board of Elections president, city clerk, and Manhattan borough president—before his 1989 mayoral victory.

His papers join a library already rich in holdings of other New York City mayors, including John Purroy Mitchel (CC 1899) and Seth Low (CC 1870), who in 1901 resigned as president of Columbia to become the city’s top executive. They complement the University’s extensive collection on Harlem’s political, social, and cultural history, which includes the dancing great Arthur Mitchell’s archives and the papers of poet Amiri Baraka.

Ester R. Fuchs, professor of public affairs and political science and director of the urban and social policy program at SIPA, moderated a panel with Dinkins, Alondra Nelson, dean of social science and professor of sociology and gender studies, and Carl Weisbrod, a former member of the Dinkins administration who now chairs New York City’s Planning Commission. She asked Nelson to discuss the former mayor’s place in history.

“Mayor Dinkins’s legacy extends the work of earlier black mayors in smaller cities in the 1960s that was an outgrowth of the electoral and litigation successes of the civil rights movement and indeed the emergence of a Black Power movement,” Nelson said. “It also prefigures and shapes what would become the Obama presidency.”

Toward the end of the program, Dinkins, looking out over a sea of friends and former colleagues, said, “What I hope people will understand and appreciate tonight—and I say this to students whom I am privileged to teach—nobody but nobody gets anywhere alone. Everybody stands on the shoulders of others.”
Hon. Michael A. Nutter, Former Philadelphia Mayor, Joins Faculty

The Honorable Michael A. Nutter, who completed eight years of service as Philadelphia's mayor on January 4, 2016, has been named the inaugural holder of the David N. Dinkins Professorship of Professional Practice in Urban and Public Affairs. The professorship honors Dinkins, the first African American mayor of New York City and a professor of professional practice at SIPA since he left office in 1994. The professorship is reserved for an individual with a distinguished record of public service in urban affairs who embodies Dinkins's values and vision.

Dean Merit E. Janow of SIPA announced the selection at the 19th Annual David N. Dinkins Leadership and Public Policy Forum, held on April 7, 2016, at Columbia University's Alfred Lerner Hall. (See article on page 7.)

Nutter, who joined the faculty this semester, is currently teaching the course Leadership and Urban Transformation. He served as the 98th mayor of Philadelphia—the nation’s fifth largest city—from January 2008 to January 2016 and as president of the U.S. Conference of Mayors from 2012 to 2013. During his time in office, he was widely recognized as a reformer, leading changes in policing, economic development, taxation, sustainability policy, and other areas.

In 2014, Nutter was named as one of Governing magazine's Public Officials of the Year; in 2011, Esquire magazine cited him among its Americans of the Year. During Nutter’s mayoralty, Philadelphia’s city government received more than 150 awards for innovative programs, good government practices, and general excellence.

Before winning election as the city’s chief executive, Nutter served on the Philadelphia City Council for almost 15 years, from 1992 to 2006. He was also the chairman of the Pennsylvania Convention Center Authority Board from 2003 to 2007 and president of the U.S. Conference of Mayors from 2012 to 2013.

In his two terms as Philadelphia’s mayor, Nutter saw the city fulfill many of the major goals he set. As part of an overall reduction in crime, homicides fell to their lowest level in almost 50 years. Improvements to the education system saw rates of high school graduation and college attainment increase. The city launched a bike-share system, added miles of bike lanes, and pursued other environmental reforms.

After taking office amid a global financial crisis, Nutter oversaw an upgrade of Philadelphia’s credit rating that brought it to the A category for the first time since the 1970s. He reformed the city’s property assessment system and worked to attract new residents and businesses. As a result, Philadelphia grew in population each year and welcomed billions of dollars in new investment.

As mayor, Nutter spoke often of the importance of ethical and transparent government that strives to provide efficient and effective customer service.

“I am deeply honored and excited to have been asked to serve as the inaugural David N. Dinkins Professor of Professional Practice in Urban and Public Affairs. I have admired Mayor Dinkins for many years for his trailblazing leadership as New York City’s first African American mayor,” Nutter said. “The opportunity to work with such distinguished faculty and incredible students at this internationally recognized university is an enormous responsibility and creates an important platform to continue my focus on the leading urban challenges in the United States and around the world.”
The Trials of Constance Baker Motley

By Rebecca Krisel

Constance Baker Motley with President Lyndon B. Johnson

Constance Baker Motley, a legal advocate and a pivotal figure in the Civil Rights movement, was the first black woman to serve in the New York State Senate, as well as the first woman to be Manhattan borough president.

In 1966, following the encouragement of New York’s Democratic Senator Robert F. Kennedy and Republican Senator Jacob K. Javits, President Lyndon B. Johnson appointed Motley to the federal bench of the Southern District of New York. She was the first female African American federal judge.

On October 8, 2015, the Dean’s Seminar Series on Race and Policy hosted a screening and panel discussion of the film “The Trials of Constance Baker Motley.” The panelists included SIPA dean Merit E. Janow; Joel Motley, the son of Judge Constance Baker Motley; former mayor David N. Dinkins, SIPA Professor in the Professional Practice of Public Affairs; and Alondra Nelson, dean of social science and professor of sociology and gender studies at Columbia.

“Judge Motley played an important role in the desegregation of higher education,” said Nelson. Though most of her work was done through the courts to put an end to segregation in higher education, she also visited Rev. Dr. Martin Luther King Jr. in jail, sang freedom songs in churches that had been bombed, and spent a night under armed guard with Medgar Evers, the civil rights leader who was later murdered. “Today, in our post-Civil Rights era, it’s easy to be a little dismissive of the power of the law to effect social transformation and to think that the law is not radical enough to spur change, but this film moved me to reconsider [the role of the law in social movements].”

“She litigated her civil rights cases with meticulous skill and rigor,” said Janow. As the film depicted, Judge Motley was a tall, gracious, and stately woman whose oft-stated goal was as simple as it was sometimes elusive: dignity for all people. She also adopted a dignified approach to her work.

“It took enormous courage to do what she did,” said Dinkins. “You had to be ten feet tall to get recognition, and this magnificent woman took a step down to be borough president.”

In the film, Judge Motley was asked about her role as a professional woman, and to this she responded: “I think a home ought to be run like a business.”

“She was very honest about the fact that professional women may not be able to ‘have it all,’ let alone black women,” said Nelson. “She never did intimidation very well,” said Joel Motley, also a lawyer and managing director at Public Capital Advisors.

As the film ended, a photo appeared of Judge Motley sitting with nearly 20 white men in a group photo for the judges of the U.S. Court for the Southern District of New York in 1966. This image is emblematic of Judge Motley’s ability to transcend and combat the race and gender disparities present in the 1960s. She should not only be remembered as an icon of the civil rights movements, but also as a symbol of feminism.
Utah Governor Gary R. Herbert Discusses State-Based Solutions to National Challenges

By Rebecca Krisel

"Let’s get states back in the driver’s seat,” said Governor Gary R. Herbert of Utah. “States are the laboratories of democracy, and they offer opportunities to experiment with policies.”

Herbert, who in July 2015 was elected chair of the bipartisan National Governors Association, visited SIPA on September 29, 2015, to discuss the importance of promoting state-based solutions to national challenges while enhancing federal-state collaboration.

He argued for a reduced federal role in state policy because, he said, “the one-size-fits-all federal policies are inefficient at solving state-specific problems.”

Dean Merit E. Janow introduced the governor and then asked: “How do you get 50 states to vote for you to be the chairman of the National Governors Association?”

Herbert responded with a brief show of humor: “I’m the only governor who is not running for president!”

Characterizing himself before an unfamiliar audience, Herbert said, “I’m a Republican from a red state. I am conservative in principles, and I tend to be moderate in tone, and inclusive in process.”

He highlighted the role of states in developing innovative policies. The governor of Utah since 2009, Herbert said he has focused on economic development within his state, nationally, and internationally. “I want Utah to be a premier global state to do international business,” he said.

Named the most business-friendly state by Forbes in 2014, Utah had an unemployment rate of 3.4 percent in April 2015 against a national rate of 5.1 percent in August 2015. Utah’s economy has also expanded 2.4 percent per year over the past five years—fifth best in the United States.

The governor also talked about Utah’s passage last spring of a law that bars discrimination in employment and housing based on sexual orientation and gender identity. He described a successful legislative process through which he was able to bring leaders from the LGBT community and religious leaders together to support a joint bill founded upon comprise between disparate interest groups.

“I told them I would not sign anything into law if it was going to be on separate and competing bills,” said Herbert.

Responding to a student’s question about the challenges that arose in finding a compromise between these groups and the lessons that can be drawn from the process, the governor said: “inclusiveness allowed for Utah to figure out an emotional issue for religious freedoms and gay rights.”

The bill sent a message to a politically riven nation that compromise was possible, even on one of the most divisive social issues, even in one of the country’s most conservative states.

Overall, Herbert made a case for stronger state autonomy. “States are in a more nimble position to offer solutions,” he argued. “In the history of the United States, the states came first. Federalism is a product of the states, and we are a democratic republic.”
Kayleigh B. Campbell, a sixth-year PhD candidate in sustainable development, has received a pair of grants that will support her research examining transportation infrastructure in New York City and abroad. She received a Dwight D. Eisenhower Graduate Fellowship from the Federal Highway Administration and a Student Travel Grant from the Volvo Research and Education Foundation.

The Eisenhower fellowship will allow Campbell to continue her research on the impact of bike sharing on other forms of urban transportation in the city. Her adviser is Elliott Sclar, a professor with appointments at SIPA, The Earth Institute, and the Graduate School of Architecture, Planning and Preservation.

New York’s bike-share program, known as Citi Bike, began service in May 2013. Because the first phase of implementation brought bicycles to Manhattan below 60th Street, but not above it, Campbell saw a research opportunity. Using the area that received Citi Bike stations as a treatment group and the area that did not as a control group, she was able to isolate the effects of the introduction of the bike-sharing system on the existing infrastructure, in particular on bus ridership.

Campbell’s findings, while not yet released, are particularly important for understanding the relationship between bike-sharing systems and our preexisting transit networks.

Along with collaborators Jacqueline Klopp of the Center for Sustainable Urban Development and James Rising PhD ’15, Campbell is using accessibility maps to highlight the importance of looking at transportation as more than just a means to travel from point A to point B. Rather, it should be seen as a means to increase the number of opportunities available to those who make use of established means of transportation.

Campbell, Rising, and Klopp created a series of heat maps depicting “a spatially explicit visual representation of the level of access that a person has at any given location in Nairobi,” paying particular attention to variability in access by neighborhood. She explains that a neighborhood serves as a proxy for its inhabitants’ social economic status—including the likelihood of car ownership and ability to pay for transportation—allowing for a better understanding of the need for higher levels of access to services beyond reasonable walking distances.

The team uses data from the Digital Matatus project, which mapped out Nairobi’s entire informal transport sector.

Campbell and Klopp traveled to Nairobi this past August, where Campbell gave a seminar to faculty and student members of the Kenya Transportation Research Network at the University of Nairobi. She and Klopp also presented their research at Twaweza, an East African think tank. Their presentation on measuring and visualizing accessibility in Nairobi sparked conversations about how poorly the ways we measure transportation infrastructure reflect the actual level of access that individuals have. Participants were particularly engaged in understanding if new measures could better highlight inequalities in transportation access across Nairobi.

Tomara Aldrich is the program coordinator for the PhD in Sustainable Development program.
Bridging the Diversity Gap: SIPA Students Host Inaugural Career Summit

By Damian Fagon

On January 29, 2016, SIPA Students of Color (SSOC) hosted the Inaugural Diversity and Inclusion Career Summit. In keeping with SSOC’s mandate to support the advancement of underrepresented students as future public policy and development professionals, the summit brought together more than 120 students, alumni, and prospective students with 30 plus innovative public and private sector organizations. The summit sought to gather the thoughts and questions of forward-thinking leaders in the diversity and inclusion space and to begin to formulate an answer to the question of how students should be thinking about diversity and inclusion in the context of their careers, a rapidly changing demographic landscape in the United States, and an interconnected global community.

Panelists and hiring officials in attendance all acknowledged the growing body of research that has shown how a diverse and inclusive workforce can increase financial performance, enhance an organization’s reputation, help it to attract talent, and encourage innovation. “When you’re solving difficult problems, you need a broad perspective of employees in order to reach the most efficient solutions,” argued Sybil Burnet, special adviser at the Federal Bureau of Investigation.

The half-day event included a luncheon, four interactive workshops, panel discussions, and a closing networking reception. The event provided a unique opportunity for corporate and nonprofit partners to network with members of the SIPA community, including representatives from the Clinton Global Initiative, the New York City Economic Development Corporation, Kiva, The Goldman Sachs Group, The Brookings Institution, The Bridgespan Group, OutRight Action International, the World Bank, and many more.

Building on the success of the summit and in response to high student demand, SSOC plans to host the 2nd Annual Diversity and Inclusion Career Summit in mid-November.

Jessica Taylor MPA ’12 and Goldman Sachs VP speaks with a current student following the Finance and Corporate Social Responsibility panel.

From left: Annah Mwendar MIA ’17, Cameron Torreon MIA ’17, Krithika Harish MIA ’17, Rachel Macauley MIA ’17, and Shawn Bush Jr. MIA ’17

Damian Fagon MPA ’17, president of SIPA Students of Color, is concentrating in Economic and Political Development.
Writing about the one-child policy is like trying to explain a tax code. I didn’t want to just give a dry analysis of the policy. I wanted to share the stories of the people most affected by the policy,” said Mei Fong MIA ’01.


Having experienced a miscarriage while she was reporting these stories, Fong became particularly interested in the human cost of the one-child policy: “[The book] is really a meditation on the cost of parenthood. I felt very personally connected to stories of parents who’ve lost children. And I decided to put myself into the book, because it lent itself to the story.”

Fong began her career in journalism as a reporter in Singapore at The New Paper, writing stories about local crime, forest fires in Indonesia, and gang warfare in Macau. With a scholarship from Singapore’s Lee Foundation, she came to SIPA with the intention of increasing her knowledge of policy. After graduating in 2001, Fong joined The Wall Street Journal, where she reported on New York’s recovery after the 9-11 attacks and later won a shared Pulitzer for her stories on China’s transformation in the run-up to the 2008 Beijing Olympics.

The research for her book began while reporting on China’s worst disaster in a generation: “After the Sichuan earthquake, almost an entire generation was wiped out,” she said. “Since most of these families had been sterilized as a requirement under the one-child policy, they couldn’t have more children.”

The Chinese name for those parents whose only child has died is shidu, and this population is increasingly marginalized in Chinese society. “There are about a million shidu parents in China, with 76,000 joining their ranks yearly, and they’re really to be pitted, because they not only lose financial security with the death of a child, but they also have difficulty getting accepted into nursing homes or buying a burial plot, and they fall far down the societal totem pole,” said Fong.

The one-child policy also resulted in a lower female birth rate. “The Chinese population is too male, too old, and too few. By 2030, there will be a 30 million surplus in males,” noted Fong.

Though Chinese women in urban areas have generally benefited from the policy—their families have more resources to spend on education, health, and nutrition—the overall shortage of women will not translate into a gain for the female population at large: “I fear that there will be a backlash in the future against women’s rights in China. The fact that there is a shortage of women should suggest that they have the upper hand, but China is still a very patriarchal society. We do not see many women in business ranks and certainly none at the most political elite levels,” said Fong.

The Chinese population is also experiencing an increasingly aging demographic: “Currently, there is a nine percent retiree population, with a dependency ratio of about five working adults to support one retiree. That’s a healthy ratio. In about 20 years that’s going to jump to about 25 percent, with a dependency ratio of 1.6 working adults to support one retiree.” This ever-increasing retiree population will have implications for the Chinese economy as well as consequences on the size of pension funds for the future workforce.

Since the one-child policy was initially passed as a means to control population growth in China, one could claim that the policy was successful. Nonetheless, 30 years after the policy was introduced, it has brought into question the historical and cultural fabric of the Chinese family. “The policy is a victim of its own success,” noted Fong. “The little prince is becoming the little slave.”
On December 12, 2015, in Paris, the UN’s Framework Convention on Climate Change concluded its 21st Conference of the Parties (COP21) with a landmark agreement among the world’s nations to reduce emissions that increase global warming. The historic pact reflected unanimous agreement among 196 participating nations.

“There is no legal commitment that compels countries to achieve their targets or ratchet them up in five years,” said Jason Bordoff, professor of professional practice in international and public affairs and founding director of the Center on Global Energy Policy at SIPA. “The new framework recognizes that the biggest obstacle has been mobilizing political support for more robust domestic climate policies.”

In addition to Bordoff, the following SIPA faculty also joined the COP21: Scott Barrett, the Lenfest-Earth Institute Professor of Natural Resource Economics; David Sandalow, inaugural fellow at SIPA’s Center on Global Energy Policy; Travis Bradford, associate professor of professional practice in international and public affairs and director of SIPA’s Energy and Environment concentration; Ben Orlove, professor of international and public affairs at SIPA and official observer of the Nepal-based International Center for Integrated Mountain Development. Jeffrey Sachs, director of The Earth Institute at Columbia and Quetelet Professor of Sustainable Development, was also one of the participants.

While the Paris Agreement is recognized as a remarkable diplomatic achievement in bringing consensus among 196 states on targeted emission reductions and limiting global mean temperature change to 2 degrees Celsius, the issue of implementation remains in question.

Considered a self-enforcing plan, the Paris Agreement is based on a voluntary approach for each country to do its part in upholding the set targets. This can create a system for free riders, where one country may not be willing to reduce its emissions without the assurance that its counterparts are doing so as well. “The Paris Agreement won’t achieve much just for existing. If the agreement is really to pay off, countries need to invest in its implementation,” said Barrett.

Nonetheless, the Paris Agreement symbolizes a shift in consciousness of the global community toward the deleterious effects of climate change and carbon emissions. “The diplomats have done their job: the Paris Agreement points the world in the right direction, and with sophistication and clarity. It does not, however, ensure implementation, which necessarily remains the domain of politicians, businessmen, scientists, engineers, and civil society.” —Jeffrey Sachs

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said Orlove. Among other things at the Paris Conference, Orlove organized a gathering of small mountainous countries to discuss glacier retreat and its consequences, including Tajikistan, Bhutan, Peru, Bolivia, Switzerland, Austria, and Norway. These small glaciers countries are seeing their ecosystems change drastically from the effects of climate change.

In addition to faculty, SIPA students Lia Cairone MIA ’16, Cait O’Donnell MIA ’16, and Göksenin Öztürkeri MIA’16 were among those who took part in various activities around the conference and live tweeted the events.
The SDGs are a campaign slogan, not a plan,” said Sakiko Fukuda-Parr, the vice chair of the UN Committee for Development Policy and professor and chair of the Development concentration at the New School. “They will be effective if civil society and governments champion the implementation of the SDGs in a selective way.”

Fukuda-Parr spoke at a November 15, 2015, panel discussion on the new Sustainable Development Goals (SDGs) and their implications for international, as well as national, development priorities. Recognized as the broadest framework for international development yet, the SDGs offer a set of guidelines for sustainable economic, social, and environmental development. In addition to critically assessing the potential of the SDGs, the panel also considered the roles of multilateral organizations, governments, civil society, and the private sector in realizing the SDGs by 2030.

Joined by a panel of development and human rights experts, Fukuda-Parr spoke, along with SIPA professor José Antonio Ocampo, chair of the UN Committee for Development Policy and director of SIPA’s Economic and Political Development concentration; Yasmine Ergas, a professor of international human rights law and director of SIPA’s Gender and Public Policy specialization; and George Gray Molina, chief economist for the Regional Bureau for Latin America and the Caribbean at UNDP and adjunct associate professor at SIPA. Eugenia McGill, a lecturer and the associate director of the Economic and Political Development concentration, moderated the panel.

“The SDGs are a step forward,” said Ocampo. They replace the UN Millennium Development Goals, known as the MDGs, set at the turn of the century. The latter were criticized for being too prescriptive in the implementation of the goals and hindered the ability for grass-roots change to occur.

While critics of the SDGs have noted its wide scope and loose implementation guidelines, others have applauded the shift away from a top-down development framework. Since the framework is nonbinding, the impact of the SDGs will require the creation of domestic policies that seek to support it.

“The quantification of progress in the MDG framework assumed a lack of national context,” said Fukuda-Parr. In contrast, the SDGs—as subscriptive goals—will allow for the measurement of progress against a nation’s own history. “Over the course of the last 15 years, African countries were making progress but were seen as failures because they did not meet the MDGs goals,” Fukuda-Parr added.

“The SDGs are universal, and they are a piece of international politics. They reflect the way that development has evolved globally,” noted Fukuda-Parr. The SDG planning process included members of the public, private sector, and civil society and are seen as less reductionist than the MDGs. “They are not about ending poverty and they are not a technocratic process. This is really important.”

“This is a political negotiation. Don’t look for a theory of change,” said Molina. “It’s a message of member states to the world that we have a vision.”
U.S. Energy Secretary Ernest Moniz sat down with the Center on Global Energy Policy’s David Sandalow at COP21 in Paris last December to discuss climate change and energy innovation.

David Sandalow: Thanks for sitting down with me, Mr. Secretary. What are you doing here in Paris?

Secretary Moniz: I’m helping deliver President Obama’s message on climate change. As the President emphasizes, clean energy technologies are central to meeting the challenge of climate change. Roughly two-thirds of the heat-trapping gases released each year come from the energy sector. Any solution to carbon change requires a transition to low-carbon energy sources.

At the U.S. Department of Energy, we’ve been investing heavily in clean energy technologies for many years. We provided early funding for solar, wind, and many other clean energy technologies to help them grow to scale. Today our programs are more than $4 billion per year and include funding for early stage innovation, demonstration projects, and commercialization. We manage an extraordinary national lab system that has helped produce some of the world’s most important energy innovations and has the potential to do much more. That’s one reason I’m so excited about Mission Innovation.

David Sandalow: What is Mission Innovation?

Secretary Moniz: It’s an initiative announced by President Obama and leaders from 19 other countries here in Paris. Each of these countries pledged to double its investment in clean energy R&D over the next five years.

Participating countries span five continents. They represent 58 percent of the world’s population and include the five most populous countries in the world—China, India, the U.S., Indonesia, and Brazil. They include countries with high penetration of renewables in their power sectors such as Canada, Norway, Denmark, Brazil, Chile, and Germany. They also include some of the largest oil and gas producers, such as, of course, the U.S., but also Saudi Arabia, the UAE, Mexico, and Norway.

Together the Mission Innovation nations provide more than 80 percent of the government investment in clean energy around the world, adding almost $10 billion annually in energy R&D when doubling is reached in 2020. Doubling this innovation investment is going to make a big
difference, not only for taking on climate change, but also for increasing energy access, boosting economies, and promoting energy security.

David Sandalow: What type of innovations do you expect?

Secretary Moniz: We have the potential for innovations in the full range of low-carbon technologies. That includes solar, wind, storage, nuclear, CCUS, energy efficiency, and more. Different countries have different priorities—this will be a broad-based global effort.

At the U.S. DOE, our initiative to implement Mission Innovation will be broad based. It will include work on specific low-carbon technologies as well as systems solutions. It will encourage greater effort and collaboration by all participants in the innovation process, including individual innovators, universities, private companies, and National Labs.

David Sandalow: Does the success of these programs depend on businesses commercializing the technologies developed in government research programs?

Secretary Moniz: Yes—that’s why Mission Innovation was developed in parallel with the Breakthrough Energy Coalition, announced at the same time by Bill Gates and 27 other investors from 10 countries around the world. This coalition has committed to investing in clean energy technologies to move them from the laboratory to the marketplace in countries participating in Mission Innovation. They will exercise more patience and risk tolerance than is typical for clean energy investors. It sends a strong signal to the energy industry: there are significant commercial and economic development opportunities in accelerating a cleaner energy future. The fact that this group of investors has joined together with the stated goal of “patient but transformational” investment underscores the critical importance of Mission Innovation and highlights the value of public-private partnerships.

David Sandalow: Any final thoughts?

Secretary Moniz: Clean energy is a growing economic opportunity. The global clean energy market is growing rapidly, and early innovation will surely have an advantage in that marketplace. The U.S. solar industry now employs more people than vehicle manufacturing and has been adding jobs 20 times faster than the wider economy.

I also believe that clean energy technology innovation that continues strong cost reduction is ultimately the solution to climate change. We need to accelerate clean energy innovation now if we’re going to be able to get to the very deep reductions in greenhouse gases we need to in the not-too-distant future. That cost reduction will also allow us to advance universal energy access in developing countries, even as they follow a clean energy pathway.

From left: David Sandalow with U.S. energy secretary Ernest Moniz
John Mutter on The Disaster Profiteers

By Marcus Tonti

John Mutter, who holds a joint appointment as professor of international and public affairs and professor of earth and environmental sciences, is also director of graduate studies for the PhD program in sustainable development. His recent research has focused on the role of natural disasters in constraining development opportunities for poor and emerging societies—a subject touched on in his new book, The Disaster Profiteers. This is condensed from a longer August 2015 conversation with SIPA News.

You’ve said that physical sciences are very much predictive, social sciences less so. What’s the relationship between the two with respect to natural disaster?

A natural disaster involves a physical phenomenon like a hurricane or an earthquake, while the true consequences are social phenomenons like multiple deaths and economic losses. After the natural spasm happens, the natural scientists often leave the scene, and the social scientists take over. They think there’s little reason to have a conversation.

But—as we talk about in the sustainable development PhD program—you can’t think in a comprehensive way about problems that affect human progress from the perspective of just the natural sciences or just the social sciences. Natural disaster is one important example. Scientists, for instance, try to predict where and when earthquakes will occur and how large they might be. This has proven to be a very difficult and largely unsolved problem. At least when you see a cyclone coming, you’ve got days to figure when and where it will make landfall and the strength when it makes landfall. But predicting everything that a scientist can predict [even in the most accurate case] won’t predict the death toll, economic damage, recovery time, or tell us how to recover. It tells us none of that. It is a characteristic of the problem, not a failure of the science.

It’s obvious that whether we like it or not, the world is a very uneven place; people are at different levels of economic development, and there are great differences in the welfare of people across and within countries. If you land an earthquake in a poor place, the outcome is sure to be different from the outcome if it hits a rich place.

At least 100,000 people died in the Haiti earthquake in 2010. For Superstorm Sandy, the best estimate is that 171 people died in total, and here in the New York metropolitan area we had the largest proportion of that total. But that’s statistically zero if you think of the tens of millions that make up the population of the whole area affected. Most people were more inconvenienced by Sandy than seriously impacted.

What may confuse people is that so-called economic losses are greater in wealthy countries, but that is simply because the capital stock has greater value. It says nothing about the ability of a country to absorb a disaster shock.

What did you see in the aftermath of various disasters?

There’s a lot of media coverage at first because disasters are usually spectacular, but then it seems it gets boring. They take 1,000 feet of film of houses falling down, and then it’s not a story any more. I’ve watched the newspapers on this: Coverage moves from the front page to the inside, then toward the back until it’s gone. And the next time you see anything, it’s an anniversary. This year [2015, when the interview was conducted] is 10 years since Hurricane Katrina, for example.

Go back to the beginning premise that we live in an uneven world, with uneven outcomes. Using quasi-logic, [people argue that] the places most damaged in a disaster must be the most vulnerable, and therefore the wrong place to build back—it just happens to be that’s where all the poorest people live. But over decades and centuries, the rich have figured out where high safe lands are and left the poor people the low lands. That separation repeats all over the world: the rich are in safe places, the poor are in unsafe places. Inequalities are further exacerbated in a disaster because the rich can cope and the poor can’t. It exaggerates what’s already there. It increases the divide.

At the same time, you observe that disasters can have positive outcomes in addition to the obvious negative ones. Can you elaborate?

So the argument goes like this: In a society with rich and poor people, a disaster preferentially destroys poor people’s assets and weak infrastructure. So then, for example, if you replace a rickety old one-lane bamboo bridge with a cement-and-steel structure with two lanes in both directions, all of a sudden commerce is better, immediately and for years.
Beyond the temporary bump for the building industry that almost always happens, new airports, better ports, schools, and hospitals are lasting things that can provide direct public good. If you can rebuild in a way to improve conditions under which commerce takes place, you can improve the economy in theory. But there are not so many places you can show where this has actually happened, where the average person was better off.

Disaster creates opportunity, and people with influence can take advantage. Disasters allow you to start over again. In New Orleans, 100,000 poor people left and never returned—as a consequence the average income has increased because you took 100,000 poor people out of the average. The schools they’re building are charter schools, there’s a better hospital under construction, they’re promising a lot of things. So it’s better for some people, but not the 100,000 who got flushed out, or the remaining poor who will still not be able to afford the good schools.

If a certain group suffers disproportionately in a disaster, what distinguishes whether you should rebuild?

When a place turns out to have been dangerous, we look at homeowners as if they were stupid to be there in the first place. But they weren’t there out of hubris. At Breezy Point in the Rockaways, nobody had told these homeowners that this was a dangerous place to live. In New Orleans, people had been herded to the Lower Ninth Ward, below sea level.

My view is this: If you can protect people, you should. In New Orleans there’s now a huge system that’s going to protect against storm surge, which should have been in place before. MRGO [a shipping channel that exacerbated the damage caused by Hurricane Katrina] has been closed. The levees have been strengthened. If there’s another Katrina, they’d be OK. New Orleans is worth preserving, it’s a wonderful place, and we can afford it.

If you can’t protect it, like you can’t protect the Rockaways without a sea wall, you shouldn’t. Haiti remains a place that’s going to be prone to large earthquakes. If you can’t protect people in Port-au-Prince, you should make an effort to relocate the businesses that brought people there. It’s not a city of strong allegiances or great historic importance; if you give people a job elsewhere, they’ll go.

How does this book tie in to what PhD in Sustainable Development students might be studying?

I didn’t write it with the intention to be exemplary like that, but it does contain the sort of ideal that you have to think on both sides of the fence to make any headway with a problem in sustainable development. And you also have to think in a way that other people are not. Pick something others haven’t pushed so hard on, and look at it with binocular vision. I hope that students like it.
Alumni Profile: Jessica Prata
EMPA ’12

By Lindsay Fuller

“I wanted to go to a program where the students were mission driven,” says Jessica Prata MPA ’12 of her decision to pursue an Executive MPA degree at SIPA. “You can get the same skills in a number of different programs, but it’s the lens that SIPA uses to teach you those skills that I thought was most applicable to the career path I was on.”

Prata’s career path is sustainability management. Since June 2013 she has served as assistant vice president of Columbia’s Office of Environmental Stewardship.

“I love my job. I have the opportunity to really make a difference,” Prata said in a recent interview at her office near the Morningside campus.

Columbia’s Office of Environmental Stewardship has three main functions. Staff help develop and implement sustainability programs, such as composting, and create opportunities for students to conduct environmental projects on campus. They’re also currently preparing the University’s first-ever strategic sustainability plan.

For Prata, the opportunity to lead Columbia’s strategic efforts on sustainability was especially appealing because it represented an important new direction for the University.

“Columbia has a long-standing commitment to sustainability,” Prata notes, “but our efforts have never before been organized in a plan with measurable goals.”

Prata and her team now work closely with The Earth Institute, students, and operational stakeholders to develop the sustainability plan, which she says will represent “a big step forward” for the University’s environmental goals.

Before going to work for Columbia, Prata was the first-ever corporate sustainability officer at NewYork-Presbyterian Hospital, where she ran a program that she started herself.

All told, she spent nearly 10 years working in health care before enrolling in SIPA’s Executive MPA program. While she experienced professional success, Prata perceived gaps in her undergraduate liberal arts education and sought a foundational background in statistics, economics, and policy analysis to move her career forward.

She was pleased that SIPA also provided “backbone in-classroom training” about environmental studies, which supplemented what she had learned on the job at NewYork-Presbyterian.

But SIPA’s most valuable resource, Prata says, were the students and faculty.

“It’s such a rich network. This is a distinct advantage of being a Columbia alumna,” she adds.

“The people that I met in the program, and the network that I got … it’s what’s stayed with me the longest,” she says fondly. “I even met my maid of honor at SIPA; at my wedding, the SIPA table was the largest one!”
After serving with the United States Peace Corps, Danny Giddings was eager to expand his knowledge of the various environmental, economic, and social issues involved in agricultural production. For Giddings, the MPA-ESP program offered the perfect combination of environmental policy and education in the hard sciences.

What drew you to the Master of Public Administration in Environmental Science and Policy program (MPA-ESP)?

I have an undergraduate degree in political science and a strong background in agriculture, having grown up on a farm and worked with small stakeholder farmers in Cameroon and the U.S. So I knew I was interested in a graduate program where I could concentrate on the agriculture/environment nexus. The MPA-ESP program stood out as the only top-ranked program with a heavy focus on environmental sciences—something I felt I lacked coming from a mostly policy background.

What were you doing before you started the program?

I started the program right after completing two years of service with the U.S. Peace Corps in Cameroon. During my service I worked as an agroforestry extension agent/agribusiness adviser, collaborating with small stakeholder farmers to increase the sustainability of their operations with agroforestry and other improved agriculture techniques, which consequently improved long-term yields and profitability.

I also worked extensively with Cameroonian government ministries and public schools on projects ranging from soybean production and transformation trainings to malaria and HIV/AIDS awareness and education. Observing the parallel environmental impacts of agriculture within the drastically different contexts of Cameroon and the U.S. was an incredibly valuable experience.

What area of environmental policy and management are you most interested in?

I am most interested in policy that addresses the problematic suite of environmental, economic, and social issues involved in agricultural production. The impact of agriculture on water resources and atmospheric carbon dioxide levels is substantial. Reducing that impact in an economically feasible way is critical to ensuring that global food production continues to meet the demand of a growing population.

What skills and tools do you hope to acquire through the program?

My goal is to continue to develop technical and analytic skills that will help me understand complex environmental issues. For example, I hope to build on data visualization skills I learned in the GIS course this fall while working with a climate scientist from Lamont-Doherty Earth Observatory to research technical strategies to reduce the climate impact of livestock production. In one of my electives this spring, I am studying policy models for agricultural and rural development. At the same time I will be learning about the constraints within the municipal budgetary planning process in my internship as a budget analyst at the New York City Office of Management and Budget.

What is your favorite class in the MPA-ESP program so far, and why?

The Workshop in Applied Earth Systems Management experience has been particularly rewarding. For the last two semesters nine classmates and I have conducted an in-depth analysis of an EPA-led, interagency ecological restoration program for the Great Lakes region. I enjoyed studying program design within the context of the scientific complexities of ecological restoration. Serving as manager in the fall term has provided a valuable simulation of real-world project management as I work with my team to implement a work plan and ensure the timely delivery of quality outputs.

How do you intend to utilize your degree from the MPA-ESP program to further your career?

I would like to work as a project manager or policy analyst within the public sector to design and implement programs that promote conservation agriculture while protecting natural resources. Using the skills I develop here and the vast Columbia network, I hope to work at a federal agency like the Natural Resource Conservation Service, the U.S. Fish and Wildlife Service, or the U.S. Forest Service, all of which conduct the type of work I am interested in.

Sarah Tweedie is the former associate director of the MPA in Environmental Science and Policy program.

By Kristen Grennan

The 11th annual Columbia University Energy Symposium was, in the words of Professor Travis Bradford, “a new and different kind of event.”

Bradford, director of the Energy and Environment concentration at SIPA, welcomed 269 students and 145 professionals to Columbia University’s campus on November 5 and 6, 2015, for a discussion on the future of the energy field. Focused on the theme “Synergy in Energy,” the symposium sought to illustrate how energy leaders are making a difference and what current students can expect as they prepare to enter (or return to) the professional arena.

The SIPA Energy Association (SEA), a student-run group, joined with counterparts at Columbia’s law, business, and engineering schools in organizing the event. This year’s symposium also featured an additional day devoted to student-oriented events, including a case study competition, a clean tech showcase, and a career fair.

“Building on the success of previous years, we shaped this year’s symposium as a forum for young energy professionals, organized by young energy professionals, intent on tackling the biggest issues spanning the sector,” said Joel Smith MPA ’16, an SEA member of the organizing team.

The energy career fair featured 16 recruiters representing a broad section of the energy sector—including Shell, NYSERDA, Level Solar, Engility, and Argus Media. Students had the opportunity to sit down with employers to learn about what their needs are and see where the field is going.

The case competition, sponsored by Booz Allen Hamilton, featured seven teams from Columbia University, Cornell University, the University of Pennsylvania, Dartmouth University, and Yale University.

The clean tech showcase put the spotlight on startups’ innovations, giving students the opportunity to network with entrepreneurs, and entrepreneurs a chance to pitch their ideas.

The symposium’s second day featured a full slate of panels, with 32 speakers discussing all kinds of energy systems, including capital market dynamics, utility transformation, and the future of oil and gas markets.

“No one discipline has all the answers to solving our energy challenges,” said Bradford in his opening remarks, underscoring the value of bringing together professionals and students from a variety of backgrounds to discuss energy issues.

Keynote remarks were made by Erika Karp and John KS Wilson, both Columbia University graduates, who focused on the impact that sustainable investment can have on the future of energy sustainability. Karp said that investors need to put pressure on investment banks to look at social and sustainable investment to ensure that the money is going in the right direction.

“Now is the perfect time,” she stated. “We need to transform the global economy . . . The $400–500 billion we’ve invested in sustainable energy is not enough—we need to be in the trillions.”

Wilson noted that several years ago, sustainable investment was not on the map. “Now things have changed,” he said. “The question isn’t whether sustainability matters, but how it matters.”

The symposium repeatedly emphasized the role of students as integral players in solving our world’s most pressing energy questions.

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“Building on the success of previous years, we shaped this year’s symposium as a forum for young energy professionals, organized by young energy professionals, intent on tackling the biggest issues
The collapse of oil prices since mid-2014 has shaken many of the cornerstones of the oil markets. For decades, oil-importing countries have relied on the oil-producing economies of the Gulf Cooperation Council (GCC) to balance the global market. At the same time, oil has financed the rapid development of the GCC nations, and, as such, the modern history of oil and the Middle East cannot be disentangled. But the oil market has not been standing still.

As part of its efforts to help improve understanding of the challenging issues emerging from the new oil world, the Center on Global Energy Policy organized a panel titled, “GCC Countries in the New Oil World,” on January 28, 2016. The event brought together a distinguished set of experts for a discussion of the global market and domestic economic and geopolitical considerations facing the Gulf Cooperation Council (GCC) countries.

“I think it’s all geopolitics,” said Amos Hochstein about the effect of low oil prices around the world.

Hochstein, the special envoy and coordinator for international energy affairs at the U.S. State Department, and his fellow panelists focused most of their discussion on the political ramifications of recent changes in the global energy market. The panelists also touched on another possible ramification of “the new oil world”: a more environmentally sustainable global energy market. Adnan Shihab-Eldin, director-general of the Kuwait Foundation for Advancement of Sciences, suggested that a strategy for OPEC countries going forward should be to moderate oil prices but also invest heavily in technology that will make oil “greener.”

Hochstein and Shihab-Eldin were joined by Bassam Fattouh, director of the Oxford Institute for Energy Studies; F. Gregory Gause III, professor of international affairs and head of the international affairs department at Texas A&M’s Bush School of Government and Public Service; and Adam Sieminski, administrator of the U.S. Energy Information Administration. Jason Bordoff, CGEP founding director, moderated.

On February 4, 2016, Columbia SIPA’s Center on Global Energy Policy and Americans for a Clean Energy Grid convened a conference on the role of New York’s high-voltage transmission grid in meeting the state’s clean energy targets. The event featured keynote presentations by Richard Kauffman, chair, Energy and Finance, New York State; Audrey Zibelman, chair, New York State Public Service Commission; Jon Wellinghoff and Jim Hoecker, both former chairs of the Federal Energy Regulatory Commissions; Gil Quiniones, CEO, New York Power Authority; Mark Lynch, CEO, New York State Electric and Gas; and many others.

The conversation ranged across topics including enhancing existing transmission networks, incorporating flexibility and consumer choice into the grid’s growth, improving regional connectivity, integrating renewables efficiently, and preparing our electric infrastructure for a changing climate.

“The system needs to change and the change is coming. The question is how much capital will be wasted, how much opportunity cost will be lost, and how much time will be lost in the battle against climate change,” said Kauffman during his keynote remarks.

All panelists agreed that finding new ways to finance innovation, rethinking the traditional utility model, and securing effective transmission capacity for renewable energy generation sites will be key to New York’s new energy vision.
I think that for tomorrow’s leaders across sectors who want to effect change and solve important social problems, technology will be an increasingly important part of the equation,” said Professor Hollie Russon Gilman, postdoctoral fellow in technology and public policy.

Over the past two years, SIPA has been developing its “Tech & Policy @ SIPA” initiative. This is an ambitious effort to fuse public policy, engineering, data science, and entrepreneurship through activities including innovation competitions, start-up incubator space, major conferences, a tech-focused curriculum, and interdisciplinary research. The initiative will equip the next generation of public policy students with a deep understanding of how new technology is transforming traditional fields, nurtures organizations that are building novel tech-based solutions to pressing public policy problems, and supports cutting-edge interdisciplinary research.

“I thought this was a moment when we could add new courses and more profoundly engage the expertise across our university that touches on this intersection of technology and policy,” said Dean Merit E. Janow.

Funded in part by a grant from the Carnegie Corporation of New York City, the initiative has initially focused on Internet governance and cybersecurity.

Curriculum

New courses and workshops have been created to enable students and scholars to develop new data and analytical skills as well as consider public policy responses to the challenges that arise from globalization and digital technologies.

Jay Healey, a senior research scholar at SIPA, teaches one such class, Policy Dilemmas in Cybersecurity. The course provides students with an understanding of the rapidly changing landscape of cybersecurity from online crime and cyber conflict, to seemingly ubiquitous surveillance.

“If you use the Internet, you should care about cybersecurity and privacy, and Healey’s class provided me with real-world knowledge and understanding that I can take forward in my career,” said Hila Mehr MPA ’16, who will be joining the IBM Innovation Center after graduation.

Hollie Russon Gilman and Ari Wallach, co-instructors of the class, Technology and the Future of Governance and Public Policy, invite practitioners to SIPA each week to examine the potential that access to digital technology holds for governance and policymaking.

“The technology class with Professors Gilman and Wallach is unique at SIPA. It’s a mix of hands-on problem-solving labs for real clients and expert guest speakers talking about the current challenges in civic technology and public sector innovation,” said Mehr.

Dean’s Public Policy Challenge

The third competition of the SIPA Dean’s Challenge was launched in September 2015. The Challenge fosters student-designed innovative projects and prototypes that use digital technology and data to solve urban problems around the world.

At the Challenge Grant Kickoff Event on October 9, 2015, semifinalist teams pitched their projects and then engaged in a “speed advising” activity with advisers and former...
Projects addressed a variety of global urban challenges, including affordable solar energy lamps in Africa, a mobile platform for refugees in Turkey, an online language platform for Arabic language training, improving access to healthy food in NYC, and more.

On April 29, 2016, a total of 65,000 was awarded to the winning teams. The first-place team, Azimuth Solar, aims to make clean energy affordable for low-income off-grid consumers in West Africa. Its members are Nthabiseng Mosia MIA ’16, Eric Silverman MIA ’16, and Alexandre Tourre MPA ’16.

Events with Leading Experts and Practitioners

The Tech & Policy @ SIPA initiative sponsored a number of events throughout the year:

Declassification in the Age of Big Data (October 2–3, 2015)
A two-day workshop that explored the challenge that exponential growth in classified government data poses for social science research.

SIPA’s Center on Global Economic Governance and the Center for Development Economics and Policy, together with Cornell University, convened a World Bank team and leading academics and practitioners to discuss what the findings of the 2016 World Development Report mean for policy implementation at the country and international levels.

Evaluating the Importance of the Digital Economy (October 23, 2015)
A panel discussion with Dean Merit E. Janow; Martin Wolf, chief economics commentator for the Financial Times; Professor Joseph E. Stiglitz, University Professor at Columbia University; and Professor Eli Noam of Columbia Business School.

The High Politics of Internet Governance (October 30, 2015)
Dean Janow convened this panel to explore the implications of the UN General Assembly High-Level Meeting of the World Summit on the Information Society after a decade (WSIS+10) and how this discussion connects to the planned transition of the U.S. role in the operation of the Internet.

Digital Technologies and Development (April 13, 2016)
SIPA hosted a conference, featuring a keynote address by the president of Estonia, Toomas Ilves, that examined the role that digital technologies can play in promoting economic development.

Digital Futures Policy Forum: Global Data Governance (April 25, 2016)
The second annual forum on global technology and policy issues focused on both domestic and international dimensions of data governance in the context of technological change and globalization. Areas covered included how digital technology and data are changing our world, cybersecurity and information sharing across borders, national data sovereignty in a global economy, and digital technologies and civic engagement and governance, among others.

Technology and innovation play an important role in the transformation of societies globally and in reshaping the public sector. An understanding of the drivers of these changes and their possible consequences is an important part of the equation for tomorrow’s leaders.

Through this initiative, SIPA aims to bring scholars, practitioners, and government officials together across disciplines to examine key areas where digital technologies and data are driving change, consider possible policy responses nationally and internationally, and equip our students with the skills and analytical tools to be effective problem solvers in a rapidly changing and complex world.
Cyber security. Tech. While these may be buzzwords to some, to three SIPA students these phrases represent the next frontier of public policy. As part of Dean Merit E. Janow’s tech and policy initiative at SIPA—funded in part by the Carnegie Corporation of New York City—Hila Mehr MPA ’16, Xuchun Lin MPA ’17, and Christina Soto MIA ’16 spent their summers exploring this new frontier.

“We live in a world where technology is assuming increasing importance in society,” Soto said. “It is imperative that we prepare technology, cybersecurity, and Internet governance in a manner to create strategies and polices that will benefit local to global communities.”

In a 10-week internship with the New York Police Department’s Office of the Deputy Commissioner, Soto used social media and data analytics to enhance criminal investigations. Her experience gave her a firsthand understanding of the benefits, and also the frustrations, of adapting new technologies to existing bureaucracies.

“Law-enforcement agencies globally are already adapting a technology policy framework to equip officers with tools that have the ability to help fight crime and protect us from everyday harm,” Soto said. “There have been obstacles enforcing these policies within agencies, but over time, these technology advancements will improve law enforcement service delivery and quality for citizens.”

Lin also spent his summer supporting the law enforcement community. He worked in the New York City Department of Probations, building a social media platform that would address three key needs of citizens under probation: mental health, education, and employment. This platform would connect probation clients to resources and allow them to communicate their feelings via a blog.

“Technology like Internet instruments employed in the daily operation of government could widen capacities [otherwise] constrained by financial and human resources and broaden the services in terms of geographical and time dimensions,” Lin said.

During her summer at the Department of Defense, Mehr was part of an “intrapreneurial” team that sought to innovate within the agency. “Our work last summer was consistent with Secretary of Defense Ashton Carter’s commitment to stay abreast of technology innovation and the department’s ongoing efforts to partner with technology companies in Silicon Valley,” Mehr noted. “I’m proud of the efforts of my colleagues in the Office of the Secretary of Defense to transform how the department works.”

All three grant recipients recognized the importance of encouraging policy students to pursue tech-related careers. “Supporting students will provide them with the opportunity to build knowledge in this field and succeed in this highly technological world and also encourage innovation,” Soto said.
Hollie Russon Gilman Examines Participatory Budgeting in New Book

By Lindsay Fuller

Hollie Russon Gilman, a postdoctoral scholar and fellow in technology and public policy at SIPA, is an expert in technology, civic engagement, and governance. Gilman recently published the book *Democracy Reinvented: Participatory Budgeting and Civic Innovation in America* as part of a series from the Harvard Kennedy School's Ash Center entitled Innovative Governance in the 21st Century. This spring she co-taught (with Ari Wallach) the SIPA course Technology and the Future of Governance and Public Policy, which expands upon some of the themes in her book.

Of all the civic tech innovations that you mention in your book, why did you choose to focus on participatory budgeting?

I focused on participatory budgeting because it’s an example of one of the most evolved democratic innovations occurring to engage citizens in decision making. It started in Brazil—in Porto Alegre in 1989—and it’s been implemented in more than 2,500 localities, coming to the United States with $1 million in one Chicago ward. Now upward of $50 million is decided by this process in the country.

It’s a process to engage everyday people to identify budget needs in their area and work with government officials to draft viable budget proposals for the community to vote on. The government, in turn, implements the projects decided by people every step of the way. Participatory budgeting is a useful lens for understanding innovation because it is a successful example of creating an infrastructure for civic engagement.

In the book, you discuss a tension between the perceived inefficiency of governance processes like participatory budgeting with the streamlining of service delivery promised by leveraging new technology. How should policymakers reconcile this tension?

At times we overvalue things like ease and efficiency in public policy and undervalue the importance of effectiveness. Making governance decisions is not like withdrawing cash from an ATM machine. You want your ATM machine to be there, you want it to be quick, and to be efficient, but there are other norms that are important when you think about democratic governance. For example, legitimacy, transparency, trust, and civic engagement can sometimes be at odds with an entirely mechanized or purely efficient processes. We need to take seriously what it means to do democratic innovation and civic participation effectively, and how digital tools can serve as amplifiers, and not the other way around.

Do you see this as a return to a certain ideal of small government? In the book, you mention Robert Dahl’s conception of democracy as a polis.

Absolutely. In the ideal of the Athenian city-state, it was a very small area. People knew one another. They could talk to each other. Perhaps, somewhat counterintuitively, technology holds the potential to enable reengagement on a more local level.

We’re seeing these trends—people at the same time being more networked and also being hyperlocal, and investing in their communities, returning to their communities, and wanting to be part of them. Thus, there are questions about how technology could potentially amplify these engagements. I think it can, but I think it takes intentionality.
Political transition and the rise of digital technology have encouraged the flowering of media startups all around the world. What it takes to succeed in this crowded market is a question of great interest to aspiring innovators, including students at SIPA. So when I was asked by the Open Society Foundation’s Program on Independent Journalism to investigate the state of media innovation in developing countries, I knew this was a project that our students would enjoy working on. It is also an area ripe for study, as most of the research done on media startups has focused on Europe and the U.S.

Our remit was to look for innovative media outlets that are producing high-quality news, are technologically innovative, and might survive financially. We spent three months researching and writing the report and drew on SIPA’s vast network of alumni and traveling students to identify case studies and interview the start-up founders. After writing Publishing for Peanuts: Innovation and the Journalism Start-up, we presented it at conferences and meetings throughout the fall of 2015, where it was picked up and discussed on blogs and news sites including Forbes.com.

Our focus was on small-to-medium size independent media outlets with a track record of consistently producing credible content independently of state and mainstream media in the countries in which they operate. As we began our research, we surveyed media experts and journalists in a number of countries and drew up a list of possible case studies. Many were start-ups, but some had been operating for several years but had relaunched (e.g., Himal Southasian, Nepal) or adapted to new circumstances following a political event (e.g., Minivan News, Maldives). We peer reviewed our list and profiled 35 different outlets, mostly in the developing world. Kristen Grennan SIPA ’16 was the lead interviewer, and J. J. Robinson Journalism ’15 was the lead writer.

The journalists we profiled were inspiring. Mostly they founded innovative new outlets because they saw a need in the market or fill a gap in the information ecosystem. Driven by the desire to “commit journalism” many of the startups were founded by journalists who had worked for established media outlets but felt that their community needed information that was not provided by traditional media whether it was information about government spending in India, new regulations in Brazil or in-depth features about Middle Eastern culture. In other cases political events like the Arab Spring or the anticorruption movement in India led by Anna Hazar, gave rise to new media outlets. Other times, the founders responded to changes in government regulation or the development of new technology that could change the ways news could be gathered or disseminated, such as drones or podcasts.

Media blossoms during times of political upheaval or technological innovation, and we are living in a period of both.

Carolina Morais Aruajo SIPA ’16 wrote about a couple of start-ups in Brazil, Nathaniel Parrish Flannery SIPA ’13 honed in on Mexico, where violence against journalists has made reporting a risky business but where online sites are flourishing. Jacqueline Frank SIPA ’05 wrote about I-hub, a digital workspace in Kenya that tries to incubate budding innovation.

All over the world, independent media outlets are innovating and overcoming obstacles. In India, Gram Vaani uses a mobile phone social network to connect the rural poor and circumvent legislative prohibitions on radio broadcasting. In Zimbabwe, The Source survives in the repressive media climate by focusing on business journalism. Oxpeckers in South Africa uses geomapping to report on rhino poaching. Crikey in Australia has built a successful business model based on soliciting tips and scandal from the same audience it reports on, and Kenya’s African SkyCAM deploys drones to avoid negotiating with police for access to disaster zones.
There isn’t one single model.

Independent media outlets vary in size, ambition, and model. We found that many do one thing well, which typically reflects the founder’s particular strength—usually in journalism or technology. Media critic Michael Massing’s *New York Review of Books* series on U.S. digital news sites came out just as we were beginning our research.¹ Massing concluded that the quality of journalism he saw did not match the technological innovation of the platform. We might put it another way. Of the three key properties we focused on—technological innovation, news quality, and financial sustainability—we found most news outlets to be good at one, but not at all three.

Most media outlets we found are small, run by a few full-time staff supplemented by volunteers and freelancers, and supported by a combination of grants, donations, and haphazard business endeavors. The leaders at most organizations we interviewed were motivated by a desire to produce high-quality journalism rather than meet particular financial or audience goals. Financial success is incidental to the outlets we spoke with.

Media blossoms during times of political upheaval or technological innovation, and we are living in a period of both. But we expect consolidation: as advertising rates fall and audience attention spans shrink, it is safe to assume that most new outlets will not grow and probably won’t survive very long.

Even when the outlets don’t endure, the reporters often move elsewhere and so keep spreading ideas and lessons learned. Many of our interviewees are examples. Lina Atallah (Egypt) has worked at outlets that have failed but is now starting a new one. Natalia Viana (Brazil) went from being a well-known blogger to codirecting a news start-up.

Successful independent media organizations find a niche, become the experts.

What does seem to help start-ups survive is finding, and dominating, a niche—whether a subject (say, organized crime or judicial affairs), a country (Syria), or a region (Pacific Northwest USA)—appeared to be the single most significant indicator of an outlet’s success and sustainability. Niche expertise plays to the particular strengths of many independent media models: a passion for content and an ability to cover a subject underserved by mainstream media.

The greater sustainability of the niche model rests on the fact that people will often pay for specialized information. As explained by Felipe Seligman, a veteran reporter in Brazil and now CEO of Jota, a paywalled site covering the country’s judiciary, “It is much easier to sell content to a specific public who are more willing to pay for information of high quality about a topic that really interests them.” We found, too, that start-ups, like the more established media outlets struggle with how to best use social media to grow and engage an audience. Utilized effectively, social media can help mitigate the size advantage of mainstream media over smaller but more dynamic outlets. Nearly all the media outlets we looked at are active on social media, most significantly Facebook and Twitter.

Even so, the founders we spoke to did not feel that technological innovation was key to their success. Many of their most effective innovations were not specific tools, but simple processes, mundane in comparison to the exotic and complex technologies that receive all the accolades.

Technology can certainly be deployed for the purposes of data collection as well as storytelling and dissemination. *InvestigateWEST* in the U.S. Pacific Northwest resisted pressure to develop a branded app because of the ongoing maintenance needed across multiple platforms. “We didn’t think it was the best use of resources,” said Associate Director Jason Alcorn SIPA ’11, Journalism ’11.

The world of media start-ups is full of energy and enthusiasm, but founders need guidance as to what has been tried and what seems to work. We packed our report with recommendations and an “innovation index” of ideas that were uncovered in our interviews. There are several media development organizations offering training and guidance to the kind of start-ups we profiled, and so *Publishing for Peanuts* is being circulated around the world.

Any Schiffrin is director of the International Media, Advocacy, and Communications specialization and a lecturer in discipline of International and Public Affairs.

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Digital economy’ is an absolutely useless name,” said Martin Wolf, CBE, a Columbia Global Fellow and associate editor and chief economics commentator for the Financial Times. The digital economy, he explained, is not a separate thing but rather “a transformation of the existing economy. This distinction, he noted, makes it a much more “radical” idea.

Wolf was part of a panel discussion entitled “Evaluating the Importance of the Digital Economy,” held at SIPA on October 23, 2015.

Expanding on the theme, panelist Joseph Stiglitz—University Professor and Nobel Laureate in Economics—said that new technologies have transformed the nature of competition, of monitoring, of how we collect taxes. Collectively, he added, these are “the foundations of how the economy works.”

Dean Merit E. Janow, who moderated the event, noted that the economy has been radically reshaped by the advent of digital technology but also suggested that “the aggregate economic impact of the digital economy appears by some measures to be quite modest.”

Both Wolf and Stiglitz said that the actual innovations of the digital age were “trivial” when compared to truly transformational inventions, such as electricity, the car, and the airplane.

“We think of this as the innovation economy; people are very proud of their innovations,” said Stiglitz. But Google, for example, is at heart just a “better advertising agency” that doesn’t compare to earlier “fundamental transformations.”

Eli Noam, Paul Garrett Professor of Public Policy and Business Responsibility at Columbia Business School, disagreed, arguing that products like the iPhone and iPad and services like Uber and FreshDirect are all innovations unlike anything that existed before. If you think about the digital economy as outputs or products, Noam said flatly, “it is a separate sector.”

Stiglitz was less enthusiastic about Uber. He noted that the car service and other online platforms are not necessarily increasing economic productivity but only appear to be because they are skirting regulation and taxation. Slightly greater convenience and bringing underutilized workers into the labor force could be considered positive outcomes. But regulatory arbitrage, tax evasion, and driving down the bargaining power of workers would probably outweigh any net benefits Uber might produce.

Wolf and Stiglitz both said they worried about the technological disruption of what they called the “economics of information,” and Wolf specifically raised the implications for news organizations.

“Historically, news organizations have sold a joint product—news and advertising,” Wolf said. “Now advertising has gone to the [online] platforms.”

Observing that the marginal cost to produce news and information has gotten radically cheaper as a result of technological advances, Wolf warned that this change could force us into a world with only “information that is zero cost to produce . . . which is not worth having.”

Stiglitz also discussed the challenge of what he called “appropriate returns on knowledge.” He said that knowledge is a public good that is preferable to share but also noted the need, in private markets, for a return on investment. In the digital era knowledge is more easily disseminated, but it remains unclear how one can monetize it.

Despite his skepticism, Wolf acknowledged that lowering the cost of information could reduce the distance between people and the market. Eventually, he said, we could reach a world in which all people have access to all the information in the world.

“And that’s a big deal,” he added.
Technology and Innovation in the Public Service

SIPA hosted an international conference on “Technology and Innovation in the Public Service” from July 13 to 14, 2015. The two-day conference united leading scholars and practitioners from city governments in Rio de Janeiro, New York City, Mumbai, and Beijing to discuss best practices in the use of big data, public-private partnerships, and sustainability in public management.

The conference was built around five new audiovisual case studies—filmed on location in the United States and at Columbia Global Centers in Brazil and India—that were researched and developed as part of a President’s Global Innovation Fund Award project. The results are a collection of 10-minute films and traditional 15- to 20-page written cases, all delivered on the School’s new digital platform.

The case studies included “Digital India,” which looked at Indian Prime Minister Modi’s campaign to collect biometric data for India’s 1.2 billion citizens and bring services to its rural population; “Public-Private Partnerships for New York City Parks,” which examined the controversies and policy issues surrounding the use of private funds to fund public spaces; and “From Compstat to Gov 2.0—Big Data in NYC,” with interviews with then deputy mayor Stephen Goldsmith and NYPD police chief William Bratton.

A related case, “Smart City Technology in Rio,” explored the use of big data in Rio de Janeiro, both at the Rio mayor’s own “Geek Squad” and by the Rio de Janeiro police force, who worked with IBM and others to create a state-of-the-art new command and control center. The case also covered an innovative and controversial new program to use and test body cameras on patrol in Rio’s newly pacified slums or favelas, as well as a project to map many of these communities.

Panelists included Albert Fishlow, an emeritus professor at Columbia and former director of the University’s Institute of Latin American Studies; Ester Fuchs, professor of public affairs and political science at Columbia SIPA and director of the School’s Urban and Social Policy program; Michael Sparer, chair of health policy and management at the Mailman School of Public Health; and Brian Perkins, director of the Urban Education Leadership Program at Columbia’s Teachers College.
Learning in Unexpected Situations

Nicole L. Figot Kuthy

Like many of my fellow students, I came to SIPA to engage with the world, to learn about global issues and ways to solve them. Part of this learning often involves travel. But I had forgotten that traveling is not only exciting but can also be risky, something that many of us often ignore. Perhaps because we are accustomed to living in a globalized world that regularly feels managed and contained. Or because we often view things from the comfort of a classroom, or maybe our privilege allows us the luxury of distance from the awful things that happen in the world, where even if we understand their importance, they can’t reach us. I had certainly never thought about this, much less considered that my graduate experience would involve something more exciting than sharing a classroom with 51 different nationalities.

The day before we were set to return home from Burkina Faso, my friend and I joked that we had made it through the entire trip without getting sick. We had brought with us a small pharmacy, prepared to combat the effects of mosquitos, the equatorial sun, and foreign food. Our biggest concern was that getting sick would ruin our visit. Still, we did go behind the NGO staff’s back to try the local food—they were worried for our weak stomachs. Of course, we could never have imagined that that same night, our hotel in

Women selling their agricultural products at the market in central Burkina Faso
Ouagadougou would be the target of a terrorist attack that ended the lives of 30 people. Two months before, when it was time to choose my graduate Capstone project, I wanted one that combined my interest in gender policy with the opportunity to visit a new and exciting place. My project was ideal: I would be researching rural women’s empowerment in Burkina Faso, a place I might otherwise never get to visit. The trip more than delivered on both counts.

In the weeks before our departure, our team researched what life was like for rural Burkinabe women, but, of course, there’s no substitute for learning directly from the source. A few days after 2016 began, two of us landed in Ouagadougou and got to work right away. We spent entire days holding focus groups, talking to women to understand more about their lives, and how our client organization could better support them, our project’s main objective. Being at SIPA allowed me the opportunity to learn that women spend more time working than men, when polygamy is common, and to realize that owning a bicycle can transform a family’s well-being.

It wasn’t only work, however. It was my first time in West Africa, and I wanted to see and do as much as I could. I listened to live hip-hop in the local languages of Mooré and Dioula and drank juice made from the fruit of the baobab tree, bought colorful local fabrics to make a dress, and made people laugh by complaining of the heat in their 30-degree winter.

Travel is the way you truly understand what a high birth rate means, when you notice how most women, as they go about doing their chores, have a baby strapped to their back and many children running around them. These are the things that are hard to learn unless you’re physically there: how you can get used to the perpetual smell of burning trash, which sounds worse than it actually is. This is yet another example of how privilege can make me take some services for granted: there are virtually no trash cans, and there is no centralized trash collection system. I grew up in a developing country, but one of the many things that I learned on this trip is that “developing” is a broad spectrum.

After a very intense 10 days, we had our last night in town. Following a farewell dinner with the staff from the NGO, we came back to the hotel to pack, and this is when the attack started. It was hard to make sense of what was happening, and I had to make rational decisions while paralyzed by fear. Jihadists were inside the hotel and shooting right outside our room. For eight terrifying hours we hid. Ever the more thankful for technology, we received updates in our phones from those abroad able to follow the news online. Then, thanks mainly to the French Army, the ordeal was over and all I wanted was to get out of the country. Even though the response from the American Embassy was amazing, the possibility that flights might get cancelled and that we would stay stranded for additional days filled me with an anxiety that I had never felt before.

I would like to say that this experience taught me a revelation that somehow made it all worth it. But it didn’t, and it doesn’t. The world is often an unexplainable and frightening place, even when thousands of smart people devote their lives to making it better. It didn’t, however, make me want to give up on helping others. The amazingly kind response from everyone, from the French soldiers who rescued us, to strangers during the trip back, and my SIPA friends and the administration after I returned home, was enough to convince me, despite the temptation, not to lose my faith in humanity.

As I had expected, my trip was an opportunity to learn about women’s empowerment through development programs. Unexpectedly, it also turned into the chance to learn about international cooperation in a military intervention, how consular services around the world mobilize to support their citizens abroad in situations like these, and that policy is not only about planning but also about improvising in unanticipated situations. Part of working in international affairs is understanding that good things come with bad, even extremely bad ones, and part of our job means being lucky enough to experience the many positive aspects but without having the luxury of ignoring the negative.

The amazingly kind response from everyone, from the French soldiers who rescued us, to strangers during the trip back, and my SIPA friends and the administration after I returned home, was enough to convince me,

The Raphael Smith Prize is given in memory of Raphael Smith, a member of the class of 1994 who died in a motorcycle accident while retracing his stepfather’s adventure of motorcycling from Paris to Tokyo. The prize, established by his family and friends, is awarded annually to two second-year SIPA students for travel articles that exemplify the adventurism and spirit of SIPA. The winners of this year’s contest are Nicole L. Figot Kuthy and Christian Heckmann.
Three Days in Syria

Christian Heckmann

“Hey’re bombing the airfield again.” Mouad said, “Are you sure you want to go?” The French mercenary of Moroccan descent looked at me sternly, the intense gaze of his dark brown eyes at once questioning my agenda and resolve. Indeed, the not-so-distant booms hadn’t been lost on me. Looking through the chain-link fence behind us, I could see plumes of smoke rising into the grey winter sky. I nodded. It was a cold afternoon in early 2013, and after having traveled 1,000 miles overland, I was about to cross the Turkish border into Syria.

Just an hour earlier, the situation had been much more uncertain. “Is the border even open?” my companion asked, glancing around haplessly. I shrugged. “Well, do you think they’ll let us through if it’s open?”

“I don’t know, dude,” I snapped, annoyed by the situation’s ambiguity. The border was little more than a dirt field in the middle of nowhere, with a handful of vendors selling tea and cigarettes to waiting refugees. I don’t know what I had expected, but this surely wasn’t it. There were no officials in sight, no signs of any kind, and the fact that neither of us spoke Arabic only added to our insecurities. Taking a sip of chai, I endeavored to hide my doubts and muttered, “We’ll figure it out.”

“All right,” Mouad said, drawing sharply on his cigarette before pointing it in my direction. “I’ll take you across the border, but if I find out you’re anybody other than who you say you are, I’m going to f**k you up.” I wasn’t entirely certain what that meant in a place like Syria but figured it wasn’t in my best interest to ask. In any case, it was too late to change my story, and the fact that Mouad had elected to cut the fingertips off his tactical gloves—for “better trigger control,” as he said—led me to believe that he wasn’t one to joke about consequences. I assured him that my story was true; that I was, in fact, a journalist for a French newspaper, here to report on the plight of the Syrian people.

Once across, Mouad vanished as quickly as he had appeared, and again we were alone. The chaos of the refugee camp sprawled out before us, blanketed in a haze of putrid smoke. “There isn’t any wood left in the area,” Mohammed, our English-speaking liaison, later explained. “People are burning anything they can find to stay warm.”

I would hear much more about the camp and its inhabitants in the hours to come, interviewing a handful of refugees who spoke English. “We have lost everything!” a balding, middle-aged man exclaimed, shaking his open palms emphatically in conclusion to his story. “We need help!” I nodded, restlessly stroking my unshaven face. I was upset, shaken by the misery and squalor around me, and frustrated at my inability to help. “I know,” I replied solemnly, “I know.”
Darkness fell, and soon we were on our way south, creeping down the road in a blacked-out sedan. "They like to target lights on the road," Mohammed commented. "It is dangerous to drive at night." Resting my head against the window, I stared out into the darkness and thought about my family.

An hour later we filed into Hamsa's living room. The 26-year-old lieutenant was in charge of social media for the Free Syrian Army and would be our host for the night. I plopped down on a pillow near the small stove that heated the otherwise mostly barren apartment and began reviewing my notes. A loud knock on the door roused Hamsa to his feet, and he soon returned in the presence of a thickly bearded rebel carrying an AK-47.

We awoke to a cold but clear morning and promptly set out to explore what had once been a quaint town of 30,000. It had snowed during the night, and, with most of the population gone, the crisp winter sun illuminated an eerily beautiful scene of abandonment. We passed a half-collapsed mosque, the twisted wreckage of two tanks protruding prominently from the rubble. I shook my head in awe, marveling silently at the oxymoronic display.

Having explored most of the center, we meandered down a smaller road on the edge of town. Tired from countless days under my rucksack, I was dragging my muddied boots across the snow when the first projectile whizzed past me. Barely missing my head, it disintegrated into the wall on my left. Startled, my chin jolted forward as I ducked away from whatever was behind me. I spun around. "Who the hell," I thought, scanning the road intently—Nothing—Then, after a few moments, a silhouette emerged from one of the doorways on the right, immediately followed by another.

Squinting against the afternoon sunlight, I saw two boys, each about ten years of age. They grinned, snowballs in hand, before shouting out to us in Arabic. Despite my linguistic ineptitude, I had seen enough to conclude that these were fighting words. I knelt down, grabbing a handful of snow, and quickly patted it into a ball. It was on!

In retrospect, the “why” of my adventure seems all but irrelevant. And perhaps such is the nature of travel. It invites us into immediacy, to experience personally, to empathize sincerely, to appreciate humbly and fully. Traveling to Syria allowed me to put faces to the statistics. It allowed me to stand with the Syrian people as their history unfolded, if only for a moment. I shook the hands of countless refugees, reassuring them that the world was watching, and that I would tell their story; I bonded with young men at war as they used Google translate to tell of their struggle for freedom, faithfully filling the pages of my notebook; and, against the backdrop of a destroyed city, I indulged in a moment of blissful innocence with a group of children, reminding myself that the human spirit is, above all, resilient.

Christian Heckmann MIA ’16 is a dual degree student who concentrated in International Security Policy with a specialization in the Middle East. He spent his first year at the Hertie School of Governance in Berlin.
SIPA Recognizes Global Leaders

SIPA celebrated the 2016 Global Leadership Awards at a ceremony that brought 325 guests—alumni and friends, students, faculty, and staff—to New York City’s Mandarin Oriental hotel on April 8, 2016. Now in their 16th year, the annual 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.

This year’s honorees were Ban Ki-moon, secretary-general of the United Nations; Christine Lagarde, managing director of the International Monetary Fund; James A. Baker III, the 61st U.S. secretary of state and 67th U.S. secretary of the treasury; and Wang Boming MIA ’88, the chairman-CEO of SEEC Media Group, who has been called “one of the founding fathers” of China’s capital markets.
Donors Make a Difference in the 70 by 70 Fellowship Campaign

In celebration of SIPA's 70th anniversary, Dean Merit E. Janow launched the "70 by 70 Fellowship" campaign to secure 70 fellowships for SIPA students in honor of this important milestone. SIPA has a long history of bringing the best and the brightest from around the world to the School, and funds raised by the 70 by 70 Fellowship campaign will provide the financial support necessary to continue SIPA's important legacy of educating future public policy practitioners and leaders.

The campaign offers a wide range of giving opportunities, including current-use and endowed fellowships and matching funds to encourage broader participation and maximize the donor's impact to SIPA and its students.

Since the campaign’s launch, alumni, parents, faculty, and friends have contributed generously to create new fellowships and increase support for current ones. Alumni leaders from the financial and energy sectors came together to launch two new affinity fellowships, the SIPA Energy and Environment Fellowship and the SIPA International Finance and Economic Policy Fellowship. These affinity fellowships allow alumni and friends from these sectors to create new opportunities to support students who aspire to work in energy and financial policy.

SIPA students represent the next generation of global policy leaders; the fellowships created by the 70 by 70 campaign are helping make their dreams a reality.

If you would like more information about the SIPA 70 by 70 Fellowship campaign, please contact Noelle Bannister, director of development, at 212-851-9802, or nb2704@columbia.edu.
Alumni Day and Reunion 2016

More than 260 SIPA alumni gathered in the International Affairs Building on April 9, 2016, to celebrate Alumni Day and Reunion 2016.

The event featured a day of panels, speakers, and networking. Panel discussions featuring alumni and faculty focused on counterterrorism, climate change, global financial markets, the U.S. presidential election, and the migration crisis. Guest speakers included Joseph Stiglitz on economic inequality and the Honorable Michael Nutter, the 98th mayor of Philadelphia, as the keynote speaker at the welcome lunch.

Top: Former Philadelphia mayor Michael Nutter talked about leading one of the United States’ largest cities and what he hopes to bring to SIPA as a new faculty member.

Left: Jingdong Hua MPA ’03, vice president and treasurer of the International Finance Corporation, spoke as part of the panel “A Brave New World: Postcrisis Policy Challenges in Global Financial Markets.”

Bottom left: Nell Abernathy MIA ’11, director of programs at the Roosevelt Institute, spoke with University Professor Joseph Stiglitz on a panel about economic inequality.

Bottom right: Wambui Chege MIA ’06 and Claudia Minoiu ’06
Top: SIPA alumni at reunion dinner

Middle: Alumni Day luncheon

Bottom: Speaking on “Climate Change Policy: Thinking Globally and Acting Locally” were Steven Cohen, executive director of The Earth Institute at Columbia University and director of the Program in Environmental Science and Policy at SIPA with (from left to right): Kerry Constable MIA ’06, lead adviser of cities and subnational governments, UNSG’s Climate Change Team, United Nations; Susanne DesRoches MPA ’08, deputy director of infrastructure Policy at NYC Mayor’s Office of Recovery and Resiliency; Venetia Lannon MPA ’97, regional director, New York City, NY State Department of Environmental Conservation; and Mae Stevens MPA ’11, environmental policy adviser for U.S. Senator Benjamin Cardin (D-Md.).
The completion of final exams, the presentation of Capstone projects, and the awarding of diplomas—some SIPA graduates might believe these activities mark the end of their affiliation with the School. But thanks to the efforts of the SIPA Alumni Association, former SIPA students around the world can take advantage of a robust set of programs to help their careers and maintain their ties to SIPA.

“THE SIPA Alumni Association provides a conduit for graduates to communicate with each other and with SIPA, and for the School to enhance its relationship with the alumni community,” said Roger Baumann IF ’84, MIA ’85, chairman of the association’s executive committee.

“The SIPA experience does not end once we have received our degrees; it is a continuous relationship that can be fostered throughout our professional and personal lives,” said Habib Enayetullah MPA ’91, co-chair of the communications and outreach committee. “The SIPA Alumni Association provides the bridge to foster that connection.”

The SIPA Alumni Association is led by SIPA alums who volunteer their time to serve on the executive committee or one of five other committees: events, career and mentoring, communications and outreach, nominating and governance, and admissions ambassadors.

Laura Robinson MPA ’10 of the careers and mentoring committee recently served as an admissions ambassador, a role in which alumni telephone newly admitted applicants to help them decide if SIPA is right for them.

“I loved it,” said Robinson. “It gives them some insight into the School, some contacts, some people to research early on, so they get the most out of their experience.”

Baumann is particularly proud of the alumni association’s mentorship program, which he said is “unique,” compared to those at other graduate schools.

“Each year the program matches several hundred alumni and students with other alumni willing to share their experience and expertise in related careers and professional development,” he said.

“At its heart SIPA is a professional school, and the mentoring program has been one of the most successful initiatives of the SIPA Alumni Association,” added Enayetullah.

Another important initiative is Alumni Day, which took place this year on April 9.

“Alumni Day brings together thought leaders in various policy areas to discuss topical issues. It’s a great day to come back to campus, see friends and colleagues, and stimulate the brain,” said Kirsten Frivold Imohiosen MPA ’03, chair of the nominating and governance committee. Faculty speakers this year included Michael Nutter, the former mayor of Philadelphia, and Joseph Stiglitz, the Nobel Prize-winning economist.

Robinson said volunteering with the Alumni Association allows her to recreate part of the experience of attending SIPA.

“Being at SIPA was a great experience because you’re with very smart people who actively want to change the world for the better, and then go to work to do it,” she said. “SIPA was a unique environment.”

Enayetullah echoed that sentiment: “The SIPA experience was important in my professional development and a key factor in my subsequent career path. The association is a way to give back and maintain connections to the institution from which I benefited materially.”

Although all graduating SIPA students are automatically inducted into the SIPA Alumni Association, there are many ways for recent (or not-so-recent) alums to get more involved. Baumann said the communications and outreach committee is actively recruiting class captains “to serve as the primary conduits for communication between the Alumni Association, the School, and members of their class.”

There’s also an alumni directory and online community where alumni can connect with each other—an especially useful resource, considering just how many former classmates there are around the world.

“In every organization that I’ve worked in, there are a surprising number of SIPA graduates,” said Baumann. “The ability to identify them and connect with them is helpful both from a professional and from a personal perspective.”

He recommended that alumni interested in getting more involved reach out to Alumni Affairs director Susan Storms or any of the committee members.

“We hope that the SAA provides all alumni the information they need to stay in touch and informed no matter where in the world our graduates are located,” said Imohiosen.
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