

SIPA

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news



**September 11th Through the Eyes
of the SIPA Community**

SIPAnews

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From the Dean: Lisa Anderson

SIPA Community Overcomes Tragedy



On the morning of September 12th, my young son awoke full of stories of superheroes. “Imagine,” he urged us, “imagine that some guy got hit by a plane and he lived and after that, he could fly. Imagine that he was burned by fire, and after that, he could shoot fire. Imagine that he could absorb everything bad, and after that, he would be incredibly strong.” As he worked through his own pain and disbelief in the aftermath of the attacks on the World Trade Center — “the worst thing that ever happened” in his lifetime — this child was expressing a universal hope: let us not be defeated by this trial but made stronger.

In our own ways, all of us have had to come to terms with the interruption of our world marked by the events of September 11th. Here at SIPA, news that the World Trade Center towers had been hit by airplanes intruded in the routine of our nine o’clock meetings and classes, and as we listened to radio reports and gazed southward from the International Affairs Building, the sky filled with billowing clouds of ash and dust. By noon, Manhattan had been sealed off, the University had canceled classes, and we mobilized to provide information and support for those who would need assistance.

Within hours, students, administrators and faculty banded together to create SIPA Responds. Our students and staff not only made themselves available to support the emergency workers but they moved quickly to reassure each other, particularly the first-year students, many of whom had been in New York only a few weeks.

Over and over, I was stopped in the hallways, sent e-mail messages and notes, all to express concern about members of our SIPA family — about alumni, faculty, and students who worked in the World Trade Center and the Pentagon, about the Muslim and Arab students who felt especially vulnerable, about alumni and students who lost members of their family or were displaced from their homes.

Throughout the fall, this remarkable initiative organized volunteers to help in recovery efforts and social service delivery for families of victims, and mounted public forums, drawing on our remarkable resources to educate the rest of the University community and the general public about everything from rebuilding lower Manhattan to combating terrorism. As I survey these efforts, born as they have been out of concern for the well-being of both our local neighborhoods and our global communities, I have never been more proud to be associated with SIPA.

We know that whether the post-September 11th world is better than what preceded it will depend in large measure on us — on the global policy elite to which our students aspire and our alumni belong. As I consider that, I find myself feeling a measure of confidence and equanimity that even surprises me a little. Yet even before September 11th, I knew that the SIPA community is exceptional. During orientation this year, I visited several of the sessions we designed for students to get to know one another, and as I listened to students recount their experiences interacting with people both alike and different from themselves, I was struck by an extraordinary aspect of their encounters: for the first time in

human history, people from five or six continents, from nearly 100 different countries around the world, are living and working, studying and playing together, week in and week out, for years.

This is a remarkable experiment, and it is a source of great comfort to me as I contemplate the future. Today’s students are constructing a new culture and a new community, and the power of that community was nowhere more evident than in the aftermath of the terrible events of September 11th. This semester was very trying — terribly sad, immensely confusing and often very frightening — and no one in New York was spared the anguish. SIPA lost three alumni — Nauka Kushitani, ’88, Karen Klitzman, ’88 and Victor Wald, ’75 — a student lost her husband, several alumni lost members of their immediate family. Within days of the attacks, however, the Klitzman family had contacted us to arrange the creation of a fellowship in Karen’s memory, a fellowship to support studies devoted to the elimination of terrorism and the resolution of conflict. The determination of Karen’s family to find a ray of hope in their sorrow served as an emblem, a source of solace and inspiration to us all throughout the fall.

Precisely because we at SIPA are policy analysts and advocates, managers and activists, we feel a special responsibility to each other, to our university and to the public at large, to help shape the way we understand and respond to world events like this tragedy and its aftermath. In discharging that responsibility, we will not only contribute constructively to our world but help ourselves heal. We are not defeated, but made stronger.

Research on the Uneven Development of Human Know-how



I am an economist by training. I chose economics as my field of study because of my deep interest in understanding the essential forces behind long-run economic progress. In particular, I wanted to understand why productivity and living standards had increased so dramatically since the beginnings of the 19th century in the countries of Western Europe, the United States, Japan, and increasingly in other corners of the world. This question soon led me to focus on the processes of technological advance, and the key institutions that supported and molded the advance of human know-how.

I have long been interested in the question of why technology has advanced so dramatically in certain areas of human need and industry, and so slowly in others. Why have we achieved such enormous power in communications and computation technologies, while the way we build houses has hardly improved at all over the last century? Why a remarkable improvement in certain areas of human health, where a variety of dis-

eases have been eliminated or now are easily cured, while the “technologies” of education remain pretty much the way they were a century ago, except for a sprinkling of computers here and there? And within medicine, why has progress been so uneven? We are still helpless in the face of many kinds of human illnesses.

I presently am working with a relatively large group of fellow scholars on questions like these. The participants in our loosely organized research project are located in a number of different universities and research organizations. Some reside in the United States, some in Europe. The group keeps in close contact by mail and e-mail, and we come together

tific research in physics, and applications oriented sciences like electrical engineering and computer science. The successful attack on infectious diseases would not have been possible without developments in biology, particularly the germ theory of disease, and increasing understanding of how the human body responds to various kinds of infections.

However, the proposition that technologies that advance rapidly tend to be supported by strong fields of science only forces the question back a stage. Why have certain fields of science progressed so much more rapidly than others? Why is physics a more powerful science than psychology or economics? Why have the sciences

I have long been interested in the question of why technology has advanced so dramatically in certain areas of human need and industry, and so slowly in others.

for conferences from time to time. While it is far too early to put forth many convincing answers to the questions we are probing, I can give a feel for the kinds of factors that we are looking into.

Technology must be understood as involving both a body of practice and a body of understanding. Practice and understanding tend to coevolve, with sometimes one aspect in the lead, and sometimes the other.

In recent years at least, most fields of technology that have advanced rapidly have been associated with active and progressive fields of scientific research. Thus electronics technologies draw extensively from scien-

underlying medicine advanced so much more effectively than the sciences underlying education?

Also, in many cases, significant advances in practice have occurred prior to the development of strong understanding in the field. Thus, many years before vitamins were recognized and their role understood, it was learned that citrus fruits could prevent scurvy among sailors. Aspirin, or the natural substances that contain the active ingredients of aspirin, has been employed to deal effectively with headaches and other aches and pains for a long time. However, only

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Faculty Profile: Joseph Stiglitz

Nobel Laureate Brings Initiative for Policy Dialogue to SIPA

By Beatriz Arana

October 10th was a typical Wednesday morning at Columbia's Business School, at least until the news about Professor Joseph Stiglitz began to spread. "Are you looking for Stiglitz?" asked an economics Ph.D. student as I waited anxiously outside his office looking at my watch. "Yes, I am," I replied. "I don't think you'll be seeing him today," he answered. "He just won the Nobel Prize."

Earlier that morning, The Royal Swedish Academy of Sciences awarded the Bank of Sweden Prize in Economic Sciences in Memory of Alfred Nobel, 2001, jointly to George A. Akerlof, University of California at Berkeley, A. Michael Spence, Stanford University, and to Columbia University's Joseph E. Stiglitz, "for their analyses of markets with asymmetric information."

Professor Stiglitz shared the Nobel Prize in economics for work begun decades ago that argues free markets don't always work because different players lack equal access to the same information. "Market economies are characterized by a high degree of imperfections," Stiglitz said during a press conference held at Columbia. "Older models assumed perfect information, but even small degrees of information imperfections can have large economic consequences. Our models took into account asymmetries of information, which is another way of saying 'Some people know more than others.'"

The Nobel, although perhaps the most prestigious of his awards, is just one of many distinctions Stiglitz has earned in his impressive career. He

earned a Ph.D. from MIT and received the John Bates Clark Medal, awarded to an American economist under the age of 40 who has made significant contributions to the subject. He was also a Fulbright Scholar and a Tapp Junior Research Fellow at Cambridge University in 1970. He has held faculty positions at Yale, Princeton, Oxford, Stanford and currently teaches at Columbia.

From 1993-1997, Stiglitz was chairman of President Clinton's Council of Economic Advisors and from 1997-1999 he served as the World Bank's Chief Economist in Development Economics. He was the first Joel M. Stern Faculty Scholar at Columbia Business School from fall 1999 until spring 2001, at which time he accepted a joint appointment to a chaired professorship at Columbia Business School, the Graduate School of Arts and Sciences (in the economics department) and at SIPA.

Stiglitz is a renowned scholar and teacher of a new branch of economics that he created, "The Economics of Information." He also helped pioneer such pivotal concepts as theories of adverse selection and moral hazard, which have now become the standard tools of policy analysts, as well as economic theorists. He has written over 300 articles as well as numerous textbooks that have been translated into more than a dozen languages.

One might guess, then, that winning the Nobel Prize was to be expected. But for Stiglitz, "It was a surprise because you never know what kinds of decisions they're going to make." Stiglitz said he was preparing his morning coffee when a phone call from the Nobel selection committee



came. "I quickly switched from coffee to champagne," said Stiglitz, who was greeted with a standing ovation from his students prior to the start of his Wednesday afternoon class.

Wherever Stiglitz has gone, he has made important contributions. Asked why he chose Columbia, he replied:

First, this is an extremely broad University with strength at the Business School and at the School of International and Public Affairs, in economic development. My interest has spanned these areas, particularly in the last few years. Also, one of the people I've worked with most closely in the past 20 years has been at Columbia. More broadly, Columbia is one of the places where the new ideas on economic development and economics of information have been developed — where there's a very receptive atmosphere for these ideas.

Referring to SIPA in particular, he stressed the advantages of having the entire world represented in one building.

Stiglitz's life has not changed dramatically since winning the Nobel.

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Alumni Forum: Marina Metalios

Witness the Workplace

By Marina Metalios

I am wild about New York City. While I do not mean to be in-your-face about my enthusiasm, I do believe that the most celebrated of cities withers in comparison to it. I would visit other U.S. cities without question, but I'd only live here. No other place is as gritty, greedy, or grand.

I believe NYC's defining characteristic is its diversity. Yet I am hard pressed to adequately define this term. Are we talking "diversity" defined by the protected classes? Ethnicity? Immigrant roots? Religion? Native language? Profession? Some amalgam?

For me, if a city is economically diverse, then it has captured all the myriad ways to define "diversity." In NYC, if you have a class mix, you have every other mix on the market. There are three institutions that I believe are the linchpin in maintaining the city's economic diversity: our housing environments, our schools, and our workplaces. If class integration can prevail in these three, then every New Yorker, both individually and in organic sum, benefits. How might this happen? Witness the workplace.

I have worked for eight years with a nonprofit housing organization called the Urban Homesteading Assistance Board (UHAB). UHAB is the oldest homesteading organization in the country, helping tenants in dilapidated buildings kick out their landlords and create affordable housing cooperatives. UHAB was born in 1974, and our philosophy of self-help housing found its match in the era's mass-scale landlord abandonment. The self-help, "sweat equity" model made tenant leaders out of unnoticed tenants and homeowners out of people

destined to lifelong rentals.

UHAB's original staff included both housing and architecture professionals as well as people whose only work credential was organizing their own building into a successful, tenant-owned co-op. When I joined UHAB in 1994, the office was 40% Latino, 40% black, and 20% white, of which roughly one-third were foreign-based and about 35% came from low-income communities.

While this mix of race, ethnicity and income levels made an impression on me, I was most compelled by how people here were placed within the organization. UHAB has a hierarchy, but the low-income people on staff did not only fill the low-pay/low-skill jobs. What I witnessed was a very studied effort to slot people with organizing experience into senior positions. This meant that certain departments were led by a low-income staff member, who supervised a cluster of college-educated or otherwise younger, but always unseasoned, project members.

The organization's mission explains why part of this works, and our program plan explains the rest. UHAB's philosophy is that a tenant group doesn't need a lawyer, architect, entrepreneur, property manager, or engineer to become a self-managed co-op. We believe that people's desire to make their homes safe and livable, coupled with the right training, can make a successful and affordable co-op out of any building.

UHAB staff members have (usually) spent their lives in community work that was unrecognized and not salaried. They are untrained by official measure, but have been behind many local citizen efforts. One of my current



staff members, for instance, ran a day-care center and her husband, an off-the-books, Jamaican take-out food operation in their apartment for years. Their place became the unofficial center of community life. With credentials like that, you'd better believe I brought this woman on board.

A horizontally-mixed office works because of what someone like me gets out of it. I am a minority at UHAB, both because I have a master's degree and because I am white. Being here, I have developed an uncontainable respect for the invisible work people do all around NYC, and challenged my definition of what makes a good team or a "resourced" office. I have sobered up about how unexposed people can be to the ways of the formal economy and still endure, experienced how hard it is to supervise people who live on the downside of advantage, and glimpsed the mountain of learning my fellow New Yorkers are pushing my way. I have been the beneficiary of the multi-class stew that is my office. My workplace has made me rich.

Marina Metalios graduated from the MPA program in 1992.

For me, if a city is economically diverse, then it has captured all the myriad ways to define "diversity."

Spicing Things Up in Harlem

By Melissa Martinez

Business-savvy alum Michael Eberstadt, '98 has kept busy applying his SIPA know-how into launching not one, but three restaurants in Harlem. Even before completing his Master's in Public Administration with a focus in public policy, Michael was already formulating his business plan to create the original 'Slice of Harlem.' The gourmet pizzeria opened in April 1998 on 135th Street and Frederick Douglass Boulevard. It was followed by a second pizzeria, 'Slice of Harlem II,' which opened at Lenox Avenue.

Michael didn't stop there. He then decided to bring the taste and feel of New Orleans to Harlem with his Creole restaurant and bar, 'Bayou,' nestled above 'Slice of Harlem II.'

Michael indicates that his intentions in setting up these three businesses were two-fold — to make some money and to create jobs in the Harlem district. Since there were no pizza shops in the area, opening one up was the perfect choice for his first venture.

Originally from the Upper East Side of Manhattan, Michael has come to feel a part of the Harlem community. "It's a terrific neighborhood.



I know the customers and they have come to know me," he says. Rather than going back to the Upper East Side, he chose to start his business in Harlem, where he felt his entrepreneurial talents would be most useful.

Today Michael divides his time between the two pizzerias and the restaurant and, as he puts it, "does everything." From overseeing 50 employees and dealing with staff concerns, to making certain that suppliers are doing their jobs properly, he is involved in all facets of the restaurant business.

There are several ways Michael has given back to the community, from making monetary contributions to donating pizzas: "By giving 10 pies to a church group on Sunday, we are demonstrating our support for the community and establishing a reputation of good business practice." He stresses the importance of good corporate citizenship and says he tries to do his part by donating to local schools, NGO's and, most recently, to local firehouses in the wake of the September 11th attacks. "Corporate citizenship involves buying local goods and services, hiring locally, and getting to know local political structure," he explains. "It is important to be involved in the social good."

The pizzerias and the Creole restaurant bring a flavor of their own kind. 'Bayou' features such delicacies as shrimp and okra gumbo, cornmeal-fried oysters, and calves liver lyonnaise. With such a variety of food to offer, as well as special events, Michael's restaurants have drawn in customers from all walks of life.

One recent patron was former U.S. President Bill Clinton, who ate



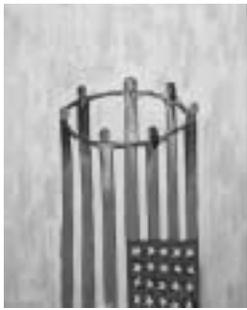
Michael Eberstadt welcomes 'Slice of Harlem' patron Bill Clinton.

at a 'Slice of Harlem' in February and this past July. Michael met Clinton and describes him as an incredibly likeable guy whose visit has certainly been good for business. He adds that Clinton orders take-out all the time, and secret service agents frequent the pizzeria, since it is within walking distance of Clinton's new Harlem office.

Reflecting on his experiences, Michael advises students to be thoughtful, almost contrived in planning their careers. "Rather than going with the flow, students should think about their experiences prior to SIPA and use these experiences to focus on what they are going to get out of a degree." He reiterates how important it is to be able to understand financial statements, no matter what concentration a student is pursuing, and recommends that students take accounting. Michael adds, "It is important that students put a lot of energy into what they set out to do, whatever that might be."

Michael Eberstadt's energy and hard work have certainly paid off, and he continues to spice things up in Harlem.

Melissa Martinez is a second-year MIA student concentrating in International Media and Communications.



September 11th Through the Eyes of the SIPA Community

By Joya Rajadhyaksha

Every SIPA class can speak of having been here through one moment in history or another. It is a sad reflection of our times that the classes of 2001 and 2002, not to mention the faculty and staff, will speak of having been here during the attack on America.

Most of us were in Morningside Heights when two airplanes flew into the World Trade Center on September 11th and razed its twin towers to the ground. We were in class, at breakfast, on the street, or even in bed. Whatever we were doing, we were at the opposite end of Manhattan, far away from ground zero.

But not everyone from the SIPA community, or indeed the extended Columbia community, was lucky enough to be this safe distance away. Compared to other schools, notably the Business School and the School of Engineering and Applied Sciences, we had very few casualties. Of our many alums who were at work in the World Trade Center that morning, only three — Karen Klitzman, MIA '88, Nauka Kushitani, MIA '88, and Victor Wald, MIA '75 — did not make it out.

Others barely did. Sharmila Lawrence, MIA '00, had begun her commute from Jersey City into Manhattan when the first airplane hit the north tower. The PATH train that she was on was scheduled to pull into the World Trade Center around 9 a.m. but was diverted to another station. Lawrence says she was incredulous when she heard people around her saying the diversion was because of a terrorist attack. After waiting for her subway connection at 34th Street for almost an hour, she found out that no



Engine 47 on 113th Street receives community support after the attack on the World Trade Center.

trains were running. Walking uptown towards her office, she stopped at Times Square, along with thousands of others, to watch the news on the gigantic TV screens there. “I was amazed that a city like New York that stops for no one could be brought to a standstill like this,” she says. Recalling that she was offered a cell phone more than once, Lawrence adds, “People were so kind and helpful. It’s sad that it takes a tragedy like this for people to come together.”

Recent graduate Rohit Nair, MIA '01, was already at work in the financial district when the attacks were made that Tuesday morning. He says he had a narrow escape; “very narrow indeed.” Nair had been in a Lehman Brothers training program on the 107th floor of Twin Tower One until

the previous Friday, and had only just moved across the street to an office in the World Financial Center. Running from the chaos and confusion, Nair says he was most unnerved by the thought that his parents were probably watching the coverage of the attack on television halfway across the world in India, not knowing that his training had ended the week before. “I had to get in touch with them,” he says, “but all the telephone lines were jammed. So ultimately I walked all the way uptown to SIPA, and e-mailed them from there to let them know I was safe.”

Like him, others also came to SIPA looking for comfort and solidarity. Within minutes of the attack, many of the current students and faculty had gathered in its familiar hallways. We

All New Yorkers were affected by the attack of September 11th. The SIPA community, however, has had a special interest in the aftermath because of its global implications.

talked in shocked clusters and watched the coverage in mute horror on a large TV screen in Altschul auditorium. “It helped just having people around and watching it together on CNN,” says Heiko Nitzschke, MIA ’02.

As the day unfolded we went to St. Luke’s hospital to donate blood, and, at a help desk the administration set up in the 4th floor lobby, volunteered everything from our language skills to space in our homes. We hugged people we barely knew.

On September 17th students, staff, and alumni assembled on Ansell Plaza outside SIPA and expressed their feelings about the tragedy. They spoke of grief and loss, but also of hope. “We share a deep curiosity about the world and a dedication to universal humanitarian values,” said Ana Cutter, MIA ’98, of the SIPA community. “With our specialized knowledge of language, culture, and international policy, we have a responsibility . . . to learn from this violent act — to try to understand why, and to work hard to prevent it from happening again.”

Cutter echoed the sentiments of MPA Program Director Charles Cameron, who moments before had urged us to get involved in reconstruction efforts: “You are doers. You are men and women of public affairs. Your very presence here means you are willing to bear burdens and shoulder responsibilities. You have been called to action and I know you will answer.”

And answer we did. By September 12th, students had gotten together to form SIPA Responds (see box on page 8), a multifaceted effort to meet the various needs of the community, both on campus and off. In the weeks

following September 11th, they coordinated volunteer and support services, and maintained a database of alumni information. They also organized numerous forums and seminars on issues ranging from ‘National Security Planning and Counter Terrorism’

day you have at least three different events with regard to September 11th to choose from.”

All New Yorkers were affected by the attack of September 11th. The SIPA community, however, has had a special interest in the aftermath



Pedro Arizti, MIA ’02, documents the tragedy at ground zero on the morning of September 12.

to ‘Oil Markets in the Aftermath of the Terror.’ The group says it will keep this initiative going as long as it is needed by the community, and as long as its members come up with good ideas for things to do.

“It’s not just us, though,” says Ivar Ekman, a first-year student and one of the founders of the SIPA Responds initiative. “All the different institutes and centers at this school have been involved too. On any given

because of its global implications. As Dean Lisa Anderson puts it, “The attack on the World Trade Center was an attack on America, but it was also an attack on an international system.”

Lawrence agrees, and says her alma mater has trained her to look into the roots of the conflict that led to this situation. “I think that having an international affairs background makes one

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look at this in a more nuanced way, whereas the media's black and white portrayal has been too simplistic."

The international perspective is something most current SIPA students have been grateful for too. "The good thing about being here is that you actually get a non-U.S. perspective on the whole thing," says Nitzschke.

Madiha Murshed, a second-year EPD (Economic and Political Development) concentrator, agrees with him. "From the first day, right away, there has been a total awareness of the deeper issues involved, such as the backlash for the Muslim community," she says.

Understanding and anticipating this backlash, some members of the SIPA community found ways to provide relief to a different kind of victim of 9/11. Samar Al-Bulushi and Randa Jamal, both second-year MIA students, and Kareem Fahim, who graduated this summer, were among the

many who volunteered at the Arab American Family Support Center in Brooklyn. They did everything from tutoring children to translating for journalists to escorting women on errands. "I came to SIPA because I am determined to work in Middle Eastern affairs. Now I've realized that there is so much I can do from here," says Al-Bulushi. "I know the Center needed us, and it was really fulfilling to be able to help — I just wish I could have done more."

"There was before — and there is after," commented Anthony Marx, director of the MIA program, at the Ansell Plaza gathering. "At first what happened was too big to take in . . . [but] we are now going through the process of grieving." Indeed, September 11th itself was a day that moved in agonizingly slow motion, and since then time has flown by. The semester has been far from a typical one. Students and faculty alike have been hopelessly behind schedule, taken aback by the speed with which midterms approached and deadlines lapsed. And all of us have been adjusting to life in a

changed city.

We came to SIPA knowing we'd be in New York, the financial and social capital of the world. We thought we'd be studying in a city that was invincible, surrounded by people who were fearless. Now we find ourselves in one where bank tellers and grocery store clerks return change wearing rubber gloves, echoing our own anxieties about whatever else is in store.

On the other hand, we came here expecting a city that was driven by little other than glamour and greed and have found, instead, one that is moved along by a heart, and a big heart at that.

Joya Rajadhyaksha, SIPA News editor, is a second-year student, concentrating in International Media and Communications. Before coming to SIPA, she worked for The Times of India in Bombay, and last summer she interned for the UN-Works program of the United Nations Department of Public Information in New York.

SIPA Responds: Students Come Together in the Wake of Attacks

By Ivar Ekman

We, as students of the world, are at the same time students living and learning in New York. We are among the eight million people who woke up on September 11th with smoke, fire, and brimstone not just on our TV screens, but on our horizon. We saw it, felt it, and smelled it. Given the fact that we are training to be future shapers of policy — be it as analysts, workers in the field, managers, or commentators — the onus was on us to respond in a special way.

SIPA Responds was formed on September 12 by three students, Laurence Berg, MIA '02, Ivar Ekman, MIA '03 and Anita Bhalerao, MIA '03. It soon grew to include a core of around 20. Our goal was one of coordination. We knew both students and faculty would want to arrange different kinds of responses, and strongly felt that the impact of all these efforts would be bigger, not least in relation to the world outside the school, if they were all collected under one umbrella.

We divided our group into parts dealing with different aspects of the response: a speaker series, volunteer efforts, a policy response, a tolerance outreach group, a discussion series, and information coordination with the help of a Web site.

In the last few months SIPA Responds has organized many events. We have brought numerous distinguished guests to SIPA to share their expertise with students and

faculty: Professor Barnett Rubin spoke on Afghanistan, author Michael Griffin on the fall of the Taliban, and foreign newspaper correspondents on the reactions abroad, among many others.

We have also tried to make use of the vast resources within the school by arranging panels with the directors of the regional institutes, as well as with faculty members

Richard Betts, Peter Danchin, and Anthony Marx, among others.

In addition, we arranged volunteer efforts in St. Paul's Chapel near ground zero, and are still working on a project with Windows of Hope, a charity formed to provide help to food service workers affected by the attack.

During these months we have struggled not only with the understanding of September 11th and the developments thereafter, but also with our studies and the rest of our lives. We have occasionally felt that time has been much too

scarce, that we haven't had the chance to do all we've wanted to. But overall, the experience has been rewarding: It has been the positive side to a very sad experience. We have been part of a community, trying to learn something real about and do something real for the world.

Ivar Ekman is a first-year student, concentrating in International Media and Communications. Before he came to SIPA, he worked as a freelance journalist in New York.



Ivar Ekman (left) and Laurence Berg, co-founders of SIPA Responds

In Memorium (9/11)

Karen J. Klitzman

Karen J. Klitzman, MIA '88, was known for her sense of humor, intellectual curiosity, and above all, for her zest for life.

“Karen shared such passion for life,” says her classmate Marcia Burkey. “She channeled this emotion to significant achievement in her work, her family, and her friends.” Paula Sinclair (nee Lowenthal), MIA '89, adds, “Her commitment and dedication to the people she loved are among her most enduring qualities.”

Karen completed her bachelor's degree at Princeton, with a double major in Russian and Sociology. She then spent several years as a teacher in Macau and Beijing before coming to SIPA. Here she combined her interest in East Asia with a growing interest in economic issues, and studied Chinese and international trade, finance, and business.

After graduation, Karen worked at the New York Mercantile Exchange, serving as vice president of research, and then joined Cantor Fitzgerald's new Internet venture, e-Speed, where she researched commodities futures.

In celebration of her spirit, and to honor her memory, Karen's family has established the Karen J. Klitzman Memorial Fellowship for the Elimination of Terrorism and the Resolution of Conflict at SIPA.

Nauka Kushitani

Nauka Kushitani, MIA '88, of New York, NY, was vice president of Fiduciary Trust International.

She earned a B.A. from Tsuda College in Japan in 1980, an M.A. from Teachers College, Columbia University in 1986, and an MIA from the School of International and Public Affairs in 1988.

Prior to joining Fiduciary in 2000, she was a principal for the Williams Capital Group, where her responsibilities included Japanese small-cap equities research. Her previous experience included five years as a research analyst with W.I. Carr, Prudential-Bache, and CIBC in Japan.

Nauka's friend, Yasuko Hata, MIA '87, says, “She was a very sweet and kind person and I will always remember her smile, which made you feel very warm. I knew her after graduating SIPA, so we talked about our career plans and I was very impressed by her diligence and intelligence. I am very sad to know that I cannot talk to Nauka anymore.”

Victor Wald

Victor Wald, MIA '75, Business '76, was passionate about international affairs. His wife, Rebecca, describes him as someone with the intellectual curiosity and analytical skill to “look beyond the common situation” for a deeper understanding of finance or politics. “Many of his colleagues came to him for advice.”

Victor's classmate and friend, Suzanne Rosenberg of Teaneck, N.J., says she will miss his unique perspective. Rosenberg and Wald renewed their Columbia friendship years later when they found their children attended the same school. “I know that right now Victor would have been sending out a million e-mails, totally engaged in the geopolitical significance of this tragedy,” Rosenberg said.

Victor's career in banking included positions at Oppenheimer, Continuum Capital, where he was a partner, and at Avalon, where he worked at the time of his death. “He loved working with his many clients in the European banking community,” Rebecca says, “but he never abandoned his love for political science, especially Middle Eastern affairs.”

A native New Yorker who lived on the Upper West Side, Victor also leaves two daughters. “I hope they will attend Columbia some day,” Rebecca says.

The Karen J. Klitzman Memorial Fellowship

SIPA proudly announces the establishment of the Karen J. Klitzman Memorial Fellowship for the Elimination of Terrorism and the Resolution of Conflict

On September 11, 2001, Karen J. Klitzman, MIA '88, died in the terrorist attack on the World Trade Center. A thoughtful student of people and of the world that shaped them, Karen represented SIPA at its best.

Shortly after her death, Karen's family established the Karen J. Klitzman Memorial Fellowship for the Elimination of Terrorism and the Resolution of Conflict. It is their hope to help future SIPA students who share Karen's commitment to promoting international understanding and peace.

SIPA's mission takes on a new urgency in the wake of September 11th. The School plans to fully endow the Klitzman Fellowship to ensure that its mission and Karen's contributions to the SIPA community will continue in perpetuity. Already the fund has raised more than \$25,000.

We hope you will join us in honoring Karen's memory by supporting exceptional students through the Karen J. Klitzman Fellowship. Checks can be made payable to: Columbia University—Klitzman Fellowship and mailed to: Dean Lisa Anderson, SIPA, Columbia University, 420 West 118th Street, New York, NY 10027.

Responding to 9/11

In the days and weeks following the September 11 attacks, SIPA alumni — responding to an e-mail from Dean Anderson — wrote in to report that they were safe and inquire about one another. Many of those in New York and Washington, D.C. recounted their first-hand experiences; others, writing from throughout the world, conveyed their support to all those affected by the tragedy. What follows is just a sampling of the many messages we received.



I'm ok. I witnessed everything and have been evacuated, but am very grateful to be alive.

Anna Crankshaw, MPA '94



I was taking the R train in to work Tuesday morning. We pulled into the World Trade Center (WTC) station a few minutes before 9 a.m. As we sat in the station I heard an enormous BOOM... dust started falling through the vents in the station's ceiling and it smelled like smoke. I thought there was a tunnel fire and decided to head for the exit. A blind man sitting across from me looked confused and I told him to take my arm. We came out onto the street just across from the WTC. It was like a ticker tape parade; the air was filled with debris and the sidewalk was covered with gray grit. I saw people pouring out of the doors of the WTC and... fire and smoke coming out of the first tower hit. I thought it had been bombed. We made our way around rubble up to Broadway and... a bit further on we learned from a crowd clustered around a car radio that the Pentagon was hit and that the earlier hits on the WTC were by airplanes. There were thousands of people walking in the

street with no idea what was going on or where to go...

Caroline Holley, MIA '95



Please keep me on the list of those “present and accounted for.” I witnessed it [the attack] safely from a few blocks away as it all happened (although I was among the many who ran for their lives during the collapse of the first tower). I have to say very honestly that it was my education at SIPA that has helped me keep all of these events in perspective and not be swayed by the many instant experts who have suddenly appeared to tell us what it all means and what we should do about it. I pray that we have not lost any members of the SIPA community as a result of this act of war, and that we will continue to maintain our dignity and honor as members of a great institution and society.

Dan Herman, MIA '82



I am with Salomon Brothers and worked at Seven World Trade, the third building to collapse. Everyone was able to safely exit the building. To my knowledge, I am the only SIPA alum to work for Salomon Brothers at Seven World Trade. Please keep us in your thoughts and prayers as we work through this difficult time.

Peter W. Quinn, MIA '97, IF '97



The terrorism in New York shocked me down to the floor. I am by far more than heartbroken to see my loving city devastated. It instantly reminded me of the subway gassing by the cult Aum Supreme Truth in

Tokyo back in 1995. After that I couldn't stop feeling choked whenever I rode subways. All the people in the city turned deeply nervous, scared and overreacted to every tiny, strange smell. I imagine the same kind of trauma is obsessing New Yorkers too.

Hiromichi Ugaya, MIA '94



I am safe. Thank you for your e-mails, phone calls and especially prayers...I work (worked?) downtown — [World Financial Center (WFC)] — and live downtown (Mulberry Street) and the area has been essentially closed down since Tuesday. The smell in the neighborhood from the burning remains of the buildings is bad and will certainly only get worse. I saw the aftermath of the first attack (WTC 1) and witnessed the second plane crash into WTC 2 from an office window in my building at Merrill Lynch in WFC 4, across West Street from the WTC. It still hasn't sunk in. I think that everyone I know in my building is safe. I am worried about my friends who work for the NYPD, Fire Department, Port Authority or in the World Trade Center...

Michael Hillmeyer, MIA/MBA '97



I worked on the 25th floor of WTC 1 for a company called Wrightson Associates. I was very lucky to have survived.

Michael Pedroni, MIA '97



It's almost a week since the tragedy, but my heart still will not stop bleeding for New York, America as whole, and the entire civilized world. As we go through the difficult days ahead,

I hope we will proceed with reason and strength, not allowing our judgments to be impaired or propelled by the anger and bitterness which surely we must all endure. God Bless.

*Minkailou Semega-Janneh, MIA '79
Banjul, The Gambia*

PS: Although 90% Muslim, my country declared three days national mourning and prayers for all those who suffered from the heinous attack on civilization.



I am living and working for MGM/Mirage in Shanghai, China. As an American and a New Jerseyite, it's quite sad to see the events unfold from so far away. Please pass along the prayers and sympathy from all fellow Columbia grads in China. We know how strong New Yorkers are. Terrorists will not destroy the New York spirit.

My thoughts and prayers are with all of the people in New York.
Steve Cohen, MIA '91



A year ago, I relocated to San Francisco with my husband and am doing fine. It is hard for me to comprehend the enormous loss that has taken place. After working for five years in the Financial District, blocks from the WTC, I am feeling very displaced here being so far from my family and friends in NYC.

Elissa Goldman Bard, MPA '96



I wanted to check in and let you know I am ok... I actually work at RAND, across from the Pentagon, but take the bus to the Pentagon. I got off the bus when the plane slammed into the Pentagon. Thank God the bus stop is on the other side of the building. I will let you know if I hear anything from other SIPA alums.

Tim Liston, MIA '98

I work (or worked) for Deutsche Bank, on the 5th floor of the WTC. I was late for work because I went to go vote (thank God for voting!). As far as I know, all but two of my Deutsche Bank colleagues made it out, which is incredibly lucky given what other firms have suffered.

Laura McHale, MIA '00



I was in the Pentagon when the plane crashed into it on Tuesday, but am fine. The majority of the Columbia folks I know are in the policy part of the Office of the Secretary of Defense and I've been told that all of Policy is accounted for, but I can't confirm it. If you have a list of alums you think work in the Pentagon, feel free to send it to me and I'll do what I can to account for folks.

Robert M. Scher, MIA '91



I work at the Pentagon for Booz Allen and Hamilton, but had not yet made it in to work on Tuesday morning.... I was fixated on the TV watching the horrific events in NY. I am from NY so I was busy trying to get in touch with people. Finally, I left for work. On my way in, there was an announcement over the Metro loud-speaker saying that there was a terrorist attack on the Pentagon. I was stunned! I just turned around, went home, and tried to contact loved ones to let them know I was alright (to no avail for several hours because of the jammed phone lines). I know that many SIPA alums down here are gratefully safe and sound.

Elizabeth Leff, MPA '99



I work in the vicinity of the WTC (on Wall Street) and I am fine. Please let me know how, as an alum, I can be of any assistance in working with the current student body. I lived through SCUD missile attacks and numerous suicide bombings in Israel. I am familiar with the feelings of paralysis and

fear in the immediate aftermath of terror attacks.

Michael Goldfarb, MIA '96



Allow me to take a moment to express my shock and grief at what happened last week. Since graduation, I have been living in the Netherlands, where I am currently working on my doctorate at Leiden University and not in my beloved NYC. I must say, though, that I saw it all with my own eyes. My mother rang me the moment of the first attack, so I had CNN on the TV in the front room and WABC streaming over the 'net' in the back room. I wish so much I could be in the city now to help. For the moment, I'm sending whatever good thoughts and energy I can offer to all New Yorkers (and DCers) and seriously hoping for calm in the near future.

This is just another way in which I am reminded of how much Columbia really is a true community, and I just wanted to be sure you all know how much that caring spirit is well-received and sent back in return.

Nick Hansen, MIA '99



....I am still [working] at the U.S. Embassy in Manila and we are doing fine here, though we, like all embassies, have stepped up our security quite a bit. The shock of the events has been immense. I just learned yesterday that one of my ISP colleagues, Mary Angelini (MIA '00), lost her father (whose body has been recovered) and likely her brother (not yet recovered). They were both among the first group of firefighters to respond to the scene... I'm sure that SIPA has come together as a community in the wake of these events. My thoughts are with all of you at this very trying time.

Camille Purvis, MIA '00



Trapped in WTC 7 lobby when first tower collapsed because, as deputy commissioner at NYC Human Resources Administration over Crisis and Disaster Services, I'd been called to the Mayor's Office of Emergency Management [OEM] when the first jet hit — second tower had been hit before I got to 7 — then a few top OEM [staff] and Feds, etc. and I were caught in the lobby when the tower collapsed, and the lobby was filled with the debris from the tower. None of us thought there was a chance to survive. [I am] incredibly grateful for the miracle and have been working at the Command Center and, starting tomorrow, at the new Family Center (Pier 94), nonstop with staff since the attack.

Hope all other SIPA alums are accounted for.

Jane Corbett, MIA '93



...I am safe, but my sense of security is shattered. I was sitting on the Promenade at 8:50 a.m. when the first plane hit the World Trade

Center. There was smoke and millions of tiny glitters in the air, which turned out to be documents flying across the East River. One of them was a FedEx envelope with a contract that someone was presumably signing when the first plane hit. At 9:15 I saw another plane fly in from Staten Island. It flew incredibly low and accelerated, so close to me that I thought it was flying up the East River, but it ducked behind a high-rise on Manhattan and tilted itself like a fighter plane and a moment later disappeared into the South Tower. By this time there were a dozen people watching speechless. We stood there immobilized as I called as many people as possible on my cell phone (but got through only to my parents in Australia). Then I saw one tower collapse, then the other, and I sat down and wept...

We are grieving for the firefighters and police officers and military personnel and civilians who died, and for their families... At the same time, however, we are inspired by the heroism and leadership of ordinary people going beyond themselves.

Thomas D. Zweifel, MIA '96

I'm fine, just very sad.

Sarah Pressman Lovinger, MIA '90



Peter Buckey, his wife, Suha, and daughter, Margot, live in Battery Park City in Gateway Plaza, the closed residential building in the WTC neighborhood. My wife and daughter were evacuated by the NYFD. We are forever grateful for their services. (I was already at work in Midtown). We are doing well at this point, though barred from our apartment for an undefined period of time. Our heart goes out to those who lost loved ones in the attack. We wish everyone well in the healing process.

Peter Buckey, MPA '92

A View Through the Chaos

By Jennifer Barsky

At 8:55 a.m. I heard the news. Confused, angry, scared, and shaken I hopped into the car. Traffic appeared normal though police cars, ambulances, and undercover cars occasionally raced through the streets. Around 50th Street pedestrians appeared oblivious, despite the cloud of smoke now visible at the end of Broadway.

Closer now: the World Trade Center, the silhouette of the plane where it entered, flames. People standing in the street unmoving, running,

screaming, crying, shocked. And then it crumbled like a pillar of ash, dissolving in front of us. All I could do was scream and run faster.

By the time I got within five blocks, the streets were covered in soot, paper, pieces of fuselage, and shoes everywhere. I picked up a charred document and imagined the desk it might have been sitting on less than one hour ago. 20th floor? 80th floor? What were their final moments? Had they made it out? Around me a trickle of survivors walking dazed through the haze of dust and ash. Some crying, most just stumbling as

though blinded by the fog of the moment, of the building reduced to powder and particles now surrounding them.

And then the inevitable: "The second tower is coming down!" Mesmerized and terrified, I watched the top of the building explode, the pieces raining down upon us, the cloud of smoke racing to consume us.

Jennifer Barsky is a second-year student concentrating in Economic and Political Development.

A View Through the Chaos

Photography by Jennifer Barsky



MIA Students' Summer Internships: Interesting and Diverse

By Cecilia De La Macorra

From Miami to Brazil, Berlin to Lebanon, second-year MIA students obtained a variety of interesting and fulfilling internships this past summer. This wide range of endeavors was a result not only of their concentrations and personal interests, but also of the outgoing spirit that characterizes SIPA students.

In the media and communications field, Beatriz Arana interned at the Department of Corporate Communications for AOL Latin America in Ft. Lauderdale. She helped draft press releases and contributed to weekly conference calls with corporate communications teams in Mexico, Argentina, and Brazil. She also helped plan sponsorships in various Latin American related events, such as the

ganeh and Lionel Beehner, also did their internships for CNN International. They both worked in Moscow, where they learned how to shoot with digital cameras and edit. Zanganeh even got to produce two complete stories herself, one of which was aired on "Inside Europe."

In the finance and business field, Donaji Vega spent a month doing portfolio risk analysis for Aseguradora Hidalgo in Mexico City. As a result of her internship she realized that risk analysis is a field she would like to work in.



Lila Azam Zanganeh and Lionel Beehner in Moscow, where they interned for CNN

"[The internship] helped me define my professional future. I learned about corporate social responsibility and realized it's an expanding field that's constantly looking for creative professionals."

New York Latino Film Festival. One of the highlights of her internship was attending the annual shareholders meeting in New York City.

Another Latin hand, Laurence Wallace, worked at CNN's bureau in Havana. He helped camera crews during shoots, found archival footage and conducted research. "Cuba is an extraordinary place for doing journalism," he said.

Wallace's colleagues from the IMC concentration, Lila Azam Zan-

"There are few companies in Mexico that have risk analysis areas, and it's becoming essential for companies that have significant investments in the markets," she said.

Pedro Arizti, also a finance and business concentrator, landed an internship at Lehman Brothers in London. Arizti worked for the fixed income department in foreign exchange and sovereign research. "I got a very good understanding of how the financial world works on a

daily basis," he said. "The internship has given me a fair view of what to expect from working in an investment bank."

Federico Borello worked on a joint project between Columbia University's Center for Human Rights and Shell Venezuela in Barranquitas. He spent a month with two SIPA colleagues, Luisa Nardi and Kristina Svensson, doing a study on Barranquitas's social and economic development in order to determine Shell's priorities for the population. "We found that Shell's role, as far as the village was concerned, is a positive one. They help in a community that's completely abandoned by the government."

Carolina Ortega, also in the Human Rights concentration, worked for Ache Laboratorios, a Brazilian pharmaceutical company in Guarulhos, near São Paulo. She spent two months working on a community development project that Ache Laboratorios was doing with the government and various NGOs.



Shana Ward with officials from International Trachoma Initiative in Ethiopia



Carolina Ortega (center) and Ana Maria Hermoso (right) with Patricia Ferrer of CEJIL, a Brazilian NGO

“[The internship] helped me define my professional future. I learned about corporate social responsibility and realized it’s an expanding field that’s constantly looking for creative professionals.”

Ana Maria Hermoso also did her internship in Brazil. She worked in the Center for Justice and International Law (CEJIL) in Rio de Janeiro. This organization focuses on litigating human rights violations in front of the Inter-American Commission for Human Rights of the Organization of American States (OAS). “I met a man who had been shot by the police. Now he’s paralyzed,” said Hermoso. “It wasn’t until CEJIL took the case to the commission that someone acknowledged his suffering. Now the local government is going to give him financial compensation.”

Sebastian von Einsiedel, an expert in international security policy, interned for an NGO as well. He worked for the German Institute for International and Security Affairs in Berlin, conducting research on the revolution in military affairs in the United States. Although he enjoyed the experience, Einsiedel does not foresee a career working for a think

tank. “I don’t want to write about what other people are doing or should do,” he explained. “It’s a very secluded academic affair, and I’d rather work in a teamwork environment.”

Rachel Ingber, who is also specializing in security policy, worked for UNDP in Beirut, where she wrote a brochure on Lebanon’s post-war reconstruction development projects. She spent her time there writing press releases, some of which were published on the organization’s Web site. “It was an amazing opportunity to be in Lebanon 15 years after the war ended,” she said, explaining how she was privileged to witness the ways this Middle Eastern country is coping with change. “I went to the border and toured the prison where the South Lebanese Army (SLA) used to keep political prisoners.”

Shana Ward, an Economic and Political Development concentrator, was hired as a consultant for an international public health NGO called International Trachoma Initiative, based in Ethiopia. She reported on how this organization helps the country’s public health strategy and uses Ethiopia as a model for helping other countries.

Also concentrating in Economic and Political Development, Elham Seyedsayamdost worked for the micro credit department of the Banque Internationale Arab du Tunisie. Her daily work — which to her regret started around 7:00 a.m. — consisted of conducting research on how the bank gives credit to start-up businesses. In addition, she investigated Tunisia’s economy for the past ten years, and compared it to Morocco’s economy.

All in all, second-year SIPA students had interesting and fulfilling summer internships that gave them a better idea of what their future careers will entail. They also were able to live in new cultures, which many students say was an exciting and eye-opening experience.

Cecilia De La Macorra is a second-year MIA student concentrating in International Media and Communications.

Overlapping Boundaries: MIA's New Director, Anthony Marx

By Rania Al-Shirawi

His scholarly knowledge is evident in the heavy manuscript resting next to a large computer. Glimpses of the colorful geometry of the South African flag amidst a cluster of miniature flags illustrate regional expertise across continents. And a sense of character is highlighted when a telephone ring is answered with a warm “Hello, darling” for discussion of his daughter’s ballet session.

Anthony Marx joined SIPA’s administration as director of the MIA program in July 2001. However, this is not his first official appointment at Columbia University. In 1990, with a Ph.D. degree fresh in hand from Princeton’s department of politics, he joined Columbia’s political science department as an assistant professor.

Now a tenured associate professor, Marx is the current director of the Undergraduate Studies of Political Science and its affiliated Honors Program. Additionally, he is the founder of Columbia’s Urban Educators Program, which links current students to teaching positions in nearby schools. Mixing family and work, Marx co-directs the Center of Historical Social Science with his Turkish-born wife, Karen Barkey, an associate professor of sociology at Columbia. Their center, which is funded by the Mellon Foundation, runs a series of seminars titled “Democracy and Inequality.”

An expert on South African politics, Marx has published over eleven articles and two major works. His most recent book, the award-winning *Making Race and Nation: A Comparison of the United States, South Africa and Brazil* (1998) discusses the politi-

cal construction of racial ideology.

Despite all these achievements, he is quick to note that his children Anna Claire, 3, and Joshua, 7, “are the most amazing thing that has ever happened to me.”

Reflecting on the MIA program, Marx says he considers its curriculum “central” to the world, as the division between international and domestic is “no longer strict.” However, he thinks that there is always room for improvement. With a job description to “[oversee] curricular and teaching needs” he plans to use his term to focus on faculty hiring and curriculum reorganization.

“You can’t think about security without thinking about the environment or human rights,” says Marx on the importance of overlapping linkages. Consequently, he deems it possible to effectively coordinate the School’s nine concentrations and four interdisciplinary programs to “streamline requirements” and to “benefit from synergy.”

Marx also plays a major role in the search for at least half a dozen full-time faculty. Alongside conducting “cutting-edge research,” he considers it crucial that professors put forth ideas “in an engaging way in the classroom.” Looking to go beyond recruitment solely through interviews and evaluations, Marx has been seen attending guest lectures given by potential candidates and seeking feedback from attendant students.

For someone who primarily considers himself “a researcher and a teacher,” the new faculty director appointment has taken him on an unexpected ride.

“The main cost of doing this



job,” explains Marx, “is that I wasn’t able to teach as much.” This, of course, disappoints many students who have participated in his engaging lectures.

“I can see why SIPA would want to snatch him as an administrator,” says Samar Al-Bulushi, a joint B.A./MIA degree student who was formerly in Marx’s Honors Seminar. Yet, she claims, “it would be a real loss for students, academically speaking, if that meant less time for him in the classroom.”

Additionally, the final revision for his new book has been “on the back burner.” Holding the large manuscript proudly with both hands, he promises that it will be ready for next year’s publication date. The provocative book, *Faith in Nation: Intolerant Origins of Western Europe*, argues that the concept and principal of nationalism did not emerge as an “element of liberal inclusiveness associated with the 18th-century French Revolution,” but was “forged on the basis of religious conflict and exclusion” in 16th- and 17th-century Europe.

Consequently, Marx does not expect his historian colleagues to fully appreciate what he is doing. “That’s okay,” he remarks with a smile, “controversy is good.”

Rania Al-Shirawi is a second-year MIA student concentrating in Economic and Political Development. Last summer she interned at CNN’s U.N. Bureau.

Returning to the Policy World: MPA's New Director, Charles Cameron

By Natalja Kurz

Charles Cameron, associate professor in the political science department, has been selected to become the new director of the MPA program at SIPA.

Cameron, who received an MPA and Ph.D. from the Woodrow Wilson School at Princeton University, has been a research fellow at the Brookings Institute, a National Fellow at the Hoover Institution and a recipient of multiple grants from the National Science Foundation. After focusing his academic interest in public policy, he says, "it's a pleasure to return to the policy world."

Cameron is especially fond of SIPA because of the diversity of its student body, its location in New York

City, and the access that students have to the resources of Columbia University and its professional schools. According to Cameron, "there just is no other policy school that combines these three advantages."

"His knowledge, experience, and deep interest in the MPA program are what SIPA needs to ensure the continuing excellence of this program in an increasingly complex world."

SIPA Dean Lisa Anderson believes that Cameron brings an extraordinary combination of qualifications to his new position: "His knowledge, experience, and deep interest in the MPA program are what SIPA needs to ensure the continuing excellence of this program in an increasingly complex world."

Dean Anderson is confident that, after teaching at Columbia University for over 12 years, Cameron has the right insight into the institution. "Professor Cameron knows Columbia," she says. "From his vantage point in the political science department, he has developed a clear sense of the unique opportunities that are available [at SIPA] for training public policy analysts and managers and conducting research on pressing public policy questions."

Cameron's immediate priorities as director of the MPA program are faculty recruitment and reform of the MPA curriculum.

During this hiring season, Cameron hopes to fill high-profile positions such as the Carnegie Chair, as well as junior positions for instruc-

tors of quantitative subjects, including statistics and economics. "The people we are looking for," he explains, "are catalysts that will make this place even more lively and who will raise the impact of the school both nationally and internationally."

The reformed, more flexible MPA curriculum will be offered to next year's entering class. "A decrease in the number of required classes will let our students choose more widely from all the courses offered at Columbia," Cameron says.

In order to take better advantage



of SIPA's location in New York City, Cameron is also working to increase the number of seven-week courses taught by working professionals, who, according to him, "have been managing advocacy organizations, for example, and know all about them."

Although Cameron has been teased by friends about becoming a bureaucrat, he says there is little that can detract from his obvious enthusiasm for SIPA's MPA program, its students, and what he calls the best job in the world. "I very much look forward to working with Dean Anderson — a visionary and inspirational leader — and helping my colleagues on the MPA faculty team reach their goals as teachers, researchers, and scholars. Most of all, I look forward to making new friends among the wonderful students at SIPA. It should be a blast!"

Natalja Kurz is a second-year MIA student concentrating in International Media and Communications and Western Europe. Before coming to SIPA, she interned with Daimler Chrysler Business TV in Germany.

EMPA Program Adds New Concentration

By Christine Ostrowski



The first EMPA graduating class with SIPA Commencement speaker, Christopher Reeve

The Executive Master of Public Administration (EMPA) program, developed by SIPA in 1999 as part of the Picker Center for Executive Education, continues on its successful path of developing senior-level public and private sector managers. In offering a hands-on approach to policy analysis and public management and a flexible schedule, students are able to earn a Master's in Public Administration in two or three years while continuing to work full time.

When the program was launched, students pursued courses in advanced management and finance. This fall SIPA introduced a new concentration, International Economic Policy and Management (IEMP). This new field of study is designed to prepare students for careers in development agencies, nonprofit organizations, international business and finance, government, and international economic agencies.

Professor Arvid Lukauskas, director of the IEMP concentration, explains, "The reason we added it was because we found a lot of students wanted something called 'international.' Public policy has clearly become more internationalized, with public agencies, businesses, and nonprofits all entering the global arena."

"Additionally, we thought offering two concentrations was a good way to enhance the program," Lukauskas continues. "One of our strengths here has been international economic policy, so we decided that was the way to go."

The effect has proven successful. In advertising the new concentration to prospective students, Lukauskas reported that applications rose by one-third. And the current students are enthusiastic: "I think the IEMP focus sounds very interesting," says Bogdan Dragulescu, who works at the Romanian Delegation to the United Nations. "It will be great for those of us who want to work in the international public sector."

Elizabeth Herrera, who is employed full time at Weill Medical College, thinks that the directors should continue to add new concentrations to the EMPA program: "Whenever people are given a choice, it improves their attitudes and perceptions of the program."

Lukauskas says that the Picker Center would like to introduce another new concentration in a few years, but for now they're focusing on building up IEMP. Together with advanced management and finance, these two courses of study equip private and public managers with the tools and knowledge necessary to successfully solve real-world policy and management problems.

Christine Ostrowski, SIPA News assistant editor, is a first-year MIA student concentrating in International Media and Communications and Western Europe. Before coming to SIPA, she worked for the International Trademark Association.

PEPM Program Looks Towards the Future

By Christine Ostrowski

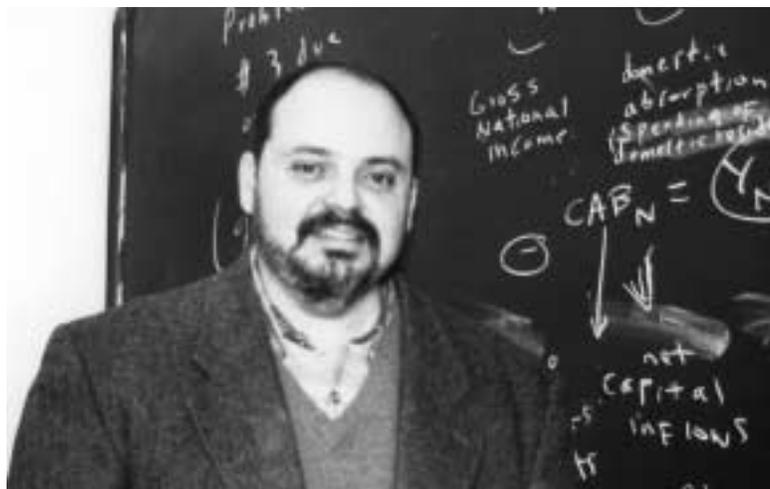
The Program in Economic Policy Management (PEPM) is one of the most prestigious programs of its kind in the world. It was started in 1992, operating as a partnership between the World Bank and Columbia's School of International and Public Affairs, Graduate School of Business and Department of Economics. The program has proven successful in training graduates to become influential economic figures around the world.

Its mission is to impart to professionals and policymakers from developing countries the skills necessary for the effective design and implementation of economic policy in market economies, with an emphasis on the problems facing developing and transition economies.

"We're very happy with the success of the program," remarks Professor Francisco Rivera-Batiz, director of the PEPM program and associate professor of economics and education. "The alumni have done very well."

One of the most important initiatives in the coming years will be the collaboration with similar World Bank programs around the world.

Indeed, many PEPM graduates are now at top policymaking positions in their home countries, including the ministers of finance of the Republic of Georgia and Mongolia, the assistant minister of planning and economic affairs of Liberia, and the deputy secretary of the Ministry of Finance of Pakistan.



Francisco Rivera-Batiz, director of the Program in Economic Policy Management

Rivera-Batiz, along with Assistant Director Maya Haddow, are continually looking for ways in which to improve and expand the PEPM program. One of the most important initiatives in the coming years will be the collaboration with similar World Bank

programs around the world.

"We are looking into offering courses at the other institutions, either through teleconferencing or through the Internet," says Rivera-Batiz. "It gives the chance for students abroad to interact with our students and vice-versa. We're also considering a student exchange program."

The directors are also interested in expanding the scope of the program by developing and collaborating with similar initiatives in Eastern Europe, the former Soviet Republics, Central and South America, and China.

"One of the main reasons I chose the PEPM program was because of its international influence," remarks Mary Veronica Tovsak, who comes from Slovenia. "Expansion of similar initiatives around the world will be an asset to our own program."

New economic initiatives based on Columbia's PEPM program are cropping up at universities all over the United States and around the world. But Rivera-Batiz doesn't see them as competition. Rather, "it is another sign of our success that our competitors are modeling their programs after our accomplishments."



Patrick Bohan



Rob Garris



Melissa Poueymirou



Caroline Kay



Frank Mancini



Katarina Holm-Didio

The Changing Faces of SIPA

By Daniele Schiffman

The start of another school year at SIPA always brings fresh new faces. They are easy to recognize — they are the faces of new students and professors. But there is another group of changing faces at SIPA — the administrative staff. They do everything from recruiting new applicants to keeping student life running smoothly.

At their helm is Patrick Bohan, the new associate dean of administration. His primary function is to manage SIPA's budgetary, financial and personnel needs. He previously served the School as director of admissions and financial aid for five years, and before that spent seven years at the Columbia Graduate School of Architecture, Planning, and Preservation. In short, his function is to assist the dean in managing the School's resources and planning for the future.

Rob Garris, the new director of admissions and financial aid, also has a lot to do with SIPA's new faces. It is his job to recruit new applicants, and, with the help of faculty and members of the dean's office, decide whom to admit. This is a task Garris has had considerable experience in, as former director of admissions at the School of Advanced International Studies at Johns Hopkins. One of his top priori-

ties this year will be to keep in better touch with prospective students through the Internet and e-mail.

In addition to helping with the admissions process, it is the job of the assistant deans to make the transition to SIPA as easy as possible for students. While all assistant deans are in charge of student life, most focus on specific areas. Melissa Poueymirou, an assistant dean of student affairs, is the primary housing contact for students. She also manages SIPA's dual degree program with the Institut d'Etudes Politiques de Paris. Although this is a new job for her, Poueymirou is no stranger to SIPA. She spent three years as an assistant director of the Picker Center for Executive Education before joining the Office of Student Affairs this past summer.

Caroline C. Kay also came to SIPA this past summer as an assistant dean of student affairs. Her main focus is on student fellowships and dual degree admissions. Kay easily adapted to this job after working at Columbia's School of Public Health as an assistant director of academic and student affairs. In this capacity, she spent much of her time advising dual degree students from SIPA and the School of Public Health.

Frank Mancini, another assistant dean of student affairs, never thought

he would end up back at SIPA. He came here in 1996 to get a joint degree in social work and public policy. As a student, Mancini worked in the Student Affairs Office, and he kept in close contact with his co-workers when he graduated. He went on to work for city government, but when the opportunity to work at SIPA came his way, Mancini could not pass it up. He returned to SIPA at the start of 2001 to handle student life for the MPA program.

Katarina Holm-Didio, the new manager of internships and first-year recruitment in the Office of Career Services (OCS), made her way to the United States from her native Finland through an exchange program with SUNY Albany in 1998. Upon graduation, she joined the staff of OCS as a program coordinator. Holm-Didio now works primarily with international students organizing career development programs.

Although they might not be as easy to spot as new students and professors, these are the individuals who help make SIPA what it is today.

Daniele Schiffman, a second-year MPA student, is studying media and public policy. Before coming to SIPA, she worked as a research associate at a think tank in Washington, D.C.

recently has there been any real understanding of what aspirin does.

It is reasonably clear that the discovery or invention of useful artifacts has been important in the areas where progress in solving a problem or meeting a need has been considerable: That is, new or better materials, substances, devices, and machines have been an important part of the solution. Thus the successes in disease prevention or cure generally have involved the development of vaccines or pharmaceuticals. Our search for a way to deal with the AIDS problem has focussed on these kinds of solutions. The advances we have achieved in communications and computation capabilities have largely been due to the invention and development of new physical technologies. On the other hand, to date at least, the new apparatus has had only a limited impact on processes of education. Why? And why has technological progress more generally depended so much on the development of better artifacts? While there are some areas where humans have learned how to improve the effectiveness of what they do considerably simply by changing behaviors or organizational structures, for the most part these changes have been as complements to new physical technologies rather than stand-alone developments. Why?

These are fascinating questions, and I think important ones. I appreciate the opportunity to bring them to your attention.

Richard Nelson is the George Blumenthal Professor of International and Public Affairs.

CONTINUED FROM PAGE 3 (Stiglitz)

Juggling lectures and consulting around the world with teaching at Columbia has been a normal part of his life. In the few short weeks since earning the prize, he traveled to Bolivia, Ecuador, Argentina, Uruguay, and Switzerland as well as parts of the United States.

He admitted that the tragic events of September 11th have made this a difficult time to enjoy winning the Nobel Prize. But he continues to be optimistic: "What September 11th has done is that it has brought home more forcefully the extent to which events, attitudes, and problems in one part of the world have impacts elsewhere."

Stiglitz plans to base his new Initiative for Policy Dialogue at SIPA. This project, which is funded with substantial foundation support, aims to provide an alternative to the International Monetary Fund and World Bank for countries in need of sound economic policy advice.

A half-hour with Professor Stiglitz showed him to be modest, thoughtful and, most importantly, deeply concerned about social justice throughout the world. SIPA is proud to have Joseph Stiglitz call Columbia his home.

Beatriz Arana is a second-year MIA student concentrating in International Media and Communications and Latin America. Last summer she interned at AOL Latin America in Ft. Lauderdale.

In Memorium

JooWon Park

By Christine Ostrowski

JooWon Park, MIA '01, died tragically in a fire in his apartment on October 6, 2001. Mr. Park, 25, was an Economic and Political Development concentrator in his final semester at SIPA. He was an active member of Korea Focus and the Korean Graduate Student Community (KGSC).

Mr. Park was born in Korea and came to the United States ten years ago to attend Phillips Exeter Academy and Johns Hopkins University.

He was planning on interning in Cambodia for the winter and then coming back to the United States to attend law school. He eventually wanted to return to Korea to work in politics, particularly with reunification and human rights issues.

Mr. Park was a popular and active figure in the Korean community. He loved singing and spending time with friends. He spent this past summer in Los Angeles working at a Christian Youth Group summer camp.

His many friends at SIPA mourn his passing and extend their sympathies to his family for their loss. His approach to learning, his dedication to his community, and his desire to excel in all aspects of life will serve as a standard for all who knew him.

Kevin Minthorne Wolf

By Christine Ostrowski

Kevin Minthorne Wolf, MIA '96, succumbed to non-Hodgkin's lymphoma on September 12, 2001, after 19 months of courageous battle against the disease.

Mr. Wolf was born in Vevey, Switzerland and raised in New Jersey. Upon receiving his B.A. in English from UNC-Chapel Hill in 1985, he embarked on what became a lifetime passion and intellectual pursuit: the study of Chinese culture and the Mandarin Chinese language. From 1985-1987, he studied Mandarin Chinese in Taipei, Taiwan, returning to the United States in 1987 to attend the University of Michigan Law School. After earning his J.D. in 1990, he began his professional career at the law firm of Anderson, Kill, Olick & Oshinsky in New York. He rejoined academia in 1994, pursuing a Masters in International Affairs from Columbia.

While at SIPA, Mr. Wolf focused on Chinese culture, language, and law. He returned to Asia upon completion of his studies at Columbia, receiving his CHINA-SAR qualification in 1996 and joining the law firm of Baker & McKenzie in Hong Kong as an associate in the China Practice Group in 1997.

Mr. Wolf's many friends and family mourn his passing.

Gautam Sundaram

By Kareem Fahim, MIA '01

My friend Gautam (Journalism '97 and SIPA '98) managed to box — yes, punch things, wearing black Everlast gloves — three hours a day while he attended SIPA, in the second part of a two-year journey at Columbia that started at the Journalism School. I saw him often then, and squeezed him for advice on my application to the program. He made clear to me that his inchoate pugilism contained the same moral nutrition as any human rights class. Gautam journeyed to find a better theory about the order of all things; and clues found at school, in conversation, with his family, or in the execution of a right job were really just the atom-sized beginnings of understanding.

A spoonful of humanity, though, was essential to the mix. Though Gautam traveled mostly alone (he went everywhere), a cast of thousands, smitten with his smile and intelligence, befriended him. "If I do anything great in this life, however that is defined," he wrote to a friend, "it will be because of the energy and love people have given me." His family and friends miss him dearly.

Pictures, tributes, messages, and details regarding the memorial fund can be found at www.gautamsundaram.org

By Jayne Laiprasert

After 30 years as a professor at both the University of California at Berkeley and Yale and as a consultant for the leading investment boutique, Violy, Byorum and Partners



Holdings, LLC, **ALBERT FISHLOW** came to SIPA to found the Brazil Studies Center last spring.

The establishment of the Center was a natural next step for Fishlow, who has focused on Brazilian economic studies since 1965. “My engagement in Brazil was initially an accident,” Fishlow admits, “but once I had begun to work on it in a serious fashion, it remained a deep personal interest because of the nature of the problems, as well as the welcoming attitude of Brazilian intellectuals for outside academics.”

For Fishlow, one of the central goals of the Center is to foster exchanges between Brazilian graduate students and Columbia graduate students, independent of a specific field of specialization. This year Fishlow and co-director, Professor Alfred Stepan, also a member of the Institute of Latin American Studies, introduced a Brazilian seminar. It will meet throughout the year and promote the discussion of

a variety of Brazilian policy issues by SIPA students, as well as by Columbia students in general. “What is striking is that we have found that there is an increased interest in Brazil among SIPA students and there is clearly a great deal of support for increased study,” notes Fishlow.

He is currently writing a paper about the import substitution development strategy for the Economic Commission in Latin America that will focus on Raul Prebisch, one of the leaders of the theory’s development. He is also writing a paper for the Woodrow Wilson Institute in Washington, D.C., which will focus on the possible role of free trade, through FTAA, in the region.

“You have an immense concentration of international problems in which Brazil has played a very central part. The issue is, in spite of the international instability, can Brazil conclude the revolution it has started in terms of changing all the international rules by which the country operated,” he says about studying these economic development issues. “Brazil continues to present a test which will be a valuable study for students of development.”



ESTER FUCHS has had ample experience with the mechanics of New York City elections through her class, “Parties and Elections.” This year, however, she had the opportunity to take a look at it from a different perspective, as a consultant for Mike Bloomberg’s mayoral campaign. “I did issue consulting, ranging from health care policy, policy for senior citizens, education to fiscal policy,” says Fuchs, who has been appointed by the new mayor as special advisor for governance and strategic planning. “While I don’t normally work for campaigns, in this case, I liked his vision for the city and felt it was a good fit.”

As director of Barnard and Columbia College’s Urban Studies program, as well as the two-year-old Center for Urban Research and Policy at SIPA, Fuchs has constantly worked to integrate more SIPA students into urban policy research. In her workshop last spring, Fuchs led students in a project for the Abyssinian Development Corporation, surveying residents in the Harlem area about the kind of retail establishments that they wanted to see in vacant store fronts. “It was an exciting project for SIPA students to work on,”

says Fuchs. “Part of our agenda is to integrate research at the Urban Center with curricular objectives at SIPA, and to have more students engaged in primary research affecting New York City particularly, and urban issues affecting the nation.”

Fuchs emphasizes the importance of the international perspective in urban policy issues. She recently co-authored a comparative study of New York and London, *Governance in London and New York*, with Tony Travers of the London School of Economics. Fuchs notes, “the two cities can learn from each other on issues of urban policy, including issues of local economic development.”

One of the main initiatives at the Urban Center is the Muslim Communities in New York project, which is being conducted with Peter Awn, dean of the School of General Studies and Reeve Simon, assistant director of SIPA’s Middle East Institute. The project continues an earlier mapping of the Muslim community in New York City and “is based on an understanding that the Muslim community in New York is expanding. We were interested in addressing to what extent the Muslim community is integrating into American politics, culture, and the economy.” Fuchs further explained that “since September we have expanded the study with two projects directly related to the World Trade Center. One is an outreach program to the New York City public school program, and another is a project on the formation of public opinion on the Muslim community.”

Fuchs is currently working on *New York: the End of the Liberal Experiment*, an edited volume of essays by various Columbia faculty that is planned for release in 2002. It examines the impact of liberalism on politics, social life, and the economy of New York City, and questions whether New York is, in fact, still a liberal city.

✦ ✦ ✦



SHARYN O'HALLORAN joined the Columbia faculty in 1993 after receiving her B.A. in economics and her Ph.D. in political economy from the University of California at San Diego. Since then, she has served as a Hoover National Fellow from 1997-1998, as well as a visiting professor at the Graduate School of Business at Stanford University from 1998-1999.

O'Halloran is the author of several books, including *Politics, Process and American Trade Policy*, *Delegating Powers* and is completing a book manuscript, *Race, Redistricting and Representation*. She is currently working on a project analyzing the impact of governance on economic performance

entitled "The Dimensions of Democracy."

With specializations in U.S. trade policy, political economics, institutional analysis, and statistical methods, she says "my work bridges both the use of formal modeling and empirical testing. Statistical analysis is one of the key components of that research." As the instructor of the introductory statistical analysis course at SIPA, O'Halloran "gives students the opportunity to learn tools that are very relevant, and see the relevance in what they are doing at SIPA."

In addition to her teaching responsibilities, O'Halloran has engaged in extensive research as the director of the Center on Political Economy and Comparative Institutional Analysis at Columbia University. One current project examines the impact of governing structures on economic growth and seeks to answer the question, "to what extent do political institutions enhance or promote economic performance."

O'Halloran, through the Center, is also involved in two representation projects. The first, she says, "is a majority/minority redistricting project that looks at the impact of majority/minority voting districts on substantive representation in Congress." The second is an Internet voting project funded by the Pew Charitable Trust. "It addresses the extent to which Internet voting affects voter turnout and participation among different groups."

O'Halloran has high hopes for the future of the

Center and its projects: "We want to explore these interests in a comparative perspective, looking at the impact of these institutions on the types of policy that we see. Most of our work has focused on U.S. policy, and I think that it is important to start expanding our horizon and looking to other countries and other governmental situations to understand how these varieties of institutions impact public policy."

✦ ✦ ✦

As the co-director of the Center on Organizational Innovation (COI) in the Institute for Social and Economic Research and Policy



(ISERP), **DAVID STARK** has made it his mission to foster increased opportunities for interdisciplinary research. As the Arnold A. Saltzman Professor with a joint appointment in the sociology department and the School of International and Public Affairs, Stark is in a unique position to promote research that cuts across several different fields.

COI brings together Columbia graduate students in SIPA, sociology, urban planning and the Business

School, as well as non-Columbia affiliates. Together they study the origins and functions of non-bureaucratic, collaborative organizations in a program called Collaborative Organization and Digital Ecologies (CODES). "We are studying the origins and functioning of collaborative, non-hierarchical organizations, or what I call 'heterarchy', in the era of interactive media. We are interested in the co-evolution of collaborative organizational forums and interactive technologies," says Stark.

Before coming to Columbia in 1997, Stark taught in the department of sociology and the School of Management at Cornell University. There he focused predominantly on Eastern Europe and the relationship between democratization and economic transformation in newly democratized countries. His work appears to have shifted dramatically from low technology to new media. "I have found that there are many similarities underlying both," he says, "In both cases I am dealing with very much uncharted territory. The new rules of the political and economic systems were being rewritten in Eastern Europe, and as a result a new institutional field was developing. I found a similar development of new institutions in new technology."

Most recently, Stark and COI associate director, Monique Girard, have been co-authoring an ethnographic study of a new media firm in Manhattan's Silicon Alley. It will appear in a special

issue on "projects as a new organizational form" of *Environment and Planning*, a leading social geography journal. With CODES graduate student, Daniel Beunza, Stark is also conducting a study of online interaction and its relationship to physical space in the trading room of a leading international investment bank. Part of the COI group is studying what is happening in the post 9/11 recovery, the role of new technologies, and how companies are using them.

Stark is also currently involved in a National Science Foundation-funded project that studies how non-governmental agencies use new interactive technologies and, specifically, how new network forms of organization that cross national boundaries are giving rise to new forms of representation. For Stark, however, all of these projects are based on the greater question of "not only how organizations achieve adaptability, but also how they do so in a way that increases their capacity to further adapt and survive, if not thrive in this rapidly changing environment."

Jayne Laiprasert is a first-year MIA student in the dual-degree program with Columbia Law School, concentrating in international law in the East Asian region.

1982

YVONNE LODICO received her **MIA**, with a concentration in Economic and Political Development. Since graduating from SIPA, she received a J.D. and LL.M. from New York University and worked for the United Nations for eight years. While at the U.N., she acted as a legal advisor on three peacekeeping missions: two in Angola and one in Mozambique. In addition, she has written nearly 15 publications, including a chapter in a textbook used at SIPA entitled, "The U.N. Peacekeeping, American Policy and the UNCIVIL Wars of the 1990's." Currently, she is an attorney in private practice, teaches human rights law, and started an organization called Paz Angola to help civil society in Angola work toward reconciliation. ylodico@cs.com

1983

After spending seven years with USAID as regional director of the Global Technology Network, **CHARLES SANTANGELO, MPA**, went into business for himself. Drawing on the experience he gained designing and running the Eastern Europe part of an award-winning, worldwide e-commerce network, he now works as an international trade consultant specializing in information technology. His primary consulting client is George Mason University's Incubator America, where he represents and provides business development expertise to six U.S.-based Romanian soft-

ware development companies. He is also an adjunct professor of international political economy at Seton Hall University's School of Diplomacy and International Relations, where he teaches "Bridging the Digital Divide: Applying Information Technology to the Developing World." He married Kathleen Ann Goldberger in July 2001 in Manhattan. casantang@aol.com

1986

MIA JOHN WYSHAM has been putting his EPD concentration to good use: Presently employed at the State Department as a foreign service officer, John is a refugee coordinator at the United States Embassy in Sarajevo. johnawysham@hotmail.com

1988

LISA BHANSALI, MIA, an attorney, has been working in the area of judicial reform since joining the IDB in 1996, thus combining her SIPA focus (International Law and Human Rights; Latin America) and law studies. Her work includes support to governments in Latin America and the Caribbean interested in restructuring judicial services to provide a more effective response to communities, as well as supporting non-governmental organizations. She is the proud mother of a two-year-old son. lisab@iadb.org

1991

SANDEEP DALAL, MIA, is president of India.com, a startup that focuses on bringing Indian businesses online and to a world-class portal. Traveling frequently between the U.S. and India, with over 270 employees based in Mumbai and New Delhi, Sandeep enjoys the fact that his job combines both interests in entrepreneurship and venture capital within an international context. sandeep@post.harvard.edu

1992

Having earned his Ph.D. in U.S. foreign relations from Ohio University in June 2000, **MIA MARC SELVERSTONE** is an assistant professor and research fellow at the Miller Center of Public Affairs at the University of Virginia. Currently, his primary task involves the transcription and analysis of the John F. Kennedy White House tapes. He and his wife, Bonnie, are living in Charlottesville, VA, and looking forward to the birth of their first child in June. Ms9pc@virginia.edu

1993

JULIE ZISSIMOPOULOS, MIA, completed her Ph.D. in economics at the University of California, Los Angeles, in June 2000. She is presently an economist at RAND, conducting research in RAND's Labor and Population Program, where current research interests include intergenerational resource transfers, health insurance

choice in the United States, and the effects of social security on retirement. Julie is married and living in Los Angeles. ziss@rand.org

1994

As the call for greater corporate social responsibility grows louder, **SANDRINE TESNER, MIA** is well placed to take advantage of the opportunity. She established her own consulting practice, Renaissance Strategy, in August 2001 to guide corporations in forming partnerships with international organizations. She hopes to encourage the 'private' sector to play more public roles by taking greater responsibility for the local communities in which they work for the benefit of both parties. The firm was incorporated 10 days before September 11th, so the launch has been a bit rocky. But, she says, senior executives are more amenable to the arguments of Renaissance Strategy today than a few months ago. So she is optimistic about 2002. stesner@hotmail.com

1995

MATTHEW H. BOLAND, MIA, is currently living in Swampscott, MA, where he works for a company called i2 Technologies as director of marketing and i2 venture capital. matthew_boland@i2.com

1996

Since 1997, **MIA CAROLIN SCHMEE**, has been busy working as a program officer at Fundacion YPF, a corporate donating foundation, out of Buenos Aires. "I welcome all of my classmates to visit me in Argentina." cschmee@email.ypf.com.ar

FLORENT GREGOIRE, MIA, has been working in Hong Kong for the past three-and-a-half years as a regional human resources development manager for LVMH – Moët Hennessy Louis Vuitton, a leading luxury goods company. As part of the LVMH's corporate HR staff, Florent provides support to all subsidiaries of the group in the Asia-Pacific region. "It is a fascinating time to be based here!" f.gregoire@lvmh.fr

1997

JILL MEIBURG (CLARK), MIA, is thrilled to be living in New York again after a three-and-a-half year stay in Germany. She has been promoted to senior manager, Corporate Communications at Deutsche Telekom AG. In this role, she acts as the company's press spokeswoman in the U.S. and manages international projects in the areas of brand marketing and sponsoring. She recently married Thomas Meiburg, a product manager at Deutsche Telekom, and enjoys her new surroundings on the Upper West Side. She remains in regular contact with SIPA pals in Berlin and Frankfurt. jillinmanhattan@hotmail.com

Since April 2000, **CHRISTOPHER J. LOSO, MPA**, has been working as a manager with Andersen (formerly Arthur Andersen LLP) in the Office of Government Services. There, he specializes in improved performance management for federal, state, and local government clients. He has offered strategic planning, benchmarking, performance measurement formulation, and organizational development expertise to such clients as the Pennsylvania Department of Transportation, Pennsylvania Department of State, U.S. Department of Labor, White House, and the Centers for Disease Control and Prevention. Prior to working for Andersen, Chris spent three years as a senior consultant with Deloitte Consulting's National, State and Local Public Sector Practice in New Jersey. Christopher.j.losos@andersen.com

1999

CARL E. MEACHAM, MPA, is putting his public affairs education to good use. As legislative assistant to Harry Reid of Nevada, the assistant Democratic leader of the United States Senate, Carl is responsible for advising the Senator on immigration, education, labor, and foreign policy and trade to Latin America. Prior to working for Senator Reid, Carl was a political appointee in the Clinton Administration, serving as special assistant to Deputy Secretary of Commerce Robert L. Mallett. This past summer Carl married SIPA graduate, **KAREN MILLER, MPA '00**, who is now work-

ing as the chief of strategic planning for the Department of Parks and Recreation of the District of Columbia. After graduation she worked in the Office of the City Administrator, Government of the District of Columbia on a variety of issues ranging from procurement reform to charter schools to strategic planning. carl_meacham@reid.senate.gov
karenmillerdpr@hotmail.com

2000

JONATHAN S. GYURKO, MPA, has been actively involved in helping New York respond to the tragic events of September 11th. As an executive assistant to the deputy budget director of the New York City Board of Education, he is working with a team of Board of Education administrators to coordinate and finance the Board's strategic response to the attack on the World Trade Center. He has helped coordinate evacuations and relocation of seven schools and over 6,000 students and implement programs to meet the mental health needs of bereaved and traumatized students. The task force is also coordinating the acquisition of federal funds, implementation of crisis-response programs, restoration of damaged facilities, and the administration of private donations to the school system. jgyurko@nycboe.net

After graduating from SIPA **NICLAS SALOMONSSON, MPA**, joined Moody's Investment Services. He later moved to American Management Systems (AMS), an information technology consulting firm, where he focuses on government consulting. He is now helping New York City's Human Resources Administration (HRA) to transform itself from an archaic organization relying on paper processes and reporting systems to one that uses a Web-based application to improve its communication with the treatment programs they contract with. He recently got engaged and is planning a wedding for next summer.

Alumni E-Mail List

Interested in hearing about events and announcements for SIPA alumni? We have an automated mailing list at sipagrads@columbia.edu that posts information of interest to our alumni.

To subscribe to the list, type sipagrads-request@columbia.edu in your address field and then "subscribe" in your message field. Important: Do not include a signature in the message field. If you cannot turn off the signature, add "end" after the subscribe command.

Please direct any questions about this service to Nancy Riedl at 212-854-8598 or nr290@columbia.edu

New Fellowship Support for SIPA Students

By Brigette Bryant

In June 2001, the Charles and Marie Lippey Fellowship in International Finance and Business was established by donors Brian Lippey, '78, and his wife, Jackie MacLeod with a gift of \$50,000. The fellowship will provide financial aid for exceptional students, who, were it not for this support, would be unable to attend SIPA.

The fellowship also serves as a testament of love of a son and daughter-in-law for their parents. Lippey, who is a SIPA Advisory Board member, and MacLeod wanted a special way to commemorate a milestone occasion — the fiftieth wedding anniversary of his parents. An official University proclamation was presented during the couple's anniversary celebration on June 3, 2001.

The Leitners, Jim, a graduate of the class of 1977 and his wife, Sandra, a graduate of the class of 1976, recognized a need for increased fellowship support for entering SIPA students. They established the John N. Hazard Endowed Fellowship in memory of the late Dr. Hazard, an academic specialist in Russian legal history and a professor of law.

Susan Hazard, John Hazard's widow, was touched, not only by the couple's generosity but also by their recognition of her late husband. "I want to thank them for remembering John in such a wonderful and meaningful way."

International Fellows Program

Judith Brown, '71 and her husband, Michael Meyers are the type of donors deans and development officers hope for. During Dean Anderson's April

2001 visit to San Francisco, Brown asked, "Why haven't you asked me to support the International Fellow Program yet?"

With that, they became the first donors to the campaign for the International Fellows Program (IFP) with a gift of \$20,000. "We realize our gift is not especially large, but we do hope that it will inspire others to give and serve as a catalyst for IFP's fund-raising efforts. We hope that our gift will be the foundation upon which a solid endowment for the International Fellows Program can be built."

And a catalyst it was. The Brown/Meyers gift was followed by a gift from SIPA graduate, Malcolm J Stewart, '78, IFP '79, in the amount of \$100,000. Stewart, a senior executive at Salomon Smith Barney in London, asked that the fund he established be used for the community of scholars in IFP and that the fund be named for the late Dr. Robert Randle, former associate dean of SIPA and the IFP director while Malcolm was a



Charles and Marie Lippey have a fellowship at SIPA named in their honor.



Judith Brown and Michael Meyers, the first donors to the campaign for the International Fellows Program

student in the late 70s. The Robert Randle Endowed Fund is an example of generosity for all of us to aspire to.

Brigette Bryant is SIPA's senior development officer.

SIPA received gifts from almost 1,100 alumni, friends, corporations, and foundations in 2000-2001. Together, these gifts totaled approximately \$7.3 million. Below are the 289 donors who gave or pledged \$250 or more between July 1, 2000, and June 30, 2001. Not listed are the almost 700 donors who gave under \$250, to whom we are very grateful. Italics denote a multi-year pledge made in the same period July 1, 2000 – June 30, 2001.

\$1,000,000 and above

The Ford Foundation
The Freeman Foundation

\$500,000 - \$999,999

Crescent Capital
A. Michael Hoffman '73
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for Energy, Marine Trans-
portation & Public Policy
The William and Flora
Hewlett Foundation
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\$100,000 - \$249,999

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Foundation
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Yusef Abukhadra
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Brian C. Lippey '78 and
Jackie MacLeod

Peter Neill Marber '87 and
Andrea Marber
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Pavry
Juan A. Sabater
Hasib Sabbagh
Estate of Charlotte
Saikowski '52
Abdul Majeed Shoman
Taipei Economic and
Cultural Office
Trace Foundation
Jeanette Wagner

\$25,000 - \$49,999

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Inc.
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Jeffrey L. Schmidt '79 I.F.
Jeffrey L. Schmidt Fellow-
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Paul Verhoeven
The G. Unger Vetlesen
Foundation
Alexander E. Zagoreos '64

\$10,000 - \$24,999

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American International
Group, Inc.
Mina Schricker Atabai
BBA Securities Corp.
Banco Bradesco S.A. –
New York Branch
Ferna Bracher
Judith Meyers Brown '71 I.F.
The Chase Manhattan Bank
Citigroup
Ambassador Edward Elson
The Elson Foundation, Inc.
FJC
Morad Farahmand
The Gamma-Lambda Trust
Goldman, Sachs & Company
Joseph Man-Kyung Ha '71
Certif.
Ralph O. Hellmold '64
James E. Jordan '71
Habib Ladjevardi
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2001-02**

In the winter of 2001, SIPA Advisory Board Chair A. Michael Hoffman '73, created the Philip E. Mosely Fellowship in memory of Dr. Mosely, his former professor. Mr. Hoffman's generous gift of \$250,000 provided current fellowship funds to attract and support 40 outstanding first-year students who had a demonstrated financial need. This is the second year such an effort has been launched by Mr. Hoffman to target fellowships to talented incoming students. In most cases, these fellowships made the difference in a student's decision to attend SIPA.

Since the Mosely Fund was created, a number of alumni and friends have joined Mr. Hoffman as donors to the fund in honor of Dr. Mosley, who founded the Russian (now Harriman) Institute, served as professor, associate dean, and director of the European Institute. They

include the following:

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This year's 40 Mosely Fellows come from 19 different countries. They are as follows:

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