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Area Studies Adapt to Post-Cold War World

In recent years, many SIPA students have spent their entire careers in the International Affairs Building without stepping off the elevators on the eighth, ninth, eleventh, or twelfth floors of the building. Although I well understand the attraction of the many other opportunities within and beyond this building, I’d like to draw the attention of our students and visitors to what they are missing. Columbia boasts some of the finest regional studies centers in the United States, indeed the world, and this is where they are housed.

It is not altogether surprising that current students may not have spent much time in any of our Institutes. Since the end of the Cold War, the American audience for area studies has been declining. The old rationale of university-based study and research on foreign areas that Americans needed to know about the rest of the world because the threat of communism knew no geographical limits lost its justification with the fall of the Berlin Wall. Since the spread of market capitalism and liberal democracy appeared to be both universally desirable and finally unimpeded, the world’s varied historical civilizations, economic traditions, political cultures, and linguistic systems seemed intriguing but less important to policymakers. As a result, both government and private foundation support for area studies began to decrease not as dramatically as first predicted, but tangibly. American students did not see enormous demand for intimate knowledge of other places, and most international students were coming to the United States not to study other places but to get to know American approaches to public policy.

At Columbia, however, the enormous investment in area studies centers (the seven Regional Institutes, nearly all founded more than forty years ago, encompass the entire world save North America) discouraged abandoning the study of distant lands. It is a mark of our distinction that we have more federally-funded National Resource Centers in foreign area studies than any other university in the United States. Yet, during the late 1980s and most of the 1990s, Columbia’s continuing commitment to its regional institutes sometimes seemed to be anachronistic, as resources within and outside the University shifted to global issues: information technology, global financial markets, models of legislative decision-making.

It has taken less than a decade, however, for policymakers to realize that all politics is local and that globalization takes place in particular places, languages, political environments and economic contexts. Indeed, as I often remark, the IMF’s recent difficulties in East Asia seem to have been custom-designed as advertisements for our regional studies programs, where global trends are understood in local contexts. The intellectual traditions associated with area studies are once again acknowledged to be essential components of our capacity to understand and shape our world. Columbia once again looks forward-looking, as one of the few places in which research and training on the world’s great variety of religious traditions, economic customs, and political regimes takes place. It is this realization that was reflected in the curriculum task force recommendation that all students be required to take two courses about a particular place.

Yet, because the rationale for area studies has changed, and the configuration of the world itself has transformed, we cannot be complacent. Indeed, the approach of the tenth anniversary of the fall of the Berlin Wall seems an opportune moment to reflect on how Columbia might best organize itself to foster area studies in the coming decades. To that end, several members of the Dean’s Advisory Board, led by Wilford Welch, Jim Jordan, Jose Gonzalez, Edward Elson and Michael...
Hoffmeier, have launched a strategic planning exercise to consider the mission of the Institutes for the twenty-first century. They will be talking to students and alumni, actual and prospective employers, faculty and administrators, MPA’s as well as MBAs, about the kinds of linkages to research and policy collaborators around the world that might be fostered by the Institutes.

In addition, I have constituted a faculty task force to look specifically at the shape of European studies at the end of the Cold War, and to consider institutional structures that would retain the excellence we have already achieved while positioning us to realize new opportunities. As you may know, there are four entities involved in European studies at SIPA: the Institute on Western Europe, the Center on East Central Europe, the Harriman Institute, and the Institute of Latin American and Iberian Studies. In addition, there are numerous related centers on campus, including Casa Italiana, Casa Hispánica, Maison Française, Deutsches Haus, and a number of departments offering instruction in European languages, literatures and cultures. The task force will be consulting widely with students, faculty and alumni, and they are due to report by the end of the spring semester.

One of the ways we expect to invigorate the Institutes is through our new Picker Center for Executive Education. This Center was established in January with an enormously generous seven-figure gift from former Dean Harvey Picker, whom many of you may remember. Our first offering under the auspices of the Picker Center will be an Executive MPA, a Saturday degree program for people with substantial managerial experience who cannot take two years off to come back to school, but for whom the skills and knowledge gained in the MPA program would be a valuable asset. This will be a very demanding set of courses; it looks now as if the class schedule will be from eight in the morning until six at night every Saturday between September and May, and three weekday evenings during the summer. We expect to have the first class of about twenty-five or thirty people begin in September, when we will also have festivities to open the Center and thank Dean Picker.

Once the Executive MPA is up and running, the Picker Center will be offering other degree and non-degree training programs. There are ample opportunities to provide short courses, week-long seminars and other programs to constituencies as varied as the staffs of the United Nations and the permanent missions, private firms sending employees overseas, or foreign journalists assigned to New York City. We have long believed that we needed a more flexible structure to deliver our education and training including the remarkable resources of our Regional Institutes to the varied audiences that would benefit from this exposure. Now we are confident we have that structure in the Picker Center.

As the proud owner of a Certificate granted by the Middle East Institute when Harvey Picker was Dean, I have been enormously gratified by the excitement these projects have generated among the SIPA community. Our programs are valuable resources, and we are well-positioned to take full advantage of them in enhancing the nuance and sophistication of public policy here and around the world.

It is a mark of our distinction that we have more federally-funded National Resource Centers in foreign area studies eight than any other university in the United States.
SIPA Crossroads

Picker Center Launches Executive MPA Program

This spring, the School of International and Public Affairs unveiled its latest initiative toward making graduate education accessible to professionals at all levels: the Executive Master of Public Administration Program.

Made possible by a generous gift from former Dean Harvey Picker, the new Picker Center for Executive Education will offer both degree and non-degree programming, with the Executive MPA its first offering, to start this fall.

We have long believed that we needed a more flexible structure to deliver our education and training to the varied audiences that would benefit from this exposure. Now we are confident: we have that structure in the Picker Center, remarked SIPA Dean Lisa Anderson.

A part-time, Saturday program, the Executive MPA will be directed by SIPA Professor William Eimicke, both an academic and 20-year veteran of the government sector. Director Eimicke described the launching of the program as the culmination of years of intellectual planning made a financial reality by former Dean Picker.

Increasingly, we were finding excellent candidates who were not able to come here either because of the scheduling and time demands of their personal lives and/or money, he said. And we were able much to the credit of Deans Anderson, Cohen and Tumer to find a donor in Harvey Picker who thought it was both a good and timely idea.

From 1972 to 1983, Harvey Picker served as the third dean of the School of International Affairs (SIPA), which he renamed the School of International and Public Affairs (SIPA) in 1977. It was during his tenure that the School instituted a new program, the Master of Public Administration (MPA), to meet the growing need for more skilled public-sector officials. Through a previous generous gift from Picker in 1995, SIPA was able to both expand and upgrade its existing computer resources. Today, the Harvey and Jean Picker Computer Center boasts over 120 Pentium-based systems, 12 MacIntosh computers, and several high-capacity laser printers.

The new donation by former Dean Picker, explained Eimicke, was the essential green light that allowed the administration to approach the MPA faculty to gain their commitment in both designing the curriculum and in providing the necessary Saturday instruction for the program.

He also stated that the Executive MPA program is not a new product. Executive MPAAs have existed for a long time, not just in New York, but nationwide. SIPA’s Executive MPA program, however, is not just another part-time program. We have carefully designed it to incorporate the best aspects of our regular full-time MPA with a focus on a more executive audience. This affords older, nonprofit and government middle managers in the Metropolitan area the opportunity to get a graduate degree from one of the premiere graduate institutes for public policy in the world, while they still work.

The Executive MPA, he added, will also have its appeal to the more private sector-oriented individual. It has become increasingly hard to divide the public and private sectors. In the United States, for example, some 50 percent of the federal budget is contracted out some contracts with other governments, some with nonprofits, but a lot with businesses. Or, even if you are interested in a private sector career, you really have to know government.

The Executive MPA curriculum is comprised of core courses in advanced management and finance techniques and a three-course context sequence with seminars in public policymaking. For their previous professional experience, students will be granted nine graduate credits of advanced standing to count towards the 54 points of the program.

I think that it is extraordinarily exciting, said Eimicke. We’ll be working with individuals who are placed in some of the most important government agencies and community-based organizations in the tri-state area. By furthering the skills of these individuals, we will be helping their organizations function more effectively. This is one of the real advantages of Executive Education: it’s a valuable experience for all involved.

Applications for September admission should be received by July 15, 1999; otherwise admission is rolling. For more information contact: The Picker Center for Executive Education, School of International and Public Affairs, Columbia University, Mail Code 3328, 420 W. 118th Street, Rm. 1402, New York, NY 10027; (212) 854-2710 empa@columbia.edu
A telling paradox pervaded Undersecretary of State Thomas Pickering’s remarks at SIPA on December 9, 1998: although his talk focused on U.S.-European Union relations, it touched on topics as geographically diverse as restoring stability in the Middle East, combating environmental degradation, and helping Russia emerge from financial turmoil.

Part of the Kathryn and Shelby Cullom Davis lecture series, Pickering’s speech emphasized the global implications of cooperation and dissent between the United States and the European Union. When we act together, he observed, we can set the agenda for global prosperity; but when we do not, we risk stalemate and uncertainty.

A seasoned and respected diplomat, Pickering is well-equipped to gauge the international repercussions of transatlantic relations: he has served as U.S. Ambassador to Russia, Israel, India, Nigeria and El Salvador. In a glowing introduction, Professor Warren Zimmerman called Pickering a role model for American diplomats... and this is not only because of his accomplishments, but also because of his character. Zimmerman identified Undersecretary Pickering as the top crisis manager for foreign policy in the U.S. government.

Before a crowd of students, professors and dignitaries, Pickering spiced up his analysis of the Transatlantic Partnership with humorous comments, quoting authorities as diverse as William Faulkner and Yogi Berra. At the heart of his remarks, however, was a sense of wonder at the powerful geopolitical changes that tore down Europe’s Cold War boundaries. Citing Columbia’s ground-breaking academic exchanges with the U.S.S.R. in the 1950s and 1960s, Pickering noted, Even the youngest of you was born into a world in which the exchange of a few scholars was daring, and the silencing of a writer’s voice routine in which defending freedom meant living in fear of nuclear war... now, instead of facing a future focused on defending your freedom, you face a future in which you can extend its benefits to others.

Pickering stressed both the economic advantages and the humanitarian significance of U.S.-European Union cooperation. While the U.S. and the EU together account for half of all goods and services produced worldwide annually, they also provide more than ninety percent of the world’s humanitarian assistance. And just as the U.S. strengthened the transatlantic relationship after World War II through the Marshall Plan, the European Union is now providing equally significant financial help to Central and Eastern Europe, Pickering said.

Although the United States and Western Europe share the goal of creating a unified Europe where countries that share open societies and open markets can unite to face common threats, Pickering acknowledged the effort will be a long and arduous one, citing three main challenges. First, he said, Europe’s institutions must eventually evolve to include all of Europe, including Russia and Ukraine. He stressed the importance of European institutions the EU, NATO and the OSCE (Organization for Security and Cooperation in Europe) in stabilizing the situation in the former Yugoslavia. A second challenge, Pickering said, lies in building consensus between North America and Europe, an effort he calls the transatlantic dialogue. The U.S. must cooperate with Europe to stabilize the turbulent world economy, to resolve lingering trade agreement disputes, and to stop the proliferation of weapons of mass destruction. Third, underscoring the international implications of the transatlantic partnership, he said that the U.S. and the EU must work together to face common global and regional threats, such as the Middle East peace process and global climate change.

The first step toward achieving these goals, Pickering said, is to adopt the European institutions that form the pillars and crossbeams of the structure of international relations in Europe. We, our allies and our partners have taken a long, hard look at the mission and the membership of NATO, the EU and the OSCE, he noted, and we are transforming them into organizations that unite East and West, and that give us a platform for organizing joint activity, whether it is promoting political and economic security or human rights, democracy or the environment.

Surveying recent progress in reforming these institutions, Pickering commended the EU’s initiative to expand its membership, as well as its role as a political force for peace and common action in Central and East-

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Urban Affairs

Lectureship Named for Emeritus Trustee M. Moran Weston

As a minister, banker, and developer, you have mixed the mortar that has reshaped a landscape and bonded communities in our City. So begins the prose of a brightly-embossed scroll honoring Columbia alumnus and emeritus trustee Dr. M. Moran Weston II.

Presenting the award in the Rotunda of Low Library and inaugurating the M. Moran Weston II Distinguished Lectureship in Urban and Public Policy were Dean Lisa Anderson and University President George Rupp. A program of the M. Moran Weston II Fund for the Study of Urban and Public Policy, the lectureship to be administered annually by the School of International and Public Affairs and delivered by distinguished national figures drawn from the ranks of policymakers represents a tribute to a man who has addressed the critical issues of our nation's cities and especially of America's greatest city with vigor, said Rupp.

The M. Moran Weston II Fund will also support a fellowship for a deserving student to study in SIPA's Master of Public Administration (MPA) program. Currently, the University seeks $300,000 to endow this fund in perpetuity.

Dr. Weston, who holds both a bachelor's degree and a Ph.D. from Columbia, became one of the first African-Americans elected to Columbia's Board of Trustees in 1969. In 1948, he founded the Harlem-based Carver Federal Savings Bank, the largest black-owned financial institution in America; he directed the bank and served on its board for 50 years. Through his work as a banker, he became aware of the grave urgency in housing issues, and they became his mission. He devoted time and money to founding six non-profit housing development corporations, which have provided thousands of apartment homes for low-income families in New York City. In one of his greatest civic accomplishments, he founded and chaired the National Association for Affordable Housing in 1983 with the motto, For Every Person a Home A Decent Place to Live.

In addition to his work in housing development, he offered his community spiritual guidance. From 1957 to 1982, Dr. Weston served as rector of St. Phillip's Episcopal Church. In this role, he built the Upper Manhattan Child Development/Day Care Center adjacent to the church and sponsored two apartment buildings, which provided 460 family units to the community. He also oversaw the construction of a 200-bed nursing home on 138th Street. In 1981, the Archbishop of Canterbury visited St. Phillip's Church and conferred the St. Augustine's Cross upon Reverend Weston.

Joining Dean Anderson and President Rupp to celebrate the life and times of the community leader were a multitude of distinguished guests. In addition to screen actors Ossie Davis and Ruby Dee, attending were the Reverend Dr. Calvin Butts III and Professor in the Practice of Public Affairs and former Mayor David N. Dinkins. Mayor Dinkins stressed that all New Yorkers stand on the shoulders of Dr. Weston. A loving husband, father, grandfather and friend, he paved the way and blazed a path so that others might follow.

On April 22, Franklin D. Raines, Chairman and Chief Executive Officer of Fannie Mae, delivered the first M. Moran Weston II Distinguished Lecture, From the Margins to the Market: Expanding Home Ownership to All.

Prior to his designation as Chairman and CEO, Raines served for two years as a member of the Clinton Cabinet and as Director of the Office of Management and Budget. He was the President's key negotiator in the talks that led to passage of the bipartisan Balanced Budget Act of 1997 and the first OMB director in a generation to balance the federal budget. He also helped the President manage the federal government by coordinating procurement, financial management, information technology, and regulatory policies for all federal agencies.
Urban Affairs

Center for Urban Research and Policy Teams with Children

On February 18th, SIPA’s Center for Urban Research and Policy hosted the first Children’s Defense Fund New York conference in conjunction with Columbia’s Schools of Social Work and Public Health. The aim of the conference, said Center Associate Director Lorraine Minnite, was to update professionals and higher learning administrators on the progress of New York State’s new Child Health Insurance Program (CHIP). The Program, initiated last year by state politicians upon its signing into law by President Clinton, awards federal grants to states to cover their uninsured children.

CHIP is aimed at providing universal health insurance for the children of New York State. It is targeted at kids of the working poor—those families who are ineligible for Medicaid, but who don’t have health insurance through their employers or the income to purchase private insurance, said Minnite.

While there are an estimated 680,000 uninsured children in the state, through CHIP New York will receive some $2.6 billion over ten years to assist in reducing that figure. To help in making the most of those funds and getting eligible families involved, the Children’s Defense Fund, a Washington, D.C.-based advocacy group founded by Marian Wright Edelman, recently opened a New York City office. The office, together with the School of Public Health, has developed a project for training college students as recruiters of such families.

CDF wants to get all of the state’s universities involved in the effort, and together we held the all-day conference to inform college administrators about CHIP and how to develop training programs for their own students, said Minnite.

Urban Affairs

Vice Dean Cohen Receives Grant

This winter, Vice Dean Steven Cohen received a grant from the PwC Endowment for the Business of Government, which he has used for research on implementing welfare reform in the New York City Parks System. The endowment was created last year by the global accounting and consulting firm Pricewaterhouse-Coopers to promote public management research.

Working with Professor Bill Eimicke and student assistants, Cohen has produced a report that gleaned from the Parks System’s workforce policies a general model for other government and private institutions using workforce labor. It also provides suggestions for how the Parks System might maximize its efficiency while providing workforce employees with useful experience and training.

Cohen’s research is unusual in that it examines the day-to-day operation of workforce, rather than taking a more abstract stance. Much of the literature on welfare-to-work includes an ideological discussion either in favor of or against workforce, Cohen’s report notes. This paper treats this new workforce as a given, and a challenge that public and nonprofit managers will deal with throughout the United States.

Cohen believes that his work, along with other projects undertaken under PwC grants, represent the beginning of a trend toward more applied public policy research.

While there are an estimated 680,000 uninsured children in the state, through CHIP New York will receive some $2.6 billion over ten years to assist in reducing that figure.

I think it’s wonderful that this first-class consulting firm has set up a foundation to fund research on public management, Cohen said. Ian Littman, co-chairman of the PwC Endowment, expressed the hope for real, live, executable improvements from the grant-winning research. Cohen’s analysis of innovations in the New York City Parks System, including employee recognition programs and training in career planning, identify models for other cities.

The Parks Department has learned a great deal about how to manage its workforce workers, Cohen said. These lessons can be applied in other localities implementing this type of program.
The arrival of the euro on January 4th of this year represented the latest step in the process of European integration which began with the formation of the old European Coal and Steel Community in 1952. European Monetary Union (EMU) was closely followed by NATO enlargement. Both are important milestones on the road to a new Europe with EMU representing a giant step in European economic integration. The liras, francs and deutschmarks that SIPA students may have stashed away in drawers in anticipation of the next trip abroad, have become mere fractions of the new currency much like the quarter, dime and nickel here. They have only a couple of years of shelf life before they become museum pieces.

At the start of 2002, the national currencies of the eleven EU members already participating in EMU will be withdrawn from circulation and replaced by new euro notes and coins. But monetary union is already here. Corporations already draw up invoices and do their bookkeeping in euros and European shoppers now see prices quoted in both national currencies and euros.

The new Frankfurt-based Euro- pean Central Bank (ECB) now runs monetary policy. For better or worse, a one-size-fits-all monetary policy is being applied to eleven disparate national economies, not all of which are likely to be at the same point in the business cycle at any time. Within Europe, the four other EU members not yet participating in EMU (Denmark, Greece, Sweden and the U.K.), as well as the thirteen other countries which have applied to join the EU, are watching the early years of EMU with interest. So too is the rest of the world.

If successful, a big economic bloc with its own currency clearly would carry more clout in the global system. While the euro bloc's per capita income is only 75% of that of the U.S., the euro zone economy is a global heavyweight. With some 290 million consumers (the U.S. has 270 million and the entire EU has just under 380), the zone produces 15% of world GDP (the entire EU and the U.S. each produce about 20% and Japan 8%) and has a 16% market share in world exports. The asset base of an economy of this size represents a significant fraction of world wealth. Global investors, large and small, now need to be attuned to forces which may change the value of euro assets relative to dollar and yen assets.

However, while the euro poses a threat to the global supremacy of the dollar, it is longer-term, not immediate, and is conditional on the success of the new currency. The dollar remains dominant. Currently, the world's central bankers appear to hold about 57% of their foreign exchange reserves in the form of dollars and only about 20% in euros. In the private sector, the dollar remains the dominant currency in which liquid international assets issued in one currency but aimed at cross border investors are denominated, with more than a 60% share of international money market instruments and about a 40% share of international bonds and notes. The euro shares are some 18% and 25% respectively. In the case of national bond markets, however, euro-zone government bond markets are almost as large as the U.S. Treasury market.

The arrival of the euro did not produce a tidal wave of central bankers and private investors fleeing dollars for the charms of euro assets. Quite the opposite. While more new bond issues were denominated in euros than in dollars in January, the euro lost 8% of its value in its first two months on the market. Not a great short-term investment for anyone.

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Housed at SIPA, Columbia's Institute on Western Europe is a founding member of the EU Center of New York. Joining the U.S. Network of European Union Centers, the New York center was one of ten chosen from an application pool of 71 by the European Union last fall. Officially designated in a ceremony on February 19th by Ambassador Hugo Paemen, the head of the European Commission's Delegation to the United States, the center will receive funds for programs that help to build stronger ties among Europeans and Americans. The selection of the Institute on Western Europe which forms the EU Center of New York with NYU, The New School for Social Research and CUNY is a great honor, explained its director Glenda Rosenthal. Our role will be to promote scholarship, exchange and research with the important goal of enhancing knowledge of the EU in American universities and academia.

Faculty Forum: Professor Seamus O'Cleireacain

The EURO: An Emerging Currency for the New Europe

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Faculty Forum: David N. Dinkins

Coming to Terms with Police Brutality

The recent, horrific killing of Amadou Diallo and the silence of officers and supervisors during and immediately after the incident have created public outrage, and rightly so. Yet police violence, which has resulted in the severe injury or death of individuals who have not even been charged with a crime, takes place in our city with disturbing regularity. The silence surrounding these incidents reaches to the highest level of city government. Tragically, the mayor has failed to discourage actively violent tactics. He has consciously ignored or dismissed the issue of police brutality, thereby contributing to a climate in which it could flourish unchecked.

My heart goes out to Amadou Diallo’s family. For it is customary that children bury their parents. How great a burden it must have been that Kadiadou and Saikou Diallo had to bury their son! As both a father and grand-father of African-American children, I worry for the children of the future. How do fathers and mothers of young children that police officers are on the streets not to protect them but to threaten them. There have been a number of examples in the last three years to prove to them not only that they will be threatened or subjected to unwarranted searches, but also that they will be brutalized, that they might be shot without just cause, and most seriously of all, that they might be murdered. This truly saddens me. And I often say that we did not come this far to see our sons and brothers at such risk. We did not move from the back of the bus only to put our children in the back of an ambulance. The crime of insouciance has not been on the books in this country since the heyday of the Klan. And we cannot risk silence on this issue.

Police brutality is a major concern for all New Yorkers. The brutalization of a Haitian New Yorker, Abner Louima, placed the spotlight on this issue in autumn 1997. But unfortunately, there has been a conscious choice on the part of our city’s leadership to ignore or dismiss this issue. That is the reason Amadou Diallo’s life was snuffed out. Could the officers not tell that the victim was not shooting back? We can only view this incident as it appears to us: as absolutely excessive.

Despite what happened to Amadou Diallo, I still believe that the vast majority of the women and men of the NYPD are good, honorable, hardworking people who put their lives on the line every day for the rest of us. They have a tough and dangerous job. I am pleased with the record drop in crime in New York, which began in 1992 and continues today, thanks in part to their excellent work and in part to our Safe Streets, Safe City criminal justice program, which put more cops on our streets and offered young people alternatives to antisocial and illegal behavior.

But civilian complaints against police for excessive force have skyrocketed in the past few years, and I charge that our Police Department, with the tacit consent of our mayor, is dangerously close to adopting a philosophy that the end justifies the means. Some officers believe that because some of these stop-and-frisks do uncover weapons or drugs, there is sufficient justification for violating one’s constitutional rights. Too often the wrongdoer ends up going free because the evidence is suppressed, as it must be under our Constitution when a search is illegal.

Recently, various religious, labor and community leaders representing people of all races, ethnic groups, sexual orientations, and economic classes developed A Plan for a Safer and More Just New York. Following are the recommendations in the Plan:

1. Mayor Giuliani must immediately implement the recommendations of the Mollen Commission, particularly the call to establish an independent investigative body with full subpoena power that has jurisdiction over police corruption and brutality in New York City. Twice, the City Council has passed legislation creating a body to monitor corruption, but the mayor has done everything in his power to block its implementation first by veto and then, when the Council overrode his veto, by tying the matter up in court. The mayor must also implement the recommendations (from both the majority and dissenting reports) of his own task force that he appointed in 1997 in the wake of the shocking Abner Louima incident.

2. The Civilian Complaint Review Board should be reconstituted so that it is fully funded and can effectively investigate civilian complaints of police misconduct.

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Dan Hevesi, MPA ’98, may be the youngest member of the New York State Senate, but a timid freshman he is not. A Democrat from the 13th Senate District, which spans central Queens, Hevesi has become only the third newcomer in Senate history to be appointed to the Finance Committee. He is also the ranking Democrat on the Senate Elections Committee and a member of the Education Committee.

At the ripe age of 28, Hevesi already has a solid background in New York City politics. While a student at SIPA, he worked as the Director of Management Analysis for the Queens Borough President. He has also served as a member of the Queens County Democratic Organization, and currently sits on the Regional Board of Directors of the Anti-Defamation League. Hevesi was uncontested for his Senate seat in both the primary and the general elections, and he attributes this largely to the strong Democratic support he had developed in Queens.

Although it became clear early in his campaign that he would be the only serious contender, Hevesi wanted to leave no doubt that his was a household name in the district. I went to subway stops, I knocked on doors; I took nothing for granted. Even after I knew that I had no opponents, that made me redouble my efforts to be a really good candidate, in order to be a really good senator.

As he speaks of the causes he advocates from anti-smoking provisions to school reform, to the right to seek an abortion it is obvious that Hevesi did not leave his political charisma on the campaign trail. This year, Hevesi has co-authored a clinic access bill that would impose severe civil and criminal penalties on those who harass or assault doctors or patients at reproductive health facilities. He is also working, against the odds, for the passage of a bill authorizing additional penalties for those who commit violent crimes based on race, age, gender or sexual orientation.

The Republican Senate has not allowed a hate crimes bill on the floor for years, Hevesi notes. Not to have such legislation is a travesty. The chief reason that these efforts have foundered, he adds, lies in the reluctance to include crimes based on sexual orientation in the definition of hate crimes.

Responding to the renewed attention to police brutality in the wake of the shooting of African immigrant Amadou Diallo this January, Hevesi acknowledges the complexity of the issue and suggests several measures to curb violence and to encourage a more ethnically heterogeneous police force. First, I think the police have done an outstanding job in reducing crime, Hevesi said. But a huge problem has developed: there is a fundamental mistrust between the police force and minority communities. Even though the mayor points out that crime drops in minority areas benefit their residents, these communities feel that the gains have come as the result of police officers having gotten signals from the mayor that they are free to harass, intimidate and do anything they can to reduce crime.

Hevesi argues that the NYPD’s Civilian Complaint Review Board should be vested with more power to discipline police officers, and he has authored a bill that would permit New York City to impose a residency requirement on its police officers. Having a pool of applicants who live in the city would create a police force that more accurately reflects the composition of New York City. There is a sense of commitment in police officers who have a stake in the neighborhoods they are patrolling. This would hopefully help to bridge the mistrust. Such a requirement would apply only to new recruits and would not obligate police officers currently living outside the city to move.

In the area of education, as well, Hevesi has taken strong positions. He supports the elimination of the New York City Board of Education as an elected body, arguing instead that the mayor should be responsible for appointing a commission overseeing the schools. There is no accountability in the current system, he said. In government, you always need the ability to look up or down the chain of command and say, Who is responsible, who is trying to make change? In the current system, there are too many competing interests. Although it is intended to take the politics out of education, this system in the end does just the opposite.

Hevesi’s appointment to the Senate Finance Committee has provided him with a crash course in budgetary

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Alumni Forum: Constantine Michalopoulos

Economic Development in the WTO Millennium Round

In the last few months, the press has been full of news about trade wars between the U.S., the European Union (EU) and Japan: the banana war, the beef war, the problems with noisy aircraft engines, steel and so on. Almost completely forgotten in all these reports of trade confrontations is the fundamental agreement among the three major trade powers on the need to launch a new round of negotiations to liberalize global trade at the World Trade Organization (WTO) Ministerial meeting in Seattle at the end of 1999, the so-called Millennium Round, which would start in 2000.

The U.S., the EU and Japan are all committed to the launching of a new trade round as a means of creating a more liberal trade environment in the 21st century and to combat rising protectionist pressures today. Many economists believe in the bicycle theory of trade policy: This holds that unless governments push forward with new initiatives to liberalize trade along a broad front, free trade policies will remain because protectionist interests have the political clout to push through trade-restrictive measures in individual sectors, as happened recently in the U.S. on steel. More trade restrictions would be extremely damaging for the health of the global economy and especially for the countries still reeling from the Asian financial crisis.

The Millennium Round would include negotiations for further liberalization in agriculture and the service sector topics on which agreement to have negotiations already exists and possibly other topics, such as further reductions in industrial tariffs, trade-related environmental issues, and electronic commerce. Agreement on the scope and content of the future negotiations will be reached at the Seattle Ministerial meeting.

While all the developed countries favor a comprehensive Millennium Round that covers many areas, the developing countries, which account for most of the WTO membership, are not so sure. Some, especially in Latin America and in East Asia, want to focus on further opening of OECD markets for agro-cultural and industrial products. Others, in South Asia and Africa, are concerned that taking on new commitments and obligations would tax their limited institutional capacity. Many have had difficulties in implementing the commitments they undertook in the context of the previous round of trade negotiations, the Uruguay Round which concluded in 1995. Almost all are worried that new WTO trade rules on environment and labour standards would be used as a subterfuge for developed country protectionism.

The road to reaching agreement in Seattle will be a bumpy one. Between now and then the developed countries will have to patch the potholes created by their own trade disputes on bananas, beef, etc. But, most importantly, they need to convince skeptical developing countries that a new comprehensive round of trade negotiations is in everybody's interest.

It is not enough to argue that liberalization of developing countries own, usually high, trade barriers is good for long-term development. Developed countries have to show that they are prepared to truly improve access to their markets for developing country exports of agriculture, textile and leather products where tariffs and other controls are still high and to liberalize controls in such sensitive sectors as maritime transport, where developed country cartels, the so-called liner conferences, raise transport costs to exorbitant levels. Developed countries also need to persuade the developing world that environmental standards will not be used to establish green protectionism; and that technical assistance would be readily available to countries that need it to strengthen their capacity to meet new obligations and trade rules.

The U.S. will have to do its part in this effort. The recently proposed legislation for a new Africa trade initiative is a good start. But the most important step would be the passage of fast-track authority by Congress. Without it, the U.S. government can talk about a new Millennium Round or even help launch it, but it cannot meaningfully participate in it because it would not be able to make any binding commitments. Without full and credible U.S. participation, there cannot be a new round. And without a new trade round, the prospects would be for more protectionist pressures both in the U.S. and in other countries, which is not the way to start the new millennium.

Dr. Constantine Michalopoulos is a Special Economic Advisor in the World Trade Organization on secondment from the World Bank. In this capacity, he directs policy analysis and research on developing countries aimed at their more effective integration into the multilateral trading system.

Prior to joining the World Bank, where he has served as Director for Economic Policy Analysis and Senior Advisor for Operations in Russia and Central Asia, Dr. Michalopoulos was Chief Economist of USAID. He has also taught economics at several universities, most recently as Adjunct Professor at American University in Washington, D.C. He has been educated in Greece and the U.S. and holds a Ph.D. in economics from Columbia University and a Master of International Affairs (MIA 62) from SIPA.
For Charles Calomiris, who was selected last month as one of twelve members of the International Financial Institutions Advisory Commission of the U.S. Congress, the chance to help formulate national policies on banking and financial regulatory reform is a welcome but quite common opportunity. Professor Calomiris testified twice before the Joint Economic Committee of Congress last year. While teaching at both the Business School and SIPA, Calomiris finds the time to spend one day per week in Washington as Director of the Project on Financial Deregulation at the American Enterprise Institute. And over the past five years, Calomiris has served as a consultant to the governments of El Salvador, Mexico, Argentina, Japan and China, suggesting ways to improve these countries’ central banking policies, bank regulations and corporate legal systems.

Professor Calomiris is particularly enthusiastic about participating in the IMF Commission, the shorthand name for the Congressional advisory group because he feels that the time is ripe for a reevaluation of the function of the IMF and other multilateral institutions.

The mandate of the Commission is very broad, Calomiris said. It includes everything from the IMF and World Bank to the Interamerican and Asian Development Banks and the WTO. The mandate does not list IMF reform as its main focus, but Calomiris believes this will be the leading issue on the Commission’s agenda.

A lively debate over the role of the IMF has developed over the last six months, largely in response to the Fund’s $5 billion loan to Russia last July, shortly before the country’s dramatic economic crash. When Congress decided to approve the IMF’s funds for this year, Calomiris said, I think it’s fair to say that there was a bipartisan concern in Congress...we didn’t just want to throw more money at the IMF. The debate has taken some interesting turns. It began as a debate over whether traditional IMF policies were working, and then turned into a debate over whether the IMF was doing more harm than good. Finally, that led to the question of whether, given that the argument can be made that the IMF is doing a lot of harm, we would be better off without it.

Characterizing the argument over whether to abolish the IMF as counterproductive and unrealistic, Calomiris has instead turned his energy toward a more attainable goal: reforming the policies of the existing Fund to reintroduce market discipline while attenuating the threat of financial panics. In a recent article in The National Economy, Calomiris put forth a set of proposed IMF regulations including a requirement that banks maintain a small proportion of subordinated debt, a twenty percent global securities requirement relative to bank assets, and limitations on government assistance to banks.

Together with a fellow scholar, Allan Melser, Calomiris has argued that these reforms are economically sound and feasible to implement. I think what we succeeded in doing, he said, is getting people to realize that in some sense you can have it both ways. Economics is usually about dilemmas, difficult tradeoffs. But in this case, it would be easy for the IMF to do a relative lot of good; they could set up a bona fide facility that would really help in resolving liquidity crises without the counterproductive bailing out of insolvent institutions that they’ve been doing.

While this solution makes economic sense, it often goes against the norms of U.S. foreign policy. We can retain all protection against crises, asymmetric information problems, financial panics, and more, but we just have to have a system that restores a bit of market discipline, so that when somebody does something that turns out badly, they lose, Calomiris said. But to expect this may be expecting too much from late twentieth and early twenty-first century political economy.

Seeking to reinforce his insights with historical precedent, Calomiris is currently conducting a study of twenty countries’ economic experiences from 1870 to 1913. While about eighty major financial crises...
have occurred on the international level in the last twenty years, Calomiris notes, the late nineteenth and early twentieth centuries saw only five such episodes. International financial conditions of this period were remarkably analogous to those today: capital movements across countries were even larger than today as a fraction of GDP, and exchange rates in emerging market countries were fairly rigidly fixed in value relative to the currencies of core countries.

In his forthcoming book, tentatively titled Victorian Perspectives on Financial Crises of the 1880s and 1990s, Calomiris will argue that a political premium on bailouts and absorbing risk explains the prevalence of market crashes now as opposed to a century ago. We are no longer in a situation in which the political mechanisms of countries or of organizations that try to coordinate countries can produce credible fiscal discipline for governments or credible market discipline for banks, he said.

The fact that his proposals often go against prevailing political norms, however, does not discourage Calomiris from seeking a compromise between the laws of economics and the constraints of political feasibility. The first job of the economist is not just to throw his hands up and says it all politics, Calomiris said, but to know how to use his degrees of freedom to try to construct a politically robust economic institution...that’s really the challenge, and it’s worth the time and effort.

He added that institutions such as SIPA can play a vital role in this process by producing policymakers who are both trained in economics and attuned to the power of political prerogatives. One of the reasons I like being affiliated with SIPA is that it brings economists, political scientists and historians together to wrestle with these problems, he said.

**Pickering continued from page 5**

Ernst Pickering. He highlighted the work of the OSCE in Kosovo, where it had posted approximately 2000 observers.

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As direct territorial threat to Europe and the U.S. is diminishing, Pickering said, the alliance must be ready to combat external threats to its common interests. Detractors argue that NATO operations should stay within its borders.

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Astrophysics, Pickering said, that much of the controversy on this subject arises from the divergent views of the executive and legislative branches. He drily commented, "There are a large number of people in Congress in both houses who never saw a sanction they didn’t like; and certainly, never saw one they wouldn’t vote for."

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Continued from page 5

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In between brief visits to Hong Kong and Thailand for alumni events this March, Associate Dean Robin Lewis spent ten days in Vietnam to pursue his work as a long-term consultant to Vietnam's government-run Institute of International Relations in Hanoi.

Lewis is working with the Institute to devise a curriculum for its new M.A. program in international affairs. I bring broad experience in curriculum planning to this effort, Lewis said. One of the key needs in Vietnam is for someone who has a sense of what U.S. institutions are doing. My role is to say, Here are four different versions of how American universities are approaching this subject, and to figure out which are the most viable for the IIR, given certain financial and institutional constraints.

The Institute was established in 1977 as a research arm of the Ministry of Foreign Affairs. Ten years later, it merged with another government training institution, the School for Foreign Affairs, to form the present Institute. The IIR now offers a four-year B.A. program and also serves as a think-tank for advanced policy analysis.

The Master's program is meant to fill in the space between these two levels of study, Dean Lewis said, noting that most of the faculty and administrators at the Institute have pursued Master's degrees in the U.S. or other countries for lack of a viable alternative in Vietnam.

In terms of its benefits for Vietnam, this could be classified as capacity-building, Lewis said. It is essential to Vietnam that it be able to train its own people in foreign affairs instead of sending them to the U.S.

Having served until now as a feeder school for the Ministry of Foreign Affairs more than three-fourths of the Ministry's current employees are alumni. The Institute also seeks to diversify its offerings and to accommodate the needs of students with various career objectives. One important goal is to bring together in the classroom future journalists, development specialists, security analysts and foreign policy advisors to get interdisciplinary perspectives, Lewis said. He noted that such techniques do not come naturally in Vietnam, where most teaching is lecture-based and involves very little student participation.

In June, Lewis will return to Vietnam to help coordinate a two-day conference on curriculum planning, in which he will address in detail the design of the Master's curriculum.

During his most recent visit in March, he gave lectures in Hanoi and Ho Chi Minh City in which he stressed the need to rethink traditional ways of training diplomats and international relations professionals.

During its first year (1999-2000), the Master's program will accept about ten students. It hopes to broaden its enrollment to fifty students per class in ensuing years.

The Master's degree will be smaller, more elite, and more narrowly focused on international politics and economics than the B.A. degree, Lewis said. The Institute also emphasizes regional issues specific to Southeast Asia. The program will place a premium on language abilities, particularly fluency in English.
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As well as introducing the M.A. degree, the Institute is seeking to broaden its offerings to doctoral students and government officials through programs sponsored by the Ford Foundation. It offers non-degree, mid-career short courses, taught mostly by American and Canadian professors, for employees from government agencies in Hanoi and Ho Chi Minh City. In addition, the Ford Foundation has subsidized several fellowships for IIR students to pursue Master’s or Ph.D. studies in the U.S. Three of these students will begin their studies at Columbia this fall.

Lewis hopes that his work with the IIR will benefit Columbia, as well as filling a critical need for Vietnam. Our goal is to have a number of global institutional partnerships, he said, and the IIR would naturally be the main candidate in Vietnam. Eventually, this might encompass opportunities for SIPA students to study in Vietnam.

Lewis is working on a similar project with the Indonesian Ministry of Foreign Affairs and the University of Indonesia. Initiated with a visit to Jakarta in November 1997, this project has been delayed by the tumultuous political situation in Indonesia. But Lewis hopes that his involvement in both Vietnam and Indonesia will lead to greater educational autonomy for these countries and enhanced partnerships with American universities.

Alumni Excel in Job Market

IPA’s class of 1998 found great success in the job market, reported the Office of Career Services. The data used to assess job placement comes from the reports of 92% of the MPA class and 80% of the MIA class. According to these data, 98% percent of MPA and 95% of MIA graduates found employment across the public, private and nonprofit sectors. The majority of graduates not reflected in these categories are pursuing Ph.D. level studies.

Thirty-five percent of MPAs reported to be working for nonprofit organizations, including the New York Economic Development Corporation and the Ford Foundation; 34% chose the private sector, while 26% work in the public sector. Almost 50% of MIAs chose the private sector, working for such companies as J.P. Morgan and McKinsey & Company; 30% are in the public sector, while 18% chose the nonprofit sector.

Matthew Lewis lunching with Bangkok alumni (from left) Nuannapha Wongthawatchai (MIA 97), now at the Bank of Thailand; Sawitree Sachjapinan (MIA-PEPM 99), an economist at the Bank of Thailand; Nuannapha’s brother Poonsit (MIA 95), who is with the IMF in Bangkok; and Sawitree Sangjansomporn (MIA 96), currently with the Department of International Organizations at the Thai Foreign Ministry.
A fter a long process of brainstorming, negotiation and compromise among the SIPA community, the Committee on Instruction (COI) last November approved significant changes to the core curriculum for the MIA program, as well as some fine-tuning for the MPA program.

The Curriculum Review Task Force, made up of twelve SIPA and joint-appointed faculty members, debated the School’s direction and objectives over the course of the 1997–98 academic year. The fruit of their labor, a 42-page report, proposed a curriculum for the 21st century aimed at accommodating SIPA students’ diverse interests and career goals while preparing them for the demands of an increasingly globalized, privatized and technology-based job market. The curriculum changes are designed to meet the challenges SIPA faces by fostering a more cohesive sense of identity and providing students with more opportunities for specialization.

Improvements to the MIA curriculum include the expansion of Conceptual Foundations of International Politics, the cornerstone course of the SIPA curriculum, to four credits from three. A new local knowledge requirement of two semesters will encourage students with functional concentrations to enhance their regional expertise. Several other requirements of the existing curriculum will be eliminated in order to give students more leeway in planning their studies. And finally, the economics requirement has been reconfigured: instead of discrete, one-semester micro- and macroeconomics courses, SIPA will offer students the choice of two year-long economics courses. One will address the conceptual basics of international economics; another, more technically advanced, will prepare students for jobs involving sophisticated economic analysis.

The MPA curriculum, judged by the Task Force to be logically coherent, will undergo more minor changes, such as a requirement that international issues be reflected and a stronger emphasis be put on local knowledge.

Patrick Heller, Assistant Professor of Sociology and International Affairs and a member of the Task Force, described the group’s challenge in evaluating SIPA’s curriculum as one of accommodating diverse goals. While explicit assumptions and bodies of knowledge underlie the Business School’s and Law School’s curricula, Heller pointed out, SIPA has no bottom line and no constitution.

SIPA is interested in economic efficiency, but we are also interested in distributive justice and in promoting cultural diversity, Heller said. Because these values are often in conflict in today’s policy decisions, we always have to be thinking about tradeoffs. Traditional policy skills, such as statistical analysis and the ability to weigh costs and benefits, remain vital. However, Heller argued, SIPA graduates will increasingly draw upon the ethical skill of adjudicating between competing principles as policy decisions become more interrelated and more complex.

The changes in Conceptual Foundations of International Politics reflect this emphasis on critical thinking and comparative analysis. Until two years ago, the course focused almost exclusively on international relations theory. This year, reforms initiated by Dean Lisa Anderson have expanded the course’s scope to include units on economic development, human rights and state-society relations. In its report, the Task Force recommended that the revised course incorporate more classics of social science, in a dialogue between the best thinkers and their legacies in ongoing debates around contemporary policy issues.

Heller emphasized the sense of continuity that this approach would provide. To the extent that the contemporary debates are still very much rooted in the classic debates of the nineteenth century, he said, we think it is important for students to understand the evolution of these debates over time and to have some sense of their epistemology.

A working group including students, faculty and last semester’s Cordler Fellows met throughout the year to debate the content of Conceptual Foundations. Many students argued that the course should place a stronger emphasis on policy implementation. Some faculty members, on the other hand, said they favored a stronger theoretical base to the course.

Consensus on these issues was reached this spring, reported Sven Kaludzinski, MIA 00, this semester’s student representative to the Committee on Instruction. The changes, he said, included keeping the course in its one-semester format, limiting its discussion sections to twenty students, and inviting more practitioners to speak about the real-world applications of social science theory.

In addition to Kaludzinski, Student COI Representatives Claudine Bogage, MIA 99, and Caroline Washburn, MPA 99, met regularly with students to request their feedback on the process. Bogage said she was pleased to realize that students’ input was highly valued in the curriculum review process.

It’s nice to be in a position where you have some say with the administration, and you feel that your opinion counts more than it ever has before, she said. The process was very harmonious; the decision-making process fostered consent and stability.
As it entered its eleventh year, the Human Rights Advocates Training Program of the Center for the Study of Human Rights brought together the most varied group of individuals in its history this January. At its inception, the program targeted advocates and activists from around the world with a legal background. This year’s group, by contrast, includes journalists, creative writers, an environmental scientist, an economist and a teacher.

According to Program Director Chivy Sok (MIA 95), this eclectic group reflects the broadening scope of the international human rights movement and its increasing emphasis on communications and education.

The fifteen Advocates diverse backgrounds and nationalities also gave way to heated debates on the moral and ethical underpinnings of human rights. One of our goals is to create a safe environment of discussion for the Advocates, Sok said, noting that many come from countries in which public debate of human rights issues is impossible. We strive not only to learn the basic principles of human rights, but also to revisit the assumptions implied in them, and to understand how relevant they are in today’s context.

This year’s group is focusing on issues that have risen to the fore of the human rights field in recent years: Indian Advocate Maya Sharma campaigns for the recognition of a universal right to choose one’s sexual orientation, for example, while her Nigerian colleague Baridi Legbara analyzes the impact of oil-related environmental degradation on basic economic and social rights in his home country. As they address these unconventional human rights topics, Sok said, what has come about is a more sharpened understanding of the concepts among this year’s Advocates.

During their semester-long stay at Columbia, the Advocates take courses in data analysis, fund-raising and human rights law, among other subjects. Each Advocate gives a talk at Columbia through the Center for the Study of Human Rights Voices From the Frontline lecture series. This opportunity allows them to share their experiences of grassroots advocacy and to learn, through discussion, about American academics and students views on their areas of interest.

Advocate Taima al-Jayoush, a Syrian attorney who has campaigned for the rights of abused women and handicapped children, began her talk with a plea for a more secular codification of women’s rights in Syria. After listing some of the inequalities dealt to women under Syrian law, al-Jayoush asked her audience, Why can’t we change the constitution? Why can’t we separate church and state? Full recognition of women’s legal personhood, she went on to argue, is essential to their access to civil and political rights.

In the following question-and-answer period, several audience members, including other Advocates, questioned whether women’s status might not be improved more effectively within the context of Islamic law. As the ensuing debate drove to the core of the conflict between universalist and relativist views of human rights, al-Jayoush expressed her enthusiasm at being able to discuss openly topics that were never addressed in her university courses in Syria.

Throughout the semester, Columbia students and professors engaged in similar give-and-take with all fifteen Advocates, whose areas of concern range from conflict resolution to police brutality, to business ethics. Over spring break, the group traveled to Washington, D.C. to meet with NGO representatives, U.S. State Department staffers and World Bank executives. Throughout the semester in New York, the Advocates made connections at large human rights organizations such as Amnesty International, Human Rights Watch and the American Civil Liberties Union.

The most important bonds formed over the course of these months, however, are those between the Advocates and the Human Rights concentrators at SIPA. In the fund-raising course, for example, each Advocate teamed up with a SIPA student to draw up a proposal for future human rights initiatives and to seek funding from U.S. foundations for the implementation of his or her plans. As of 1996, the Advocates had received over $500,000 from various foundations through this course. On a day-to-day level, students paired up with Advocates through a buddy system to help them learn the ropes at Columbia and in New York. As well as being personally enriching for all involved, these friendships often lead to valuable professional contacts, which help link SIPA alums working in U.S. NGOs with the Advocates’ grassroots efforts worldwide.
MPA Students Apply Policy Skills

A cornerstone of the Master of Public Administration program, the Workshop in Applied Policy Analysis is designed as the ultimate test for students. That is, the idea behind the required workshop is for students to take what they have learned in the first year of the MPA program in terms of management, policy analysis, and quantitative skills and to apply it to a real-world consulting project.

This year, ten dedicated faculty members provided guidance as some 100 second-year MPAs broke into ten teams to tackle an issue on behalf of a prearranged public-sector client. Whether analyzing best practices in urban settings for the United Nations Centre for Human Settlements or coming up with ideas to draft legislation to maximize the interest of low-income communities for a state’s Public Service Commission, students encountered common challenges, opportunities, deadlines and, ultimately, success.

The Learning Exchange

On a recent Wednesday evening, Assistant Dean Nancy Degnan pored over a Power Point presentation with a fine-tooth comb. The group of 12 MPA students seated around her conferred to refine their work for the Learning Exchange, a nonprofit educational consulting group out of Kansas City, Missouri.

The Learning Exchange, explained Degnan, had requested a survey of the relationship between institutes of higher learning (IHLs) and the latest innovation in public education, known as charter schools. Charter schools, she noted, are another form of public school, except that anyone can create one. That is, any taxpayer can put forth a charter for the creation of an alternative public school essentially a blueprint defining the school’s mission and modus operandi.

In his State of the Union address, said Workshop Manager Jeffrey Metzler, MPA 99, President Clinton voiced his support for charter schools and his intention to double their number. He added that while many states provide public funding for charter schools, only seven have enacted legislation allowing IHLs to sponsor them. For that reason, Metzler’s team set out to examine the level of collaboration between these two educational stakeholders and the effectiveness of their partnership.

To get the job done, the MPAs conducted both secondary research on existing state legislation and primary research in the form of state and local outreach to policymakers, universities and boards of education. More than thirty interviews were conducted on behalf of the Learning Exchange, generating a series of hypotheses to answer the initial question of, What tends to facilitate partnership between IHLs and charter schools?

Catholic Charities

Working with the client organization Catholic Charities of the Archdiocese of New York, Kathleen Molz’s MPA workshop examined the problems besetting non-profit agencies assisting immigrants. The students focused particularly on the difficulties that elderly and indigent immigrants face after welfare reform laws of 1996 limited the federal government benefits they could receive.

The 1996 reforms were so draconian in nature, Professor Molz said, that eligibility was eliminated for some federal public benefits to non-citizen residents unless these individuals applied for U.S. citizenship. Some of these benefits have been restored since 1996, but many immigrants remain at risk. Molz notes, for example, that immigrants who have turned 65 since the enactment of the reforms are ineligible for Supplemental Security Income (SSI).

Students in the workshop conducted intensive interviews with representatives from a broad array of nonprofits, ranging from large organizations such as Travelers Aid to small agencies assisting specific ethnic groups. Since many of the students will seek employment in the not-for-profit sector, Molz said, the workshop gave them an opportunity to talk to the professionals in charge of these agencies and learn first-hand how they conduct their affairs.

Molz brings to the workshop a wealth of experience in interviewing techniques. In the process of researching her book Civic Space/Cyberspace: The American Public Library in the Information Age (MIT Press, 1999), Molz and her co-author interviewed over 160 people, including cultural critics, librarians and policy analysts.

While Molz believes her students will benefit professionally from the chance to have a close look at the operation of nonprofits, she points out that the nonprofits stand to gain from the project as well: We hope the information the students will glean will be of real help in guiding concerned professionals into more cooperative ways of dealing with the immigrant population.

Environmental Protection Agency
Some students in Vice Dean Steven Cohen’s MPA workshop had no experience with environmental policy before this semester, but they found themselves knee-deep in it as they worked for the EPA toward finding equitable and efficient ways to regulate the use of the Peconic Estuary, in Suffolk County, New York.

The workshop is about learning by doing, Dean Cohen said, and then sitting back and reflecting on the lessons learned. Policy analysis and management analysis are not simply technical skills exercised in isolation; they must be exercised within a specific historical, political, social, cultural, and economic context. The workshop enables students to apply those skills, and also to develop a deeper understanding of the role and limits of analysis.

Dean Cohen stressed that previous environmental policy experience was not a prerequisite, and that all the students were able to quickly bring themselves up to speed on a subject they may not know much about. With a twenty-year background in environmental analysis from his doctoral dissertation on water quality management to a post in the federal EPA headquarters, Cohen was well-equipped to provide his students with the background concepts they needed.

Workshop Manager Kristen Koch, MPA 99, described the project as weighing the competing interests of six local governments to come up with a comprehensive management plan for the estuary as a whole, since breeding areas and critical habitats for endangered species don’t conform to political boundaries.

Group members, she added, visited the estuary and met on-site with officials from the workshop’s client organization, the U.S. EPA Region 2. Achieving plans such as these that are honored by the parties is a major triumph, and serves as a real product of our efforts.

Debtbusters Tests Budgeting Skills

By Rebecca Needler, MPA 00

The shockingly accurate component of a SIPA course, Debtbusters, requires students to simulate Washingtonian roles from unruly press corps to wad-wagging lobbyists, to self-aggrandizing elected officials during budget season.

Just weeks into their second semester, two-thirds of the entire first-year MPA class were gripped by the demands of the core course, which encompasses a virtual simulation of the intricate workings of the United States Government.

The experience is part politics, part finance and part psychology, said Lana Hanim Kim, a 25-year-old virtual Pete Domenici (R-NM).

The imaginary event kicked off with virtual U.S. President Karen Miller delivering her Budget Message to a virtual Congress. And, unlike a real presidential address, the event was very well-attended.

This budget marks a new era of opportunity, said President Miller. Today, in my sixth year of office, we as a nation finally realize a budget surplus and a time of unprecedented prosperity.

Unlike most real U.S. presidents, this virtual president challenged the strongest, well-greased K-Street special interests. Her proposed tax hikes on cigarettes (as much as $.55 per pack) and gas ($1.00 per gallon) were sure to provoke heated opposition from both industry and GOP leaders. The revenue generated by the sin tax, explained the president, would be used for health science research.

On foreign policy, President Miller implored the Congress to pay U.S. arrears to the United Nations and open formal relations with Cuba. She declared these initiatives as signs of a renewed U.S. commitment in a volatile world.

While no one could call the virtual president less than ambitious, one couldn’t help but ask if her lofty, liberal agenda would have survived a virtual election, let alone a Republican Congress.

The concept of Debtbusters originated from a similar simulation organized by The Concord Coalition, a grassroots organization that advocates fiscal responsibility. The virtual lobbyists and press corps were added by Professors Mark Gordon and Paula Wilson, both academics who served in senior posts under former New York Governor Mario Cuomo and have extensive experience in the politics of budgeting.

Giving lobbyists additional influence and introducing a series of polls are two of the ideas Gordon and Wilson will incorporate next year to make the simulation even more realistic. The new additions are expected to put added pressure on the virtual Congress to reflect the political pressures in their districts.
Harriman, Saltzman Sponsor Russia Lectures

This spring, the Harriman Institute and the Arnold Saltzman Center for the Study of Constitutional Democracies sponsored a speaker series on Contemporary Russian Politics and Economics. As part of the series, the Harriman Institute was pleased to welcome Andrei Illarionov, who served as a chief advisor in the economic reform efforts of former Prime Minister Viktor Chernomyrdin and currently heads the Institute of Economic Analysis, a Moscow think tank. Illarionov can claim a feat that virtually no other economist can: after pointing out repeatedly that the ruble was massively overvalued during the spring of 1998, he predicted the country's August 1998 ruble devaluation and default on Russia's ruble-denominated debt.

In a discussion at SIPA, Illarionov touched the crystal ball again. Arguing that the crisis had massive social and cultural consequences beyond the economic ones so widely observed, he predicted that Black August would go down in Russian history books as a social upheaval on par with the revolutions of 1917 and 1991. He cited the powerful shift in public opinion that occurred after the crisis: political support moved back toward former communist officials, and most Russians began to see any efforts to move toward a market economy as deeply destabilizing, rather than examining the inconsistent way in which the reforms had been implemented.

As a result of this backlash, the Kiriyenko government fell, and a new old government, consisting mostly of former apparatchiks, formed under Prime Minister Yevgeny Primakov. With this changing of the guard came increasing repression of the media, Illarionov commented. On the other hand, the government has shown surprising tolerance toward burgeoning anti-Semitic and fascist political groups.

The fact that the crisis occurred only one month after the International Monetary Fund had released a $5 billion tranche of its loan to Russia increased international dismay at the failure. Even the IMF, which had been preparing extensive monthly analyses of the Russian situation, had little idea of what was coming. Not surprisingly, the Russian government and the IMF assigned different causes to the crisis. The government saw it as part of an international domino effect, tipped off by the Asian crisis and the fall in oil prices; the IMF, on the other hand, largely blamed the Russian government for an ineffective Central Bank and an obstinate Duma refusing to cooperate with reform efforts.

Illarionov agreed in great measure with the IMF's analysis. The Russian Central Bank had executed paternalistic policies that were aimed at saving Russian banks, rather than saving the Russian state, he said.

The Central Bank leadership actively tried to undermine the government by waiting for a massive devaluation of the ruble before defaulting on its loans. In the end, Illarionov argued, the IMF money went toward efforts to bolster Russia's financial oligarchy and impeded efforts at more equitable reforms.

Other speakers in the Harriman-Saltzman Center series included Janine Wedel, an anthropology professor at George Washington University, who spoke on Western aid to Russia and Eastern Europe; and Joel Hellman, a political counselor at the European Bank for Reconstruction and Development, who gave a talk titled The Politics of Partial Reform in Post-Communist States.

Students Act as Private-Sector Consultants

For the past seven years, the Workshop in International Business and Banking has afforded students the opportunity to serve as real-world consultants to a variety of private-sector companies. Conceived by Professor Karin Lissakers, now the U.S. Executive Director of the IMF, the workshop is an elective course for any SIPA student with the desire for a taste of corporation life.

The expectations are what they would be of any full-time professional, explained current workshop directors Professors Hans Decker and Sam Cross, as this year's 32 students broke into teams to consult nine clients, from J.P. Morgan to Estee Lauder.

The clients come up with some good, interesting issues to look into—something they can really sink their teeth into, said Cross, who served as U.S. Executive Director of the IMF and Executive Vice President of the Federal Reserve Bank of New York before
Balkan Crisis Debated at SIPA

Just three weeks after the NATO bombing campaign was unleashed on the former Yugoslavia, the School of International and Public Affairs served as the stage for multiple debates among diplomats, academics and students over the scope and appropriateness of the recent measures.

In addition to the panel The Legality and Justifiability of the Kosovo Bombings, whose participants included Professor Richard Betts, head of the Institute of War and Peace Studies, and Professor Warren Zimmerman, the former Ambassador to Yugoslavia, the debate NATO Action in Kosovo: Humanitarian Intervention or Violation of Sovereignty? brought together five distinguished speakers to shed greater light on the legal and humanitarian ramifications of the bombings. This latter debate saw coverage in the New York Times and on WPIX, a local television news station.

Fred Abrahams, MIA ’95, a policy analyst with Human Rights Watch, opened the debate by tracing the more recent history of aggression against ethnic Albanians who live as the majority population in the disputed Yugoslav province of Kosovo by certain members of the Serbian minority who find their leader in Communist Slobodan Milosevic.

The indiscriminate and brutal attacks had the effect of radicalizing the ethnic Albanian community, he said. And it was at the beginning of March 1998 that the Kosovo Liberation Army began to arm.

He added that while both sides of the conflict can be said to have breached international humanitarian law, the acts committed by ethnic Albanians pale in comparison to those committed by Serbian forces. He described these acts as including the summary execution of Albanian detainees, wide-scale and widespread torture, and the systematic destruction of civilian property which has led to the refugee status of some 700,000 of Kosovo’s two million citizens.

Raising the important question of Is this genocide?, Abrahams responded by saying that while Human Rights Watch is concerned that it might be, his organization will reserve its opinion until it has been able to gather more information and better access to Kosovo.

Representing the view of the NATO alliance and providing justification for the bombings was Ambassador of the United Kingdom to the UN H.E. Jeremy Greenstock. Citing UN Resolutions 1160, 1199 and 1203 all passed by the Security Council last year to enforce a ceasefire and pull-back by the Serbs, Ambassador Greenstock said that every single one had been ignored by the Yugoslav authorities.

Milosevic made the calculation that he would be more likely to survive in power if he took the hard route than if he took the negotiating route, he said.

Concluding the panel with another valuable legal angle on the crisis was Professor Hurst Hannum of the Fletcher School of Law and Diplomacy. Citing Article 53 of the UN Charter, he said that NATO has taken illegal unilateral action. There should be no regional action without the authority of the Security Council. Furthermore, he warned, the 2,000 lives that were lost over the course of 1998 and 1999 constituted a civil war, and that we cannot make up for Rwanda by intervening in Kosovo.

coming to teach as SIPA. Added Decker, a former Vice Chairman of Siemens Corp., The exercise is one of having to manage not only the project, but the relationship with the client.

While most projects are research-based, student-participants get their shot at a board-room oral presentation to the client along with a written report of their findings and recommendations.

Gabriella Dahlstrom, MIA ’99, worked for the International and Corporate Affairs group of American International Group (AIG). While describing AIG as largely an insurance company, Dahlstrom said this group performs mostly lobbying and consulting functions. The group is planning on setting up a website advocating trade, she said. To facilitate the information-gathering process, we were tasked with researching and writing easily-read analytical reports on 15 major trade issues. Such issues, she said, included the pros and cons of the prospective Free Trade Area of the Americas, the debate over fast track authority, and ramifications for labor of the General Agreement on Tariffs and Trade/World Trade Organization.

For Estee Lauder, Rae Anne Spieles, MIA ’99, worked towards developing a new product line for an existing Lauder licensee. The new cosmetic product, said Spieles, will be launched next spring. Spieles, team of six dedicated many an afternoon to grass-roots market research, taking note of the look, range and pricing of cosmetics available at drug, department and specialty stores.

At the same time, we put together a financial statement, including a budget which takes into account advertising and promotions, reported Spieles, who aspires to work in the cosmetic industry after graduating.

H.E. Jeremy Greenstock, Ambassador of the United Kingdom to the UN, expressed his government’s support for NATO action in Kosovo.

...
Needler Attends World Forum

Rebecca Needler arrived at SIPA’s MPA program with five years of experience in international, federal and local government. Her work has brought her to almost 100 cities around the world most recently a small ski resort in Davos, Switzerland.

Davos is home to the Annual Meeting of the World Economic Forum, a global conference that brings senior business executives together with heads of state and high-level government officials to discuss the future of the global economy. Needler was one of 600 young professionals asked to help organize the world conference.

It was a great honor to be asked to work for the Forum, she said, as typically few Americans are approached. Although the conference took place at the height of the spring semester, she added that her professors were very accommodating.

At the Forum, Needler was afforded the opportunity to listen to academics, world leaders and theoreticians discuss a variety of concerns, including economic trends in global markets and the U.S. role heading into the 21st century.

Two years ago, Needler was recruited to join the public affairs team of former U.S. Ambassador to the United Nations Madeleine Albright. Arriving at that post with a variety of professional experiences, she began to realize that one of the most important responsibilities of the U.S. Government lies in articulating American foreign policy goals and initiatives to the general public.

Later, under the leadership of Ambassador Bill Richardson, she was placed on the frontlines of this effort, dispatched to cities around the country to certify speaking forums for the Ambassador. Under the direction of the Ambassador, said Needler, the U.S. Permanent Mission to the United Nations devoted a large part of its resources to introducing Americans to the U.N.’s international role outside the well-publicized peacekeeping endeavors in monitoring aviation standards, containing diseases, and advocating for human rights.

After graduating from SIPA, Needler hopes to apply new techniques to marketing U.S. foreign policy to Americans. My first-hand experiences in Davos and around the world have taught me how important it is for Americans to understand how and why their country interacts overseas, she said. I expect that my degree from SIPA will provide me with the tools I need to help keep people informed about foreign policy, whereby I’m improving their everyday lives.

UNICEF Doctor Chooses SIPA

Alida Musayeva, a second-year MPA student concentrating in Economic and Political Development, played a chief role in the implementation of UN-funded health care reforms in Azerbaijan during the early 1990s. With fourteen years experience as a medical doctor as well as extensive training in public health, she was already a pioneer in her field when she decided to come to SIPA in the autumn of 1997.

I felt I was lacking training in policy issues and skills, she said. SIPA has broadened my range of interests and expertise. I know more now about economic transformations. As she works on her Harriman Institute thesis, an analysis of social reforms in the former USSR, she realizes how much this training has benefited her. Now, as I think about the process we went through in Azerbaijan, I can follow the steps and appraise what mistakes were made, why our country is more or less successful than another.

After receiving her medical degree and working for seven years in Azerbaijan hospitals, Musayeva joined the UN in 1993 as a Health Program Officer the second-most senior position in UNICEF’s Azerbaijan office. Beginning with inequipped hospitals in remote areas, the UNICEF team set as its primary goal to lower the country’s infant mortality rate, which had soared when the collapse of the USSR cut the flow of medicines and vaccines from Moscow.

At SIPA, Musayeva has sought to add to her public health background a broader understanding of economic development issues. Last summer she worked as an intern for the United Nations Development Program, preparing a report on economic and social development in Central and Eastern Europe. Upon graduating this spring, she plans to continue working in this field. She is particularly interested in exploring the effect of the oil boom in Azerbaijan on the country’s economic outlook. Everyone was expecting huge benefits from the oil industry, she notes, but as prices are going down, people are forced to recognize that oil will not necessarily fix Azerbaijan’s social and economic problems.

Queen, DC’s Newest Face

Prior to studying political management at SIPA, Troy Queen, MPA ’99, got primed in the mak-
ings of federal politics as a member of the Clinton/Gore ‘96 Re-Election Campaign, the Presidential Inauguration Committee and the Pentagon.

It was a difficult decision between SIPA and several other schools of public affairs, admitted Queen. But the flexibility of SIPA and the eminent faculty swayed my decision, as well as the City of New York.

In his final semester, a determined Queen split his time between the SIPA classroom and his new political consulting firm, Chief Advantages, Inc.

"Chief Advantages provides strategic and management advice to political and/or organizational clientele," said Queen. Working together with partner Craig T. Smith, Vice President Gore’s Campaign Manager and the former White House Political Director for President Clinton, Queen humbly describes his venture as a small business despite such customers as the Clintons.

CA just finished a product for the President and First Lady. We created institutionalized structures for the planning, development, fundraising, construction and staffing of the William J. Clinton Presidential Library, he said. And for the Vice President, we provided advice on campaign start-ups, including staffing, budget, structure and a timeline for Gore 2000.

Queen hopes to expand the scope of Chief Advantages on the heels of the November 2000 presidential elections to provide a broader variety of services. These, he said, would likely include campaign management, image consulting and public relations. Additionally, Queen aspires to teach a master-level class in a graduate program on politics.

Before Queen rushed out of the International Affairs Building and off to his shuttle back to DC, SIPA News had the opportunity to ask him how SIPA has assisted him in meeting his career goals.

SIPA helped me in conventional as well as in non-conventional methods. Conventionally, the core program at SIPA provided me with a foundation of advanced analytical skills as well as the flexibility to explore my interests in other graduate school classes, like Survey Methods in the Ph.D. program in sociology and National Political Reporting at the Graduate School of Journalism.

And in a non-conventional way, Columbia opened many doors of networking opportunity through its unmatched faculty, said Queen.

Troy Queen can be reached at (703) 356-4001 or via troy@chiefadvantages.com

Sacks On Schumer Campaign Trail

While I love politics, it is impossible to work on campaigns and have an outside life, explains Lisa Sacks, MPA ‘99, of her decision to take the fall semester off from SIPA to campaign for New York Senator Charles Chuck Schumer.

Now back at SIPA after serving as Schumer’s budget director and comptroller, Sacks says she was successful in her campaign trail efforts as the result of participating in several of the MPA program’s many hard-skills-focused courses, including public and financial management. She is now pursuing a concentration in management with a focus on economic and community development.

I chose SIPA because I wanted to stay in New York City, said Sacks. The MPA program seemed to fit because I felt that I had the passion and commitment to public service but needed the analytical and management skills to match.

In the future, Sacks said she would like to somehow stay connected to the political process. I am hoping that I’ll find an outlet on the local level in economic and community development.

Buono Creates Economic Diplomacy

A native of Florence, Italy, Gianluca Buono, MIA ’99, sought to combine studies of international economics, political science, and international relations.

After having graduated with a degree in economics, I made a careful survey of all the schools of international affairs and knew that SIPA was one of the most academic, and thought that this could fit well with my goal to work in an international organization and eventually pursue a Ph.D., he said.

Adding to the long list of reasons for choosing SIPA, Buono also cites the fact that the School offers a wide variety of courses outside of its traditional menu of concentrations that can be combined to create a concentration of one’s own. His, he reports, turned out to be what he coined Economic Diplomacy.

Hearing that historian Diane Kunz would be instructing Economic Diplomacy, I took her class, and she agreed to be my concentration advisor, said Buono, who subsequently combined a number of classes on U.S. foreign policy and diplomacy with the right dose of international trade, finance, monetary policy, and political economy.

After spending last summer at UNICEF’s Office of Emergency Programmes, where he monitored and reported on the situation of countries in conflict, Buono reports that he will be working again for this organization as a security policy analyst after graduation.
who sold dollars for euros! However, a few months is the blink of an eye in the life of a currency whose creators are focused on the next millennium.

Their immediate task is to build credibility for their creation. Without credibility, the new currency will hold few attractions for international investors. But building credibility must begin at home. Inside Europe, the success of the euro depends not only on its financial market impact but also, and perhaps more importantly, on the interaction between financial markets and the real economy.

In product markets, euro-pricing has brought greater cross-border transparency, accelerating a trend toward common prices which dates back to the EU's 1992 program to complete the single market. That's good for consumers, who benefit from lower prices. The stubborn problem, however, is that many euro-zone countries have intolerably high unemployment rates, averaging almost 11%, compared to the U.S. 4.4%.

W ith 14 million workers out of work in the euro zone and 16.5 million unemployed in the entire EU, the real economy is not yet producing for everyone.

Unfortunately, policy options are limited. On the road to EMU, EU governments committed themselves to limiting budget deficits except in exceptional circumstances to a maximum of 3% of GDP while aiming at balanced budgets over the business cycle. Moreover, in creating the ECB, they established the most independent central bank in the world: it is charter-bound to neither seek nor take instructions from any EU institution or national government; to have price stability, not low unemployment, as its primary objective. In addition, of course, EMU participants no longer have the exchange rate as an instrument of national policy. In today's capital markets, where exchange rate ambitions of governments are quickly market tested, this further surrender of national sovereignty may not be much of a sacrifice.

Inevitably, as Europeans continue to grapple with their stubbornly high unemployment, the ECB will be a target in the political and policy debate over the appropriate mix of greater labor market flexibility and a broader macroeconomic stimulus, Mr. Oskar Lafontaine, the German ex-Minister of Finance who had pushed for lower interest rates as a way of reducing unemployment, was an early casualty in this debate. He is not likely to be the last.

EMU and the euro were created by politicians, not central bankers. High unemployment remains the Achilles heel of EU economic policy. Unless the politicians can bring unemployment rates down, the euro is unlikely to be judged a great success by either European citizens or foreign investors.
FACULTY news

Faculty Publications

BOOKS:

Civic Space/Cyberspace: The American Public Library in the Information Age, MIT Press, 1999, by R. Kathleen Molz, Professor of Public Affairs, and Phyllis Dain, Professor Emerita, School of Library Service, Columbia University

Contract and Property Rights in Early Modern China, and Empire and Beyond, forthcoming, by Madeleine H. Zelin (co-ed), Professor of History and East Asian Languages and Cultures; Director, East Asian Institute


From Third World to World Class: The Future of Emerging Markets in the Global Economy, Perseus Books, 1998, by Peter Marber, Adjunct Professor of Finance


The Environmental Costs of Suburban Sprawl, forthcoming, by Matthew E. Kahn, Assistant Professor of Economics and International and Public Affairs


The Ethics of Islamic Banking, in The Fletcher Forum of World Affairs, Winter/Spring 1999, by Jean-Francois Seznec, Adjunct Professor of International Affairs


The Need for Strategic Information Systems Planning When Contracting-out and Privatizing Public Sector Functions, in David Garson (ed), Handbook of Public Information Systems, Marcel Dekker, New York, forthcoming (1999), by Steven A. Cohen, Vice Dean, School of International and Public Affairs, with William Eimcke, Director of Executive Programs

The Permanent Urban Fiscal Crisis, reprinted in Alfred J. Kahn and Sheila B. Kasserman (eds), Children and Their Families in Big Cities: Strategies for Service Reform, 1998, by Ester R. Fuchs

PAPERS AND ARTICLES:


BIBLIOGRAPHY:

New York City: The End of the Liberal Experiment, forthcoming, by Ester R. Fuchs (ed), Professor of Political Science and Public Policy and Director of the Center for Urban Research and Policy


State Violence in Guatemala, 1960-1996: A Quantitative Reflection, American Association for the Advancement of Science, 1999, by Herbert F. Spirer, Adjunct Professor of International Affairs, with Patrick Ball and Paul Kobrak

The Merchants of Zigong, forthcoming, by Madeleine H. Zelin

The Sources of Industrial Leadership, Cambridge University Press (forthcoming), by Richard R. Nelson with David Mowery (eds)

CHAPTERS:

Going the Distance: Prize-fighting and the Art of Alternative Investing, in Ronald d. lake (ed), Evaluating and Implementing Hedge Fund Strategies, Euromoney, March 1999, by Peter Marber


The Great War and the Mobilization of Ethnicity in the Russian Empire, in Barnett Rubin, Jack Snyder (eds), Post-Soviet Political Order, Routledge, 1998, by Mark L. von Hagen, Professor of History; Director, Harriman Institute

How Markets Failed Asia, in International Economy, Nov./Dec. 1998, by Barbara Samuels, Adjunct Professor of International Affairs

In Search of the Market Failure in the Asian Crisis, in The Fletcher Forum of World Affairs, Winter/Spring 1999, by Barbara Samuels


The Science of Monetary Policy, in Journal of Economic Literature (forthcoming), in Sebnem Kalemli-Ozcan, with Jordi Gali and Mark Gertler

Political Capital and Urban Democracy, presented to the 1999 Midwest Political Science Association Meeting, by Ester R. Fuchs, with Robert Shapiro and Loraine Minnite
 Allison Cook Kellogg, MIA, has been promoted to Senior Vice President of United States Trust Company of New York. She joined U.S. Trust as a vice president in 1989 and is responsible for corporate communications including public relations, financial communications, investor relations and internal communications. A member of the executive committee of the Public Relations Society of New York, Kellogg is also involved in community activities. She is a member of the boards of directors of the American Women's Economic Development Corporation (AWED), New York City-Parents in Action and the Knickerbocker Greys. Kellogg resides in Bronxville, New York, with her husband, Alfred, and their two sons, Douglas and Geoffrey.

Stephen Taylor, MBA, is a writer who focuses on trends in high technology. He works for a variety of international hardware and software clients in the San Francisco Bay area and publishes the e-mail newsletter Digital Outlook for his customers and colleagues. Taylor's current pet project is writing a murder mystery set at a chip-manufacturing company in Silicon Valley. He invites fellow alums to e-mail him at taylorcomm@aol.com.

Bo Asplund, MBA, is the Director of Programme Management at the United Nations Office of the Iraq Programme, also known as the Oil-for-Food Programme at UN headquarters in New York. Prior to this position, he was Associate Director of the United Nations Development Group Office in New York (1997-1998) and United Nations Resident Coordinator in Algeria (1994-1997).

Steve Blank, MBA, has spent most of the last 20 years working for Ultramar Diamond Shamrock Corp., a company which refines and markets gasoline through stations in the U.S. and Canada. I am currently the treasurer. I have worked mostly in the New York metropolitan area with a brief stint in London, Steve wrote. The company recently moved to San Antonio, Texas, where he lives with his wife, Diane, and their three children, Elizabeth, Linnea and Charlie. Steve can be reached at Steve_Blank@udscorp.com.

For Gabriel Plesea, MBA, the book party for his Scriitori Romani La New York /Romanian Writers in New York (Vestala, Bucuresti, 1998), was as much a celebration of individual achievement as an honor for the Romanian-American community of New York. The volume, which he edited and published in Romanian this January, includes exciting portraits of Romanian literati living and creating in this town. Among them: Nina Cassian, Anca Pedvis, Mirela Roznovanu, and Mr. Plesea himself, who has published six books and 35 articles on U.S. authors, literary and artistic events. An English edition of this recent book is in the making. Alums can contact Gabriel Plesea at (718) 639-0033 or by e-mail at gppress@aol.com.

For someone growing up in Cambodia where people begin to put sweaters on when the coldest temperature drops to 65F, going to Mongolia in the winter is much more than a simple test of endurance. That is what Sichan Siv, MBA, did this January. He spent one week in Ulan Bator (average temperature: -15F) conducting seminars on Governance and Democratic Principles, sponsored by the International Republican Institute (IRI), a democracy-advancing organization with programs in nearly 40 countries. Siv, who served in the Bush Administration as Deputy Assistant to the President for Public Liaison and Deputy Assistant Secretary of State for South Asian Affairs, met with Secretary of State for South Asian Affairs, met with Secretary General of the Mongolian Economy, Speaker of the Mongolian National Assembly, and leaders of the three major political parties: National Democratic, Social Democratic, and People's Revolutionary.

Since leaving SIPA, Peggy Sidor, MBA (Certificate from the African Institute), worked for UNICEF in Morocco, Benin, Uganda and Swaziland. But for the past four years, she wrote, I have been home as a full-time mom for three children: Yelena, Jasmina and Jules-Antoine, who are respectively seven, five and three years of age. This period has been filled with fun and joy. My husband Pierre (who is an economist in the European Union Office in Brussels) and I love being in Swaziland. It is a small and beautiful kingdom an absolutely ideal place for raising kids in a healthy and stress-free environment!!

Wellington Chu, MBA, Certificate Bard Asian Institute, has returned to the States after working in marketing research and marketing positions in Taipei, Hong Kong, and Beijing from 1988 to 1996. Wellington is currently the Marketing Plans and Brand Development Manager for the Broncline (full size bus/van) Ford Motor Company, Dearborn, MI. He and his wife, Wakami Shimizu, reside in Ann Arbor, MI.

Nancy Masterson-Newkirk, MBA, is Account Manager for Seton Hall University's School of Diplomacy and International Relations (SDIR). She is responsible for all communications and marketing efforts for SDIR.

After leaving SIPA, Alice Gitler, MBA, began what
would be a seven-years working with the International Women’s Tribune Centre, a small development communications NGO based in New York City. At IWCT, she managed program activities with a focus on gender and information technologies. Since May of 1997, she has been consulting independently, working on a variety of projects related to women and development, using information technology for Advocacy and poverty alleviation.

1991
This January, Tamara Kron-grad, MIA, became a partner at Yuval Levy & Co., a leading law firm in Tel Aviv, Israel that specializes in corporate and commercial matters. She can be reached by e-mail at tamar@yuvalaw.co.il, and would be happy to hear from any SIPA alumni.

1992
M. De G. Paul, MPA, recently left the Giuliani administration as Executive Vice President of Corporate Communications and Marketing for New York City’s Economic Development Corporation (EDC). He will return as president of his public relations firm, MP & Associates, Inc. PR, which specializes in crisis public relations in the corporate, government and sports sectors. The firm is based in New York and has clients worldwide.

He also wrote that he recently moved to the beach in Connecticut, and has begun teaching as an Adjunct Assistant Professor of Communications at New York University’s Market and Managing Institute.

1993
After five years at the National Science Foundation, Jeff Brancato, MPA, has returned to Columbia. He now works in the University Vice Provost’s office conducting strategic analysis. The primary focus of his job is to assist faculty in obtaining sponsored research funds by providing them with timely information and analysis that enable them to write competitive proposals. Since the federal government provides most of the support for academic research and development, his activities will mainly entail identifying new government research programs and understanding the longer-term objectives of the agencies.

Jean de Fougerolles, MIA, is now head of Eastern Europe, Russia, Middle East for MTV Networks Europe based in London. He can be reached at defougerolles.jean@mtvne.com.

1994
Vaishali Nigam, MIA, works in the Equity Capital Markets group of Daiwa Securities in London. Prior to this position, she worked in New York with J.P. Morgan’s Corporate Finance group. At her writing, Vaishali said she was in the process of moving from London to New York with her husband, Sumant Sinha, MIA ’92.

Jim Pollock, MIA, works at Microsoft near Seattle as an editorial researcher on the Encarta Encyclopedia editorial team, specializing in new articles concerning international issues. Jim’s wife, Myra, gave birth to a ten-pound, one-ounce whopper named Isabella Francesca on February 14 and has not slept much since. He welcomes questions at jim-pollock@microsoft.com.

1995
Matsuo Watanebe, MPA, is currently studying at the Institute for Development Policy and Management, University of Manchester as a Ph.D. student funded by the Japanese Foreign Ministry. Mike is regional organisation and its contribution to African development, wrote Matsuo. After SIPA, I have been working for a Japanese institute of foreign aid as a programme officer for the African region. He can be reached at matsuo@post1.com.

Yutaka Yoshino, MIA, completed his three-year assignment at the Permanent Mission of Japan to the United Nations as Special Assistant of Economic Affairs in June 1996. He is now pursuing his Ph.D. in economics at the University of Virginia.

1996
Tonya Cook, MIA, is the Policy Officer to the Commissioner of the International Police Task Force in Bosnia and Herzegovina. This position was previously held by Laura Pitter, MIA ’96. Prior to taking the position, Tonya was the head of a field office in Eastern Slavonia, Croatia, as a member of the OSCE Mission to Croatia. The International Police Task Force, a group of 2,057 international police personnel, is part of the larger United Nations Mission to Bosnia-Herzegovina. Tonya can be contacted at tonya.cook@unmibh.org.

John J. Lee, MIA, is the International Affairs Analyst in the National Security Division of the Congressional Budget Office. He and his wife Jennifer have bought a house in Arlington, VA and plan to stay in the Washington area for the long haul.

1997
Hugh Kojima, MIA, works at Nikko Salomon Smith Barney as an Equity Research Analyst covering the electronics sector. hugh.kojima@smb.com.

Rafael Pagan Jr., MIA, has been working as an associate in the investment banking division of PaineWebber Inc., Puerto Rico. In June of 1996, he married Graciela Desfassiaux. The newlyweds currently reside in San Juan.

1998
Alex Martinez, MPA, is currently working at the American Museum of Natural History as a coordinator in the Office of Government Relations and Community Affairs. He happily reports that the MPA degree has prepared him well for his professional experience so far.
DC Chapter’s First Tuesdays Happy Hour

SIPA-DC Alumni Coordinators Ana Cutter and Anita Sharma, MIA 98, organized the inaugural First Tuesdays Happy Hour on March 2, 1999 at Washington, DC’s Bicky Mulligan’s. In addition to giving SIPA’s DC-based alums the opportunity to meet and network, the idea behind First Tuesdays, wrote Cutter, is to establish similar events in other cities where there is a high concentration of alums. Wouldn’t it be great if we all knew that we could go to Manhattan or London or Moscow and find SIPA alums every first Tuesday of each month at a night spot of their choice?

Over 30 SIPA alums participated in the first DC First Tuesdays event, reported Cutter. The majority were recent alums, but there were a few from other SIPA generations, including Scott Oteman (89), Gordon Burck (86), and Rabihah Mateen (80).

The second DC First Tuesdays was celebrated at Mike Baker’s 10th Street Grill which made good on its promise to meet the DC crowd’s happy hour needs. Plans for the summer were the topic of the evening and proposals ranged from a Cinco de Mayo party to a softball team.

For more information on the DC chapter’s First Tuesdays Happy Hour, or tips on how to start such an ongoing event in your city, contact Ana Cutter at (202) 939-4376, or e-mail agc@carnegie.org.

Former Associate Dean Remembered

Career foreign service officer, playwright and author on careers Eric Kocher died Saturday, January 2, 1999 at his home on Long Island’s North Shore. He was 86 years old. The cause of death was listed as heart failure.

Kocher’s passion for the theater touched many a struggling playwright throughout the years, led him to meet his future wife Peggy and resulted in the 1990s in the establishment of an annual prize for an original play from the Eugene O’Neill Theater Center.

Kocher graduated from Princeton University in 1932, along with fellow student and future actor Jimmy Stewart. He went on to get an M.B.A. at the Harvard Business School in 1934 and then worked with several government agencies during the early days of the New Deal.

In 1939, Kocher left Washinton to study playwriting at the Yale Drama School, and was drafted as a private in the Army in World War II. He attained the rank of Major and was demobilized in Paris at the end of the war. From 1945 to 1946, Kocher was director of three dislocated persons camps in Austria run by the United Nations Relief and Rehabilitation Administration (UNRRA) and was instrumental in reuniting families of Jewish, Polish and Yugoslav origin who had been separated during the War.

After WWII, Kocher joined the Foreign Service and spent the next 22 years as Labor Attaché in Belgium, Consul General in Malaysia and Singapore, Deputy Chief of Mission and Chargé d’Affaires in Jordan, and Director of South East Asian Affairs at the State Department. His last posting was as Diplomat-in-Residence at the University of Texas in Austin.

He spent the next nine years as the Associate Dean of Columbia University’s School of International Affairs. During this period, he detailed his frustrations and triumphs in the Foreign Service in his memoir, Foreign Intrigue: the Making and Unmaking of a Foreign Service Officer. And he wrote the first of what would become five editions of a book on international job hunting: International Jobs-Where They Are, How to Find Them. Kocher used the profits from that book to establish an annual prize at the Eugene O’Neill Theater Center in Connecticut for the most original and interesting play. He also wrote a book on marketing plays, and donated all its royalties to the Theater Center.

Kocher was most proud of his 1957 award for Best Original Play from the American Theater Wing. Eric Kocher is survived by his sister Mildred Kocher Crowley of Illinois, his wife Margaret Helburn Kocher, a well-known authority on hazardous waste and author of The World of Waste, their four children, Eric Glenn, Terry, Christopher and Debra, MIA 83, four grandchildren, and three daughters.

Let’s Hear from You!

Please send your submissions to the Office of Development and Alumni Relations, 1508 International Affairs, 420 West 118th St., New York, N.Y. 10027 or by fax to (212) 854-8660, or by e-mail to: jac12@columbia.edu

Alumni E-mail List

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