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Ties That Bind: SIPA’s Connection to the United Nations

High-Profile Speaker Season at SIPA

SIPA’s New Energy Center

A New Improved SIPA Building

SIPA Author Series
The fall of 2000 was a busy time at the School of International and Public Affairs. We inaugurated the new Center for Energy, Marine Transportation and Public Policy with a conference on the energy issues facing the new Administration. We also celebrated our newly refurbished fourth floor classrooms, including two state-of-the-art electronic classrooms, with a reception at which we thanked Patricia Cloherty '68, for the gift that made them possible. Advisory Board Chair Michael Hoffman '73, was also recognized for the gift that permitted us to refurbish the Stetten Lounge.

Later in the fall, we held a reception at which the donors of fellowships were introduced to the fellowship recipients. This event has grown larger each year I have been dean, and it is a delight to see how much the students and alumni donors are a source of inspiration to each other. Finally, former dean Harvey Picker spent a day with the students in the Executive MPA program as we showcased the new office suite and seminar room of the Picker Center for Executive Education.

It is not only the physical plant and curriculum which are being renovated and redesigned; we are also reorganizing the School’s administration. In mid-October, Columbia’s Executive Vice Provost (and member of the MPA faculty), Michael Crow proposed that SIPA collaborate with the University’s Earth Institute to develop an innovative set of new executive and professional degree programs in earth systems, science and public policy. This program, which will be housed at the Picker

Center and based partly at the Earth Institute’s Biosphere in Arizona, marks a major University initiative in crafting new, interdisciplinary and policy-focused research and training platforms, designed to take advantage of new distance-learning technologies as well as Columbia’s traditional strengths in scientific research and public policy. Vice Dean Steven Cohen’s expertise in environmental policy and his demonstrated capability as a program designer and manager made him the obvious choice to lead this new initiative; he will take up the design work on this program at the beginning of the year.

Although Dean Cohen will continue to be associated with SIPA as director of the Executive MPA program at the Picker Center, his departure from the central School administration has occasioned a major restructuring of our administrative operation. Rather than recruit another vice dean, we will be enhancing the role of the School’s faculty in its administration. Faculty program directors, Professor Dan O’Flaherty (MPA) and Professor Mark von Hagen (MIA), will be joined by a third faculty member who will serve as associate dean of the faculty. Professors O’Flaherty and von Hagen as well as Assistant Deans Nancy Degnan and Barbara Gombach have been working with enormous care and thoughtfulness on the design of this new arrangement, and I am very grateful to them for both their dedication and their insight.

We are also planning for the day at the end of June when Associate Dean Joan Turner fulfills her threat to retire. Like Steve Cohen, Joan Turner has been a fixture at SIPA for decades; we do not expect to find anyone who can do her job as it is currently configured. We are therefore redesigning the administration of the School’s budget, human resources and allied operations in the expectation that we will draw on several individuals to accomplish these tasks. Obviously it is difficult to contemplate day-to-day life on the fourteenth floor of the International Affairs Building without the good humor, not to say hard work, of Steve Cohen and Joan Turner, whose combined careers at the School add up to nearly forty years. I am pleased to report, however, that in part because they have done their jobs with such care and dedication, there are waiting in the wings a number of very talented people who will take up their responsibilities in the newly configured School administration.

Just as heartening have been the expressions of care and concern about the School, its programs and its people that I have received over the last few months from the faculty and, particularly, from the alumni. Obviously, we rely on our alumni to provide financial support, both through the Annual Fund and through endowments. Indeed, were it not for generous alumni, we would not have had so many festive occasions this fall. Yet, the generosity of our community is expressed in time and care as well as money and many alumni give amply of their time and energy for the School. Alumni involvement is no small part of what makes my job so gratifying, so keep those cards and letters coming!

From the Dean: Lisa Anderson

Renovations and Restructuring: A New Design for SIPA

S I P A n e w s
To the profound relief of many an observer, the West’s end-of-the-millennium obsession to look back at the past 100 years has irretrievably faded. Yet one interesting idea did emerge from the collective fixation: the hope that the year 2000 might become a “Jubilee year” of debt relief for heavily indebted poor countries (HIPCs). In 1996, when the Jubilee 2000 campaign was launched, both the World Bank and the IMF identified 41 poor countries with unsustainable debt levels. Four years later, on November 6, President Clinton signed legislation providing $435 million for debt relief for the HIPC, and the IMF is currently proceeding with plans to sell some of its gold reserves to finance further relief. Let us examine the historical motivation for debt relief. The original debt forgiveness program is a Biblical injunction, advocated in Deuteronomy 15:1, which admonishes lenders that “every seventh year you shall practice remission of debts.” The Bible is neither the first nor only ancient legal system to include a systematic program of debt forgiveness. The Hammurabi Code provides for the practice of andurarum (liberty from debt), and contracts uncovered from ancient Mesopotamia contain clauses whereby the borrower waived any right to advantage from a royal proclamation of debt forgiveness. The reforms of Solon in Athens during the 6th century BC provided for the cancellation of overly burdensome debt as well.

Reducing poverty is an integral part of the current debt relief agenda. HIPC applicants must submit a “Poverty Reduction Strategy Paper,” outlining how the savings from debt relief will be used to alleviate poverty. However, one can ask whether providing the governments of HIPCs with debt relief is the most effective means of alleviating the crushing burden of poverty on the individual level. Ancient policymakers encountered a moral hazard problem when implementing debt relief—the knowledge of possible debt forgiveness encouraged borrowers to rely on this and accumulate unsustainable debt levels. And perversely, the ancient debt relief programs often harmed the very poor as fears of debt relief dissuaded potential lenders from issuing loans. This was not always as much of a problem as one might anticipate. The historical and archaeological record indicates that debt forgiveness was successfully practiced in Roman Palestine every seven years from approximately the 5th century BC through the first century AD. Only in the early years of first century AD did lender anxieties regarding debt forgiveness dry up the supply of loanable funds; we can label this the “Y0K problem.” The proximate cause of the collapse was a period of population growth and urbanization that exacerbated the moral hazard problem by making it more costly for lenders to monitor borrowers. The financial crisis ultimately forced Hillel the Elder, a judge in Jerusalem, to effectively repeal the Sabbatical debt forgiveness law in order to stabilize credit markets.

The legitimate intellectual inheritor of the ancient tradition of debt forgiveness can be found in the recent explosion of microfinance enterprises, which also function on the individual level. World Bank and the IMF identified 41 poor countries with unsustainable debt levels. Four years later, on November 6, President Clinton signed legislation providing $435 million for debt relief for the HIPC, and the IMF is currently proceeding with plans to sell some of its gold reserves to finance further relief. Let us examine the historical motivation for debt relief. The original debt forgiveness program is a Biblical injunction, advocated in Deuteronomy 15:1, which admonishes lenders that “every seventh year you shall practice remission of debts.” The Bible is neither the first nor only ancient legal system to include a systematic program of debt forgiveness. The Hammurabi Code provides for the practice of andurarum (liberty from debt), and contracts uncovered from ancient Mesopotamia contain clauses whereby the borrower waived any right to advantage from a royal proclamation of debt forgiveness. The reforms of Solon in Athens during the 6th century BC provided for the cancellation of overly burdensome debt as well.

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The legitimate intellectual inheritor of the ancient tradition of debt forgiveness can be found in the recent explosion of microfinance enterprises, which also function on the individual level. Microfinance loan agreements are designed to address the vulnerability of loan forgiveness to information concerns such as moral hazard. The Grameen Bank, for example, issues group loans. The logic behind this system is that a borrower’s reputation within his or her group functions as a form of “social collateral” and replaces the traditional asset-based collateral used in banking. Other microfinance organizations use face-to-face contact between lenders and borrowers coupled with the threat of loss of access to future loans to encourage repayment. Finally, like in microfinance, the ancient laws of debt forgiveness succeeded when applied within the social context of small, stable populations. Because urbanization and population mobility provided borrowers with a degree of anonymity, these social forces undermined a four-century old practice of debt forgiveness.

Applying the model of debt relief to the governments of the HIPCs to fight poverty raises important moral hazard questions. For example, consider two HIPC borrowers. The first misuses the borrowed funds to buy weapons to finance a devastating...
I have been immersed in Russian affairs since 1979, first as a researcher on arms control in Washington think tanks, then as a legislative assistant for national security issues to Senator Edward Kennedy and, since graduating from SIPA in 1988, as an attorney and entrepreneur living in Russia. In 1991, I founded Sovereign Ventures, Inc., a U.S. managing consulting firm that specializes in conflict resolution, incubation of small businesses and providing rule-of-law development services in the Russian Federation. It has offices in St. Petersburg and Washington, D.C.

I developed my interest in Russia while studying under Dr. Robert Legvold, both as a graduate student at SIPA in the eighties and an undergraduate at Tufts University in the seventies. Legvold helped students penetrate the opaque world of Soviet thought, and challenged us to think in the subjective framework of Russian decision-makers despite the misperceptions of the Cold War.

Two years ago, I had the rare opportunity to meet with Professor Legvold in St. Petersburg. Over dinner, Professor Legvold asked me, "How many Americans are doing what you are doing in Russia?" "Several hundred," I responded. His rejoinder, "No, how many Americans do what you do every day?" made me pause. "Fifty?" Professor Legvold, using his Socratic method, helped me recognize that Sovereign Ventures had a unique niche in Russia.

Sovereign's corporate mission is to help build businesses on the foundation of the rule of law, resulting in transparent and ethical operations that maximize efficiency. It works closely with Russian federal and local government officials. In September 1998, the Eurasia Foundation awarded Sovereign a grant to establish a model "Code of Business Conduct," i.e. a private-sector initiative promoting business ethics for the Russian operating environment. Sovereign specializes in the following areas:

(i) Conflict Resolution: One of Sovereign's unique services is to provide conflict resolution and mediation to foreign and Russian partners who become engaged in investment disputes. Sovereign's role is to articulate the positions of both parties and to find a common language. At the same time, Sovereign installs business systems designed to induce transparency and bring to light illegal and inefficient practices by both parties.

(ii) Business Incubation: Sovereign helps a growing number of dynamic Russian high-tech start-ups by providing the following incubation services: identifying potential targets of direct investment; performing due diligence; securing investment; negotiating with entrepreneur/owners to structure transactions; creating financing; establishing financial management systems; establishing ethics compliance systems; and managing/monitoring the performance of the investment.

(iii) Rule of Law Development: With the aforementioned Eurasia Foundation grant, Sovereign led the St. Petersburg business community to adopt the "Declaration of Integrity in Business Conduct," a voluntary statement of commitment to international business principles and practices.

By signing the Declaration, a company undertakes to repudiate corruption and to implement a code of business ethics as part of its policy of corporate governance. For companies that do not have a corporate code, Sovereign developed a Model Code of Business Conduct, incorporating the best corporate governance practices of leading international companies. As of October 2000, over 130 Russian companies have voluntarily signed the Declaration.

Sovereign has developed a team of Russian experts dedicated to building a culture of ethics compliance in the St. Petersburg business environment. These experts are being trained at the Ethics Resource Center, a nonprofit organization based in Washington, D.C. Sovereign's team works with the signatories to the Declaration as well as a broad array of other stakeholders in the St. Petersburg region. These include trade and professional associations, NGOs, government agencies and quasi-governmental or recently privatized industries. Sovereign designs and executes a variety of programs that help such organizations move from rhetoric to the creation of real and sustainable behavior change.

Sovereign is committed to supporting the process of improvement in the legal and business culture of Russia. To succeed, this process must integrate Russia's strong moral traditions with international standards of business ethics.

Whether as policy analyst or entrepreneur, I have sought to integrate the subjective worldview of Russians first opened to me by Dr. Legvold into my professional endeavors. I have encountered contradictions and reversals at several points along this route. My efforts to understand Russians on their terms have been fraught with risk, but ultimately rewarding.

The development of the International Conflict Resolution Program (ICRP) at SIPA has followed the pattern of many of the very conflicts it seeks to resolve: escalation. In three short years since its launch in 1997, ICRP has become involved in conflict resolution fieldwork in Algeria, Burma, China, Cyprus, East Timor, Greece, Turkey, Macedonia and Northern Iraq. A staff of nine oversees the program’s activities, and SIPA students’ praise for it is resounding.

Professor Andrea Bartoli, the founding director of ICRP, is responsible for much of the program’s success. It was his deep commitment to conflict resolution that originally brought Bartoli to New York City from his native Italy eight years ago. Through the Rome-based organization, the Community of St. Egidio, Bartoli had been closely involved in negotiations to end the long civil war in Mozambique. In 1992, when an agreement was about to be signed, Bartoli believed that the UN was not ready to implement it. Consequently, the Community of St. Egidio decided to open an office in New York City in order to monitor the UN’s implementation of the agreement.

The Community of St. Egidio, however, is a Catholic organization that runs strictly on volunteer labor, which meant Bartoli had to find paying work in New York. He first taught high school sociology for a year and then took a position at the Italian Academy for Advanced Studies at Columbia University. With his background in anthropology, Bartoli simultaneously began teaching courses on migration as an adjunct professor at SIPA.

In the three years since the inception of the program, Bartoli’s own expertise in deadly conflict resolution has grown. “I’ve continued working with St. Egidio, which has been successful six times in getting parties to sign agreements in international deadly conflicts. We’ve never had an impact parallel to that in Mozambique, but in Algeria, Burundi, Guatemala, Kosovo, and Albania we’ve made useful contributions to the peace process.”

Bartoli talks about what drives him in this unusual and demanding line of work. “I guess it has to do with a curiosity to find an appropriate response to challenges.” For Bartoli, these challenges range from dealing with armed conflicts around the world to surviving in the cement jungle of New York City.

Bartoli has worked to “help get students into situations that they may not have been familiar with otherwise.” He prides the International Conflict Resolution Program on the fieldwork projects carried out by students and staff that contribute to this young and growing field. One such project works to develop capacity in conflict resolution among Northern Iraqi Kurds. Another helps non-Burmese ethnic groups negotiate terms of an agreement between themselves.

With conflicts festering throughout the globe, more and more SIPA students are pushing for the International Conflict Resolution Program to become a concentration in its own right. Bartoli’s opinion on this derives from his broader view of the field: “I find it difficult to even imagine a career profile of someone that would be professionally entitled to solve conflict around the world. I do see many people contributing to that solution—diplomats, politicians, the media, human rights advocates. So I do see the importance of having a great and widespread human conflict resolution literacy. But I am reluctant to say that there will ever be an ‘international conflict resolver.’ I think that conflict resolution can actually contribute positively to many careers.”

Bartoli is both surprised and pleased by ICRP’s success: “It’s almost breathtaking to see how far we have come in three years. It’s just an incredible success and a good adventure.”

Beagan Wilcox is a first-year SIPA/Journalism dual degree student. She spent the last four years in Rome working for a research institute that studies immigration in Italy and Europe.
The '92 MIA graduate believes her chance is now. Together with Prof. Dr. Joep Lange and Dr. Richard H oetelmans, two of the world's foremost experts on treatment of HIV/AIDS, she has founded PAI, a not-for-profit organization. Its mission is to create and expand access to drugs for patients in developing countries, and do so in a clinically justified way and at a sustainable cost. “Only an ambitious program can make a difference in a world where 35 million patients live with AIDS while only 350,000 currently receive any treatment,” says Charles, “hence PAI’s goal to deliver treatment to one million people within 10 years.”

The obstacles PAI faces are large: they range from convincing pharmaceutical companies to help with the drug costs of the program, to finding the right monitoring tools for use in the world’s poorest settings, to convincing HIV-infected people of the need to take medication diligently. In addition, funding will be needed to build the medical infrastructure required and to ensure that the program eventually becomes self-sustainable.

“The lack of access to medication in developing countries is not solely caused by the lack of medication at low prices; an equally large part of the problem is the lack of medical infrastructure and patient awareness,” Charles explains.

Yet, faced with such obstacles, Charles strongly believes that PAI has the expertise to make the program successful. This expertise is rooted in the current careers of its founders: Charles and Lange both manage IATEC, an academic antiviral research center at the University of Amsterdam, as chief operating officer and chief scientific adviser, respectively. H oetelmans is one of IATEC’s key collaborators. IATEC, a UNAIDS collaborating center, has extensive experience in conducting HIV clinical trials in the developing world. “Part of organizing clinical trials in these countries involves ensuring that quality care is provided to patients and that the necessary medical infrastructure is set up,” says Charles. “However, we ran into the issue that IATEC, as a university affiliated organization, has to remain dedicated to pure science. In addition, a large logistics program does not need any more bureaucracy than absolutely necessary: People are dying now and our goal is to provide immediate care.” This led the three colleagues to found PAI, a small agile organization that is able to move quickly and can easily make alliances with governments, NGOs, foundations and local clinical groups.

Since the establishment of PAI last August, Charles has been working to persuade the major pharmaceutical companies to provide drugs for the program at reduced costs while lobbying with foundations to obtain funding for the program. The PAI program is designed to deliver comprehensive medical care according to a clinical treatment protocol while building up medical infrastructure and patient knowledge of the disease and its prevention. Unlike the UNAIDS-sponsored Access Initiative, PAI will start with pilot programs through established medical facilities in the private sector, believing that success at that level will allow the program to expand rapidly into the public domain.

The initial pilot programs, on track to start by mid 2001, will be implemented in a handful of countries in Africa.

Charles claims to have picked up her “can do” attitude at SIPA. “The most important lesson I learned at Columbia is that you can do anything, as long as you dedicate yourself 100% to it,” she says. Brought up in Belgium, Charles became a medical doctor at the Katholieke Universiteit in Leuven. However, upon completing her two years of practical training, Charles found working in the hospital “suffocating.” At the recommendation of an American friend, Antony, who also attended SIPA and later became her husband, she applied to the MIA program. “SIPA opened my eyes, and showed me the interdependence of everything: public and private it all cont...
“SIPA has shaped me for life,” says alum Sandrine Tesner, MIA ’94, who credits her alma mater with having prepared her for her job as a manager in the Private Partnership Unit of the United Nations Office for Project Services (UNOPS). She is not the only one from SIPA to have found a place for herself at the UN. Presently, in fact, close to one hundred SIPA graduates are UN employees, and each semester there are a number of students who intern there as well.

Not only students, but also faculty, have been able to make a smooth transition from SIPA to the UN, no one more so than former SIPA Dean John Ruggie, who is now assistant secretary general. Ruggie has been a source of inspiration to many aspiring UN diplomats since he took over as Kofi Annan’s right-hand man in 1997. It was to honor his role in hosting last year’s Millennium Summit that Tesner began planning the event which established just how close the link between SIPA and the UN is.

“I had no idea there were so many of us here,” Tesner says, referring to the reunion of SIPA alums at the luncheon. Nancy Riedl helped Tesner to plan the event last spring at the UN headquarters in New York. Riedl had just taken over as director of alumni relations at SIPA in January 2000, and the April 25th luncheon was her first major alumni event. “It made me recognize the importance of ties between SIPA and the UN and acknowledge that the UN is probably one of the largest employers of our students.”

What is it about SIPA that prepares students for UN careers? “Location, location, location!” says Ruggie. Naomi Weinberger, who directs the UN Studies Program at Columbia (UNSPAC), attributes the strong ties between the two institutions to more than just geography. “Of course we take advantage of being in New York,” she agrees. “Other schools don’t have as easy access to the UN, but they also don’t take the UN as seriously.”

In the three years since its inception, UNSPAC has distinguished itself from other UN studies programs primarily because of its interdisciplinary bent, adds Weinberger, emphasizing the close cooperation between UNSPAC and the various functional concentrations at SIPA, and also with the Law and Business Schools at Columbia.

Tying UN studies into real world disciplines like law and business seems to be in keeping with the UN’s own agenda for the 21st century. “It’s change or die,” Ruggie recently said in The New York Times of UN plans to incorporate the private sector into everything from its peacekeeping missions to environmental actions. Tesner, too, is in favor of corporate involvement in the UN, and has written a book on the subject — The United Nations and Business: A Partnership Recovered.

UNSPAC gives students a realistic look into the workings of the UN by inviting a number of UN employees to speak, and even teach as adjunct faculty, at SIPA. In spring 2001, for instance, it will bring in Mustafa Tlili, senior fellow for UN Affairs at the World Policy Institute, to teach a course entitled “Communications for the 21st Century: Role of the UN.”

The program also tries to strike a balance between theory and practice by arranging joint academic programs with UNITAR (United Nations Insti-
tute for Training and Research), and by sponsoring an annual ‘UN Day’ in which panel discussions are held on controversial and topical subjects. UN Day was most recently observed at Columbia University on October 27 in SIPA’s Altschul Auditorium. It comprised two discussion sessions, interspersed with a lunchtime bazaar at which various UN agencies and organizations put up information booths in SIPA’s Dag Hammarskjold Lounge. Tesner chaired the first debate on “Globalization and Development,” and Nassrine Azimi (New York Bureau Chief, UNITAR) chaired the second debate on “Peacekeeping under Siege.” Both panels featured senior UN officials.

Beyond academics, the UN Studies Program works with SIPA’s Office of Career Services to guide students in obtaining UN internships. Though internships offer an ‘in’ into the UN, they are not a guarantee of future employment there, warns Weinberger. She says that students who have “unrealistic expectations” of the outcome, as well as the course of their internships, are likely to be disappointed. Tesner agrees that interning at the UN can be frustrating, but says the experience varies from one agency to another within it. “Operational agencies, like UNOPS, are able to give interns greater responsibility than, say, the Secretariat, which deals with more sensitive issues.”

Recognizing the limitations of the internship program, Weinberger is hoping to develop a mentoring program by tapping into the alumni network at the UN. Tesner and Ruggie both agree that alumni are a tremendous resource for current students.

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A View from the Top

By Trond Gabrielsen

Evva Varga, a second-year MIA student, came to New York City not only for the SIPA program in Economic and Political Development (EPD) but also because she hoped to get some work experience at the UN. She was able to do just that as an intern at the UN’s Global Compact initiative program on the top floor executive office of the secretary general. “It was hard, but a great experience,” she says of her stint there.

Global Compact’s objective is to bring NGOs and private businesses together to improve corporate practices and enhance learning experiences in human rights, labor and the environment. As an intern Varga took an active part in developing its Web site.

“I think I got the internship because of my business background,” says Varga, who worked for five years in banking, insurance and market research after graduating from Budapest University of Economics. However, she points out that it did rely strongly on her SIPA courses, and that they were relevant to her internship.

Varga is very happy that Columbia University has a formalized UN Studies Program (UNSPAC), and that practitioners from the UN conduct lectures at SIPA. In fact, her own boss at the UN, Georg Kell, has spoken here twice, first in spring 2000 for a class on “Challenges Facing the UN in the New Millennium,” and most recently in October at the “Globalization and Development” debate during SIPA’s UN Day celebrations.

Varga does not think it is a coincidence that so many interns at the UN are SIPA students. “The standard of SIPA people is very high, and some of the School’s programs are very focused in human rights and development,” she says.

Although she thinks that interns at the UN could be given more responsibility, Varga enjoyed her time with Global Compact, particularly her interactions with former SIPA dean and now assistant secretary general John Ruggie.

Trond Gabrielsen is a first-year MIA student, concentrating in International Economic Policy and International Finance and Business. Prior to coming to SIPA he worked for three years as a business news reporter in Oslo, Norway.
This autumn, SIPA’s round of guest lectures benefited from an uncommon summit meeting at the United Nations. Working toward a shared future while wreaking havoc on midtown traffic, the largest-ever gathering of world leaders converged on Manhattan and made history. The School used the opportunity to produce one of its most high-profile speaker series in years. During two days in early September, SIPA rolled out the carpet for Presidents Vaclav Havel of the Czech Republic, Ferenc Madl of the Republic of Hungary, Abdurrahman Wahid of Indonesia and Emil Constaninescu of Romania. The VIP visits marked an auspicious beginning to yet another season of diplomats, government officials and politicians addressing SIPA audiences this fall.

President Abdurrahman Wahid of Indonesia presented SIPA’s 21st Gabriel Silver Memorial Lecture, joining a select list that includes Dwight D. Eisenhower, Willy Brandt, Boutros Boutros-Ghali and Wei Jingsheng, among others. The frail but influential Muslim cleric, who emerged as Indonesia’s fourth president after a controversial election last June, rejected the notion of using religion as an ideology. “Islam is the morality and faith, but not related to the state in any way,” he declared. The civil unrest following the fall of President Suharto’s 32-year rule resulted in a call by some for Islam to have an institutionalized role in Indonesia’s political system. But President Wahid informed the packed audience that such a move could spell the end for his country, which has been troubled by ethnic separatism and inter-religious violence.

Outlining democratic reforms enacted during his short time in power, President Wahid commented on investigations of atrocities committed in East Timor and the transformation of an autonomous military into one now answerable to a civilian authority. Upon taking office, President Wahid quickly abolished the Information Ministry, long a tool of censorship in Indonesia, and he endorsed greater participation by the government to “open up” Indonesia to further foreign direct investment. At the end of his talk, Dean Lisa Anderson presented President Wahid with the Distinguished Service Award — one of SIPA’s highest honors.

President Emil Constaninescu ended his speech to a predominantly Romanian audience with a personal anecdote. Through a translator, he talked of a visit by several young professionals to his presidential suite in Bucharest last year. The group came to express their desire to halt Romania’s “brain drain” of academic and business talent flowing out of the country. A woman remarked how Romania was “like a bus she rode during a trip home: people shoving and pushing to get on and get off, no one helping each other,” he remembered her saying. Constaninescu used the anecdote to explain the slow, hard transition to democracy that Romania has been through since its anti-communist revolution in 1989.
Nobel Peace Laureate, Elie Weisel and President Vaclav Havel were at Columbia for the presentation of an honorary degree to the Czech president. Weisel gave an eloquent introduction for Havel in St. Paul’s chapel: “He is a man who has given power to the powerless, hope to the hopeless and a voice to the voiceless,” he praised. For the former Velvet revolutionary and playwright-turned-president, Havel’s appearance at Columbia marked a 32-year homecoming. In 1968, he first visited the university and helped promote a Czech studies program. On a brief return visit in 1990, he found that the fledgling curriculum had not only remained but also blossomed. “So many people speaking Czech, it was amazing,” he recalled. The visit was coupled with the unveiling of a photo essay compiled for the fourth Forum 2000, a “global civil society conference” of world figures held annually in Prague. The assembly of academics, artists, businessmen and politicians strives to identify major threats and long-term solutions for humanity in the next century.

Only three months into his presidency, Ferenc Madl of Hungary discussed his ideas on economic growth and social advancement. Displaying a sense of humor than ran through his entire speech, the former college professor referred to himself as a “walking commercial” for Hungary. He highlighted the country’s six percent growth rate and decreasing inflation and unemployment as signs that Hungary is “an island of stability” in an otherwise volatile region. President Madl outlined his economic vision for the country and also presented SIPA with a copy of the Papal Bull, Hungary’s first! constitution.

Almost a month after the deluge of world leaders visiting Columbia, Shimon Peres, Israel’s minister for regional cooperation and former prime minister, quietly slipped onto campus to talk about his views on globalization and the Middle East Peace Process. Peres related a rare, first-hand glimpse into the peace negotiations between Israel and Palestine. He explained the many obstacles to achieving stability in the Middle East and gave his definition of power and success in the world today. “No longer is a country’s or a region’s wealth defined by its physical resources,” he said. “In this new age, the sources of income and progress are intellectual, not material.”

After his lecture, Peres took questions from the audience. Many had heated opinions, but despite the tense discussions, the co-recipient of the 1994 Nobel Peace Prize (with PLO Chairman Yasir Arafat and the late Itzak Rabin, prime minister of Israel) calmly answered queries with his well-known soft, measured tone.

Latin America was not left out of the exceptional visits to the school this semester.

The mayor of Bogotá, Enrique Penalosa, posed a fundamental question to students at the MPA Practicum: “What is happiness?” He answered with examples from his innovative approach to public policy: “Formulating policy can be a very complicated process, but it should be pursued with a very simple objective: to make people happy,” Penalosa said, defining happiness as community interaction, clean air and open space—for starters.

Limited to a single three-year term, Penalosa has put his positive philosophy into action. After an overhaul of the city’s public transportation system, Bogotá soon had bike paths that crisscrossed the city. As a result, more people were walking or biking to work and Bogotá saw a sharp reduction of its severe pollution problem. The largest country in Latin America, Brazil, has emerged as the premiere economic force in the region. October saw Brazil’s minister of...
foreign affairs, Felipe Lampreia, fielding a variety of questions concerning his country's economic role and the development of democracy in the country since 1988. Commenting on the effects of the global financial crisis that began in Asia and spread via Russia to the rest of the world, Lampreia did not pull any punches. He explained that Brazil was forced to give up its currency plan, causing the real to float. He admitted that his country has a history of unstable economic policies, but informed the audience that, despite the financial setback, Brazil had positive GDP growth last year and is expecting four percent growth in the year 2000. Lampreia cited reduction in urbanization and population growth as causes of political and economic improvement.

At the end of his speech, Lampreia presented Professor Douglas Chalmers, director of the Institute of Latin American Studies at SIPA, with the Cruziero do Sul, Brazil's highest honor reserved for heads of state, military figures and academics. The international award commemorates the crowning of the constitutional emperor of Brazil, Dom Pedro I, dating back to 1822.

Last but not least, the United States made the SIPA speaker list this fall when U.S. Secretary of Housing and Urban Development (HUD), Andrew Cuomo gave the annual M. Moran Weston II Distinguished Lecture in Urban and Public Policy. "Dr. Weston was doing what we now do in the name of enlightenment, 20 to 30 years ago," Cuomo said. As a minister, banker and developer, Dr. Weston persuaded HUD to implement larger public housing and establish better quality-of-life standards. He was also the first community activist to turn old hospitals into housing for low-income families. Considered a visionary in the urban policy arena, Dr. Weston helped reshape Harlem and Morningside Heights, creating new communities for underprivileged families.

Secretary Cuomo talked candidly about a variety of issues facing HUD and the nation today. He is perspective on the U.S. economy was particularly impassioned, stating that America, despite eight years of continuous growth, is in the middle of a severe transition from a manufacturing-based to an information-based, high-tech economy. "We have left behind an entire section of the country," he said. "Today, one-out-of-three cities in the nation have what we call high poverty problems, one-out-of-five are shrinking and one-out-of-six have chronic unemployment problems."

The Secretary addressed the role of the federal government as pivotal in spurring change, despite general cynicism towards it. Cuomo said that he took his current job to try to change that cynicism. "What if we could take the demonstration of failed government and actually turn it around?" he asked in a challenge to himself and to SIPA's next wave of public managers and policymakers.

Mike Hickman is a second-year MIA student, concentrating in Journalism, Finance and Latin America. Before coming to SIPA he was a copywriter and broadcast producer in New York's advertising industry. Last summer, he interned for UNESCO in Brazil.
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resource for current students to make use of, but maintain that a solid academic foundation is the true basis of a UN career. Ruggie is critical of “students [who] think it is enough to have just interned at the UN, or taken a few UN studies classes. My advice to them is to pursue an area of substantive expertise instead. They are most likely to get a job at the UN if they come out of SIPA as experts in a specific field like human rights, development studies or humanitarian affairs.”

Tesner bears this out: “What I am most grateful to SIPA for is having given me a very sound, precise grounding in international relations theory. It’s something I use on a daily basis. It’s the earth on which I walk.”

Joya Rajadhaksh, SIPA News co-editor, is a first-year MIA student, concentrating in International Media and Communications. Before coming to SIPA she worked for The Times of India in Bombay.

civil war, and subsequently defaults on its loans. The second uses the funds to promote job growth and uses the tax proceeds to repay its loan. Providing the first borrower with debt relief for its unsustainable debt levels sends the wrong message to potential future borrowing governments: act responsibly and be punished with the burden of repaying your loans; misuse, and be rewarded with debt relief. Might not alternative uses of the funds currently allocated for debt relief prove more effective and alleviate poverty by expanding civil society instead of bloating the civil service?

Seth Weisman is a lecturer at SIPA. His research and teaching interests are econometrics, law and economics, industrial organization, and economic history. He holds a Ph.D. in Economics from Columbia. His dissertation topic was “Price Matching from Roman Palestine to Today: Rationing Refunds to Reverse the Anti-Competitive Effects of Price Matching.”

CONTINUED FROM PAGE 2 (Weisman)

CONTINUED FROM PAGE 5 (Charles)

CONTINUED FROM PAGE 7 (SIPA and the UN)
Fueling New Grounds: The Energy Center

By Nahid Seyedsayamdost

Energy experts from both the private and public sectors convened at SIPA on October 24 for a day-long conference that signaled the inauguration of Columbia's new Center for Energy, Marine Transportation and Public Policy. The conference—at which deputy secretary of energy, T. J. Glauthier, and L. A. Noto, vice chairman of Exxon Mobil Corporation, spoke—was emblematic of what the new center aims to be: a resource for research, a forum for debate, and an institute for education on all energy-related issues of concern to practitioners, academics and students alike.

"The idea for the new center was born out of frustration," said Hurst K. Groves, who left his job as senior lawyer at Mobil this summer to take on the task of developing the new center. As a result of pervasive budgetary constraints and restructuring, the energy industry and even some government agencies increasingly found themselves relying on external sources, like consulting, law and investment banking firms for expertise on energy and marine transportation issues. "While other academic institutions also offer courses on energy issues, we will offer a more comprehensive program with a clear focus on energy. I think there is a real need for such a program," Groves said.

It was Mr. Noto, then chairman of Mobil Corporation, who first approached SIPA with the idea for an energy center. Given the resources already available at SIPA—the Middle East and Harriman Institutes, the Caspian Project, and the expertise in the fields of environment, human rights, and international business and finance—Mobil found the School to be well suited for this project. In addition, the Center could draw upon University-wide resources by coordinating its activities with Columbia's Earth Institute, the School of Engineering and Applied Sciences, and the graduate schools of Law and Business.

The financial backing of the plans came from Exxon Mobil Corporation and the Alexander S. Onassis Public Benefit Foundation, who together fueled $3 million into the Energy Center.

From the start Dean Lisa Anderson was enthusiastic about the new center. "This program will permit us to reach parts of the world and sectors of public policy where we haven't been highly represented. I think the new center should broaden our reach, and our outreach," she said. And, in Hurst Groves the new center has at its helm a man with 23 years of work experience in the energy sector, serving as a lawyer for Mobil and its different affiliates around the world for the bulk of those years.

The Center's goals and the curriculum for the new concentration in International Energy Management and Policy was developed in consultations Groves had with experts from the industry, advisers from the consulting firm Poten & Partners, and the SIPA deans. Candidates for both the MIA and MPA degrees can specialize in energy management and policy. The concentration requires 22 credits, which comprises seven courses plus a practicum. Essential parts of the concentration are a workshop in which students gain hands-on experience in client-requested consulting, and a practicum in which students learn from biweekly lectures given by practitioners in the field.

Students' enthusiasm for the new concentration took Groves quite by surprise: "I had expected interest to build over time, but already in the first week I had a waiting list for my class." He was also struck by the different foci students took to the concentration: "Some students look at this program not as a way to understand energy per se but the role of infrastructure in national economies generally. Others believe they can learn strategies for the privatization of essential services from this concentration."

Nahid Seyedsayamdost is a second-year MIA student, concentrating in International Media and Communications and the Middle East. Last year she interned for CNN in New York.
Since the end of the Cold War the number of complex emergencies has increased around the world, fueling a vigorous demand for constructive humanitarian aid. Theory has been trailing practice, but now some universities are catching up. At SIPA, the new Humanitarian Affairs program (HA) is expected to provide students with important skills to link relief, rehabilitation and development to the process of rebuilding war-torn societies.

The new program’s director, Dennis Dijkzeul, comes to SIPA equipped with the skills and experience necessary for such work. Originally from Amsterdam, he received his Ph.D. in management of international organizations at the Rotterdam School of Management.

Even before he studied humanitarian affairs, Dijkzeul had unusual holiday preferences: In 1989 he arrived in Kosovo after one of Slobodan Milosevic’s first speeches there. He also traveled to Albania a few months before the pyramid schemes collapsed, survived a guerrilla attack in Guatemala, and visited Turkish Kurdistan shortly after the Gulf War.

Dijkzeul was sent by the UN Population Fund to Namibia to do research on primary healthcare. He was later assigned to be the facilitator of a series of workshops on coordination for senior UN representatives of emergency countries, and worked with teams from Liberia, Eritrea, and the Philippines. “While working with these teams,” Dijkzeul said, “I realized that those people were in dire need of management support. Some representatives were burnt out and didn’t have a strategy on how to achieve peace. I just thought, this is the most important management problem there is, and it is the most difficult.” This realization led him to the field of humanitarian affairs.

“Good intentions and idealism don’t necessarily lead to results,” Dijkzeul added. “Now after the crises in Somalia and Rwanda, where horrible mistakes were made, and Zaire, where people helped those who committed genocide, we see that professionalization is necessary. People come into these regions who don’t understand the local political context, who don’t understand developing mechanisms, who don’t understand how to build on local capacities. SIPA can play a useful role in teaching those skills.”

The new Humanitarian Affairs program aims to bridge the thinking on humanitarian affairs in Europe and the U.S. It also aims to teach students those skills that Dijkzeul considers the most important for the field, namely how to manage international organizations, how to understand local coping mechanisms and capacities, and how to implement policies. “It is important that humanitarian interventions operate in an impartial and politically savvy manner so that they don’t exacerbate the conflict in the region,” he said.

SIPA students can learn these skills in five new courses: “Humanitarian Emergencies: From Root Causes to Rebuilding,” “Human Dimensions of Natural Disasters,” “Public Management for International Affairs,” “Managing Complex Emergencies,” and “Gender in Humanitarian Affairs.”

Steve O’Malley, MIA ’01, HA program assistant and Sierra Leone director of Médecins Sans Frontières, said a real decision had to be made at SIPA last year. Since the course offerings for humanitarian affairs were meager, a committee formed by Dean Lisa Anderson proposed to either separate humanitarian affairs from the Human Rights and Humanitarian Affairs (HRHA) concentration and make it a program in its own right, or to remove it from SIPA’s curriculum altogether. Strong advocacy from students in support of a new and distinct program played a major role in the decision to create it.

O’Malley participated in one of the interviews the deans had with Dijkzeul, and said that they were all glad to find a person with a solid academic record and a record of research in the field. He continued: “It was a bonus to find those qualities in a person who is also very enthusiastic.”
MPA Alumni Find a Home at Moody’s

By Melissa P. McNamara

Perhaps SIPA’s Masters in Public Administration Alumni Association should host its next happy hour near Moody’s Investors Service in Manhattan’s financial district. In the last two years, eight students have pursued employment at Moody’s, which is affectionately referred to as “SIPA South” by some Columbia graduates.

Nicole Johnson, a senior vice president at Moody’s and the primary manager of the public finance team that employs most of Moody’s SIPA alumni, says she recruits MPA graduates because they have the right combination of analytical and financial skills. In addition, Ms. Johnson feels MPA students are particularly well suited for positions at Moody’s because they have experience talking to public officials and it comes across well during their interviews.

Junior analysts, the starting positions for most MPA graduates, team up with a more senior analyst as well as a peer. They also meet weekly with Ms. Johnson, who ensures that they’re mastering new sets of skills. At Moody’s, new employees find themselves back in the classroom for a three to five month training period in which senior analysts teach them how to observe markets, how to analyze municipal policies, and how to evaluate the work at large corporations.

While most MPA graduates interested in Moody’s apply through SIPA’s Office of Career Services, the strong network of past graduates at the company attracts students as well. Professor Mark Gordon says he frequently refers his financial management teaching assistants to Moody’s: “The TA system has become a nice feeder system, so I can let people know about Moody’s if I feel they would be good.”

This strong SIPA network helps Moody’s recruiters as well; at a recent SIPA career fair, a junior analyst and SIPA alumnus accompanied a Moody’s manager to inform students about job possibilities. Recent graduates speak highly of their experiences. “I think on the whole people have had a positive experience,” says M.s. Johnson, and Bart Oosterveld, MPA ‘97, agrees. “It’s a good place to work, especially in terms of benefits.” He points out that the graduate school one attended is not a topic of daily conversation, but says he does enjoy working with other Columbia graduates.

“We look for people who learn quickly and show aptitude in the area of public finance. The art of doing the job well is to be an analyst and deduce important facts and figures. This ability often comes through when SIPA graduates talk about their school projects,” says Ms. Johnson.

Meg Heenehan, director of the Office of Career Services at SIPA, believes the School’s emphasis on group projects enhances the quality of SIPA graduates in the marketplace. “Teamwork is a wonderful skill that employers always say they are looking for,” she says, adding, “the MPA program is distinct from others, and from MBA programs even, in the amount of teamwork it requires of students.”

The number of students who use their financial management skills at companies like Moody’s may also indicate a subtle change in the MPA degree. “Moody’s is a wonderful success story,” says Professor Gordon, who explains that there has been an increase in students’ interest in public finance in the last five years, “on the basis of which we have worked to enhance the teaching of public finance.”

Perhaps the greatest change Ms. Johnson notices is that public policy students are no longer just channeled into public service jobs. As SIPA alumni continue to fill cubicles at Moody’s, it is clear the credit-rating agency has benefited from this change.

Melissa P. McNamara is a second-year MPA student and a freelance writer.
William J. Linder may not look like your typical business leader — and he’s not. Although Linder helps run a multi-million dollar organization, he doesn’t wear a suit and tie, nor does he have the title of CEO. Instead, he goes by Monsignor. Linder has been a Roman Catholic priest for thirty-seven years, and the head of the New Community Corporation for thirty-three. New Community, located in Newark, New Jersey, is the largest and most comprehensive of 3,600 community development corporations (CDCs) in the United States.

CDCs grew out of the civil rights movement and focus on the development of low-income neighborhoods. According to Linder, CDCs have been responsible for 550,000 housing units and 247,000 jobs nationally, and have also developed 71 million square feet of commercial space. He believes that CDCs have succeeded in developing low-income areas where the government has failed.

New Community was created in 1967 in Central Ward, “the poorest area” of Newark, a city that was described that year in Time magazine as the worst in the nation. “One of its largest problems was that people felt like they had absolutely no say over what was happening in their own community,” says Linder. Following five days of violence and unrest in the summer of 1967, Linder, along with his parish—Queen of Angels—and community leaders, united to take control of and transform life in the Central Ward. New Community’s first undertaking was to improve the dismal housing in which Central Ward residents lived. It gradually developed a comprehensive approach to community improvement and now includes programs in education and training, health, for-profit businesses, community banking, a newspaper, community arts and economic development.

New Community today employs 2,300 people and has an operating budget of $200,000,000.

Linder’s success has not gone unnoticed. In 1997, he was named “Person of the Year” by New Jersey’s Business News. The publication honored him for “his tireless commitment and keen business sense in helping Newark residents improve the quality of their lives.”

Last fall, Linder was the instructor of a four-week short course at SIPA. While focusing on New Community, his course also provided an overview of the whole CDC movement, discussing economic strategies, healthcare, community banking and education.

Linder told students that what sets the CDC movement apart from other nonprofits is that it “deals much more with the issue of self-reliance and the participation of people. It’s much more comprehensive. It’s community, neighborhood types of things, instead of individual ones.”

Linder’s students, who visited New Community later this year, felt they gained a lot by taking his course. “He is an amazing person who has dedicated his life to this cause, and it was inspiring to hear his story and see how he has helped to change the lives of thousands of people,” says Sally Robinson, a second-year MPA. “Also, he offered some very practical advice on the financial and political aspects of running a community development corporation.”

Linder cites students’ energy and interest in the topic as reasons why he enjoyed teaching the class. “They are really alive—you can feel it. That part is very rewarding.”

He added that his overall goal was to educate rather than recruit people from his class. “I hope that a lot of them do go into community development,” says Linder, “but I also hope that those in business and in government know more about community development now than they did before.”

Kristin Matthews, a second-year MPA student, is studying media and politics. She has spent over eight years working in journalism and communications and is currently a freelance producer for CBS News.
MERIT E. JANOW's passion for Asia began in Tokyo, Japan, where she was raised, and has guided her in her professional life. Janow, whose background is in law and international trade policy and whose interests range from Asian economic trade and policy to the operations of the World Trade Organization (WTO), is currently focusing on both scholarly and advisory work. Last year she and Professor Hugh Patrick of Columbia's Business School obtained a substantial grant from USAID to undertake a two-year policy-oriented study on economic law and policy reform in Indonesia. She spent most of last summer working on this project, in which some of the leading U.S. experts in investment, competition policy, and international and corporate governance collaborated with an Indonesian team of lawyers and economists. Three SIPA students also worked with the team in Jakarta.

In April 2000, she ended a two-year position as the executive director of the first international antitrust advisory committee to the attorney general in the U.S. Department of Justice. Before joining SIPA she worked as a senior official in the government, and was a trade negotiator at the Office of the Trade Representative.

Janow brings her vast professional experience to SIPA in a course called "Major Issues in U.S. Foreign Economic and Trade Policy," which introduces students to the WTO, regional arrangements, bilateral approaches, executive-legislative relations, and new issues in international trade (i.e. investment, services, competition policy and telecommunications). She has introduced a new advanced seminar in international trade policy and teaches international trade law at Columbia Law School. As director of SIPA's International Economic Policy (IEP) concentration, Janow ensures that courses meet students' needs, arranges outreach programs, and brings in speakers that introduce students to the latest academic and policy thinking in international trade and finance.

In his teaching and research, Assistant Professor Arthur A. Small seeks to bring together the worlds of finance and environmental protection. His course in environmental finance, offered at SIPA for the first time this fall, focuses on how financial markets can be used to mitigate environmental risks, regulate polluting industries, and raise capital for environmental projects.

Small points to how governments are increasingly turning to financial markets to assist in the management of natural resources and pollution problems. The introduction of tradable emission permits covering sulfur dioxide, greenhouse gases, and other pollutants is one example of this. In addition, key private sector players are looking to develop new financial tools to manage the business risks that arise due to variations in the natural environment. "Insurance companies for example," says Small, "really care about how natural phenomena affect their investments. I think about Hurricane Andrew where these companies were left with roughly $10 billion of damages." Issuing so-called "catastrophic bonds," where the return on the bond is tied to the occurrence of natural disasters, is one way for insurance companies to use the markets to help manage environmental risks. Students in Small's class learn how to value and trade these kinds of securities.

Small himself took some time to figure out that this was the field he wanted to work in. As an undergraduate at Columbia, Small was a Russian major who later switched to math. He then completed a Master's in mathematics from Berkeley, "my research has always been motivated by policy applications. I realized that my work would have a greater impact on policy if I went into economics, than what was likely to happen if I had continued working in pure mathematics," he says.

After two years as an assistant professor at Columbia Business School, Small joined SIPA this past summer. In addition to the fall semester course in environmental finance, he will be teaching "Economics of the Environment" and "Cost-Benefit Analysis" in the spring.

Adjunct Professor Thomas D. Zweifel (MIA '96) has picked up a thing or two about leadership in his career. Fourteen years ago, at age 24, he was thrust into his first leadership position as a campaign manager for The Hunger Project (THP), directing the organization's campaign in 27 countries worldwide. He later became director of Global Operations, a job that involved meeting political leaders like Nelson Mandela and Bill Clinton in the quest to mobilize leaders at all levels to end world hunger. The achievement Zweifel is proudest of is helping to influence the Indian government to create a bill that gave one-third of local government (panchayat) seats to women. In this historical experiment, THP trained many of the one million women elected to be effective leaders.
In 1997, Zweifel went on to co-found the Swiss Consulting Group, a company assisting clients like GE Capital, Siemens, and UBS in building leadership skills and managing global high-performance teams.

This spring, he will return to SIPA to share his leadership lessons with the School's students. His course, “Leadership in International and Public Affairs,” will focus on a new type of leadership: the “virtual leader,” as he calls it. “The explosion of free markets worldwide, the unprecedented access to information, and the democratization of countries and organizations allow each of us to express leadership like never before,” Zweifel says. But, with new opportunities come new challenges. “How do you lead in a virtual-reality world, where you have clients and employees you almost never see?” asks Zweifel. “If people in managerial positions are not prepared to be ‘virtual leaders,’ they will fall behind and fail to unleash the potential of their organizations.”

The course will be both practical and theoretical. Zweifel will use cases and theories to teach students how to be virtual leaders and introduce them to abstract—but very real—concepts like vision and strategy, integrity and commitment, coaching and listening. Zweifel is looking forward to teaching SIPA students. He believes they have a passion for making a difference. “And, after all, that is what sensible leadership is all about.”

— Shadawn Smith

Bandages Come Off Building’s Facelift

By Vanita Gowda

SIPA students have had a new and improved 420 West 118th Street building since last fall. They can now head to the sixth floor for a coffee at the relocated Café Cappuccino, or to use the new social study area and 24-hour computer lab there. In the fourth floor lobby, they can check out the day’s events on a computer monitor and the latest SIPA faculty and alumni publications in glass display cases that also serve to hide more than 400 lockers. And, if they find that overhead projectors just aren’t enough for a group presentation, they can choose between two new electronic classrooms equipped with state-of-the-art electronic audio-visual technology.

Construction began slowly in the spring semester, and most of these extensive renovations were made in just three months over the summer. “It was an extraordinary amount of work,” said Joan Turner, associate dean of administration and finance, who oversaw the remodeling.

The $3.1 million renovation was financed by gifts from former dean Harvey Picker, alumni Patricia Cloherty, MIA ’68, Michael Hoffman, MIA ’73, and university funds. The building’s new look was created by the architectural firm Belmont Freeman and the Columbia University Office of Design and Construction.

The most ambitious project was the creation of the office suite for the Picker Center for Executive Education. It is named after former dean Harvey Picker, who established the Master of Public Administration program in 1977. The center offers the Executive MPA and other programs for working professionals.

Renovations, which began in 1999 with Altschul Auditorium, are far from over. In the spring, Columbia University hopes to start work on further improvements, including new facilities for the Institute for Social and Economic Research and Policy (ISERP) and the Language Resource Center.

Vanita Gowda is a first-year MPA student. Before coming to SIPA, she worked as a reporter in Washington, D.C.
More than Wine and Cheese: SIPA Author Series

By Kristin Matthews

It was not your typical alumni event. There was the requisite wine, cheese and crackers, of course. But, instead of comparing job experiences, the twenty-five-member audience was diligently taking notes and asking thoughtful questions of fellow SIPA graduate Esther Wachs as she discussed her latest publication, Why the Best Man for the Job Is a Woman.

The program, held at the Columbia Club in September, was the first installment of “The SIPA Author Series”—the brainchild of Ana Cutter, MIA ’98. Her aim was to find a new way to bring SIPA graduates together and expose them to what their former classmates have done to do professionally. “Right now what’s available are mainly happy hours. This is a new way to celebrate our alumni and what they have done,” Cutter said.

She sees the series as just one part of a renewed SIPA effort to reach out to alumni and keep them informed about the School and each other. She especially noted the efforts of Nancy Riedl, the director of alumni relations, who helped organize this event, and of Lisa Anderson, dean of SIPA.

“Dean Anderson has done an extraordinary job in recapturing alumni and making them feel that SIPA is interested in staying connected with them,” added Cutter. Before introducing Wachs at the event, Anderson thanked Cutter, saying that the series “gives us an opportunity to show ourselves off in a way that I think will appeal to all kinds of people in our community. It mixes a nice combination of alumni networking and genuine substance.”

Sophia Kalantzakos, MIA ’98, felt that the event was a welcome departure from typical alumni fare. Recently elected to the Greek Parliament, she said that even with her busy schedule she jumped at the chance to come to this gathering. “I don’t think people just want to have a drink and socialize, people want to exchange information and points of view. This event gave us an opportunity to speak about something pertinent.”

Dorcas Bethel, a 1995 dual degree MPA and Master of Social Work, concurred, saying that she attended because she “wanted to find out what other women were thinking about in terms of leadership.”

Anderson was not surprised by the favorable reviews. “As soon as Ana mentioned it we all knew that this was going to work, that this was going to be fun,” she said. “It also, of course, has the great advantage of showcasing the achievements of alumni, which everybody enjoys.”

The second program in the Author Series, in early December, was with Jason Abrams, MIA ’94, speaking about his book, A countabilty for Human Rights A treatise in International Law. Additional sessions are planned for the spring. Riedl looks forward to hearing from alumni who would like to discuss their books and also encourages them to suggest other alumni events.

Riedl said that there are many exciting new alumni events in development, including a breakfast for graduates working in foundations.

Compiled by Mike Hickman

1948

William A. Root, MIA, is the principal author of the fourth edition of United States Export Controls just published by Aspen Law and Business. Presently a self-employed export control consultant in Kensington, MD, Bill studied government affairs and Russian studies at SIPA, waroot@aol.com

1977

After working for Hollywood Investors.com as president and CEO and then Halmark Entertainment as an executive vice president, Allan Graffman, MIA/MBA, helped grow Tribune Entertainment from a $2 million start-up to a $100 million media company in just four years. Last July, Geyser Technologies, Inc., appointed him as their new president and CEO. Allan now oversees enterprise strategy, operations and finance for Geyser, a high-tech, B-to-B company whose software is currently revamping the entire fashion industry with its ModeWire IImaging and Booking Systems. allan.graffman@modelwire.com

1980

Fernando Koatz, MIA, has been putting his study of Latin America to profitable use and considers himself lucky for it. He has his own law firm, Gleason, Koatz & Dyer, which sees him travelling throughout Latin America and Spain, servicing clients. Married to a fourth-grade school teacher, Fernando is the proud father of two little boys, 6 and 4. He even lives near Shea Stadium, in Forest Hills, New York! fkoatz@gleasonkoatzdyer.com tel: 212.986.1544.
1981
Following graduation, Austin Chinewu Amalu, MIA, joined the United Nations Development Program (UNDP) in New York as an administrative trainee and has served the organization’s African Bureau ever since. After stints in Rwanda, Guinea, Sierra Leone, and the Democratic Republic of Congo, Austin is now the director of administration and finance in Windhoek, Namibia. He returned to Columbus last summer to enroll his daughter at Barnard College.

Jeffrey Ittell, MPA, is director of operations for e-Cruise. He lives in Pittsburgh, PA. j.ittell@e-cruise.com

1982
Dan Kaplan, MPA, has recently passed the 10-year mark at the Oregon Senior and Disabled Services Division. He has been the lead researcher, rate setting manager, assistant administrator for research and development, and for the past three years, the deputy administrator. At present, most of his work goes to leading the effort to achieve the “right” mix between community based and nursing facility based long-term care services in Oregon.

Daniel.B.Kaplan@state.or.us

1984
In July 2000, Peggy Turbett, MIA, joined The Cleveland Plain Dealer as night picture editor. Peggy, who completed a master’s thesis on Sunday magazines in June 1999 for Ohio University, is also involved in photo editing the Plain Dealer Sunday Magazine. She had been assistant photo director at The Cincinnati Enquirer and photo editor at American Banker in New York City.

1985
Hans Christoph Fuchs, MIA, has lived in London for 11 years and continues to enjoy living there. Hans works for Barclays Capital, the investment banking division of the Barclays Group as head of origination for continental Europe. He and his wife, Cynthia, have three lovely boys - Philip age 7, Christopher age 5, and Nicholas, who is 1.

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Richard T. Reiter, MIA, is a U.S. Foreign Service officer serving at the U.S. Embassy in Zagreb, Croatia. He has served tours in Recife, Brazil; Toronto, Canada; and in the Intelligence and Research (INR) Bureau at the State Department in Washington, D.C. Previous to the Foreign Service, Richard served in the U.S. Peace Corps in Jamaica and worked for a year as a high school teacher in Honduras. He would be delighted to respond to inquiries from SIPA students and recent alumni.

rtreiter@hotmail.com

Marc St.John, MIA, is a managing director of new technology at CVC Capital Partners, Europe’s largest private equity/venture capital company with over U.S.$ 4 billion funds under management. Founded in 1981, CVC was part of Citicorp before it spun out in 1993.

marcstjohn@cvc-europe.com

1986
Hilary D. Claggett, MIA, has been occupying most of her time with marriage, kittens and restoring a 95-year old house in the Connecticut countryside. Hilary, who saw most of her classmates enter business-related fields, went into publishing and became an editor at a nonprofit devoted to the study of international affairs. She now acquires business books for academic and professional markets and hopes that SIPA graduates will become her future authors. Visit her Web site at www.greenwood.com, and click on Quorum Books to get an idea of what she publishes. Proposals and inquiries to: Hilary C. Claggett, Senior Editor, Quorum Books, 88 Post Road West, Westport, CT 06881 hclaggett@greenwood.com

Dan Coffey, MPA, is an attorney with Bouch, Holloway, Kiernan and Casey in Albany, N.Y., practicing in the areas of insurance defense and products liability. He is married and has a three-year old daughter, Sarah.

coffeyd@bhkc.com

Ron Rostow, MPA, is the director of finance and managed care at M.I.C. Women’s Health Services/MHRA of NYC, Inc. MIC is a nonprofit with eight health centers located in medically underserved communities throughout the City’s five boroughs. The centers have provided maternity and family planning services to over 21,000 women for the last 35 years.

RonRostow@yahoo.com

John Sitilides, MIA, has gone coast-to-coast after leaving SIPA. Until 1993, he served as special assistant for communications and legislative affairs to Senator Alfonse D’Amato. John then moved to Sacramento, California to open his own federal affairs consulting office, specializing in land development and environmental issues. But he soon found himself back in Washington, D.C., where he founded the Western Policy Center. The nonprofit produces extensive public affairs programming, newsletters and position papers on Greek-Turkish relations, Eastern Mediterranean security and Balkan affairs.

1987
In 1989, Benjamin C. Fortna, MIA, returned to academia after working for a small international consulting firm in Washington, D.C. Eight years later he received his Ph.D. in modern Middle Eastern History from the University of Chicago. Benjamin has decided to stay in school and currently works as a lecturer of Modern Middle Eastern History at the School of Oriental and African Studies (SOAS) at the University of London. M married with three boys aged 7, 5, and 2, Benjamin would love to hear from any SIPA friends.

brinda.wachs@exxon.com

1988
“Going international” has led Matthew Frey, MPH / MIA, from the Department of Health in New York City to field office director for Save the Children/US in Hanoi, Vietnam. Matthew started in the HIV/ AIDS prevention field after SIPA but followed his wife, Laura Weeden, MPH, 1989, to Hanoi in 1991. He has spent most of the past decade working with Save the Children in various positions in Nepal, Hanoi and now Vietnam. It has been an extremely satisfying ride for Matthew.

vietnam@savechildren.org

Gas travels as Dean Monroe, MIA, will tell you. After SIPA, Dean joined the Mobil Corporation (now ExxonMobil) and has lived and worked in seven countries over the last 12 years. Recently returning from an assignment in Venezuela, he currently is based in Miami and is responsible for managing ExxonMobil’s downstream planning related activities in Latin America and the Caribbean.

dean.d.mono@exxon.com

Brinda Wachs, MIA, has had a diverse career as an economist. In 1993 she joined the U.N. after working as an economist for the Industrial Bank of Japan in New York. Now a transport economist for the Economic Commission for Europe (UNECE) in Geneva, Brinda’s job focuses on the effects of transportation and the environment and has her running workshops in Eastern Europe and Africa on geographic information systems (GIS). She is raising two children, Jun, age 9 and Tessa, age 5, at her home in the bucolic French countryside outside Geneva. Brinda is also pursuing a master’s degree in conflict transfor-
MISCHA ZABOTIN, MIA/MBA, is head of the Leveraged & Financial Sponsor Group for the United States at Credit Lyonnais, where he has been employed since 1989. He is married to Nicole, a Barnard and NYU Business School alumna. They have two boys, Sacha and Lucas. Mischa is happy to hear from alums who would like to chat about the business world. Mischa.Zabotin@clamerica.com

JOHN C. TURBULL, MIA, owns and operates a start-up publishing enterprise specializing in academic works in religion, international affairs and urban issues. He lives with his wife, Keri, in Decatur, GA. jandkeri@earthlink.net

JAMES RAFFEL, MIA, teaches social studies at P.S. 92 in the Flatbush section of Brooklyn and is currently a New York City teaching fellow. Prior to that, he was a financial analyst at Kokkinis & Associates, a small business consulting firm specializing in employee ownership. He and his wife, Maria, live in Brooklyn. jcr101@columbia.edu

ALEXANDRA DUBOW, MPA, has undergone a total career change. After studying education policy for two years at SIPA, she now works as a freelance graphic designer and writer, producing newsletters, annual reports, brochures, invitations, programs, manuals and the occasional Web site. Any SIPA folks looking to spruce up their communications materials can get in touch with Alexandra at alexdubow@earthlink.net or check out her Web site at www.alexadubow.com. Tel: 516.767.6315.

1992

MARC-ANDRÉ BLANCHARD, MIA/MPA is a partner at McCarthy Tétrault Law Firm in Montreal, Quebec, specializing in commercial litigation—particularly in shareholders’ disputes and contested takeover bids. He was recently involved in the fight over the control of Air Canada as well as Vidéotron, Quebec’s largest cable company. Marc-André has also been elected as president of the Quebec Liberal Party, the opposition party of Quebec’s provincial legislature. He is married to Monique Ryan. They are the proud parents of Adrien, 2 and Laurent, who is one-year old.

DAVID FONDILLER, MIA, has been spending a lot of time around SIPA. In the fall, he taught “Professional Development” for International Media and Communications students for the seventh time. Last spring, he taught “International Business Reporting and Writing,” which he will teach again this year. “I was very fortunate to have a great group of students who were talented, motivated and fun,” he says. David left Merrill Lynch’s Latin American Equities at Santander Investment for five years including a two-year assignment in Sao Paulo, Brazil from 1996 to 1997 where he was a senior analyst covering the consumer sector. He started his career on Wall Street in 1993, as an analyst at Merrill Lynch’s Latin America equity research department.

1993

LAURA CASTANEDA, MIA, is an assistant professor at the Annenberg School of Communication at the University of Southern California. She lives in Los Angeles. lcastande@usc.edu

For the past four years, HILARY DUNST, MIA, has been working as an independent public relations consultant in New York with a focus on writing and media relations. She has put her International Media and Communications concentration to good use with international clients including the Government of Israel Economic Mission and The Abraham Fund (a nonprofit that promotes co-existence...
between Jewish and Arab Israelis. She is also delving into the world of the Internet with an electronic archive project called JSTOR. hdunst@aol.com

MPA Jennifer Overton’s first three positions for Catholic Relief Services (CRS) were in Tanzania, Uganda and Kenya. Currently a member of the Southern Africa Regional Team, Jennifer serves as the senior technical adviser for health, based in Antananarivo, Madagascar. She is responsible for health programming in CRS’s Southern African Region (South Africa, Madagascar, Malawi, Zambia, Zimbabwe, The Democratic Republic of Congo and Angola). Her job is divided between HIV/AIDS interventions and maternal and child health issues. She and her husband Greg have two children, Ellysia, 4 and Rebecca, who was born on September 24, 2000. overton@dts.mg

1994
The University of Technology in Kingston, Jamaica, will soon be redesigning its entrance exam preparatory school that boasts an 81% entrance rate for students throughout the Caribbean and Latin America that successfully finish the program. versanedu@anweb.net

MPA Christopher Mansfield’s career since SIPA has seen a lot of twists and turns. After working at a number of financial jobs at the Port Authority of New York and New Jersey, he was recruited by American Express to develop financial forecasts (P&L’s) for their travel businesses. He liked the experience so much he left the job to go back to business school at NYU, where he is currently majoring in finance. Chris got married last September at the New York Palace Hotel to Sang J in Lee, a former corporate lawyer turned legal recruiter. sangandchris@aol.com

1995
Roy D. Kamphausen, MIA, is a Lieutenant Colonel with the U.S. Army. He is currently stationed at the U.S. Embassy in Beijing as an assistant Army attaché. rmakamp@eastnet.com.cn

Jason C. Lin, MIA, has been in Asia for three years and loves everything except the lack of good Mexican food. He recently began working for Salomon Smith Barney, covering PC stocks in Taiwan. oceleron@hotmail.com

Ashley C. Lueders, MIA, went to work for Citibank in the Czech Republic after graduating. Based in Prague for three years, she was in the Corporate Finance Division and worked on a project involving the privatization of the Czech Republic’s social security system. Now back in New York City, she is a relationship manager for Citibank’s U.S. Pension and Endowment Funds. Columbia University is one of her clients. Ashley lives in Brooklyn Heights and welcomes the chance to meet fellow graduates who live in the area. ashley.lueders@citicorp.com

Jill Mazza Olson, MPA, is still getting used to Vermont. “It’s so small, it’s not unusual to see the governor eating a hot dog on the streets of Montpelier,” she reports. But it is also a great place to pursue her interest in public policy. As director of quality improvement for Blue Cross and Blue Shield of Vermont, Jill and her staff are responsible for the clinical care and service of members. Her job involves maintaining compliance with Vermont’s Rule 10, basically a “patient bill of rights” that is unlike anything in the U.S. In February, Jill’s daughter Zoe will turn three with a baby brother or sister expected by June.olsonj@bcbsvt.com

This January, Marc Lee Schwartz, MIA, will be moving to Mexico City with his wife and two daughters to work for PricewaterhouseCoopers. Marc has been with the firm since 1995, working as an international tax consultant for the Tax and Legal Services group (he holds a dual degree with Emory University’s Law School). His client base consists of both U.S. based transnational companies and high-tech start-ups that are investing overseas. marc.schwartz@us.pwcglobal.com

Yutaka Yoshino, MIA, is on his third year of his Ph.D. in international economics and public finance at the University of Virginia. He’s completed his course work and plans to write his dissertation on trade, environment and development. yfy2d@virginia.edu
For the last two years, **Joe H eaphy**, MPA, has been the executive director of the New York State Tenants & Neighbors Coalition, a statewide organization that advocates the preservation of affordable housing. He hopes to leverage his SIPA education and work experience into a political career. Joe has launched a campaign to run in 2001 for the New York City Council, representing parts of Long Island City, Sunnyside, Woodside and M asphet. He hopes that his fellow SIPA alumni will be able to help with the campaign. Call Friends of Joe H eaphy at 718.482.1499 or e-mail Friends of J H eaphy@aol.com

**1996**

**Florence Deng, MIA,** went home to Hong Kong after SIPA to work for the Bank of America’s Corporate Division. Florence spent her first two years with the bank training at various desks. But she soon “rotated out” to General Electric, working on portfolio management for that firm’s private equity group in Hong Kong, covering the Asia Pacific region.

**1997**

**Krista (Eilhardt) Birenkrant, MIA,** recently became the foundation coordinator at the Lawyers Committee for Human Rights in New York City. She was previously senior program development specialist at the New York Association for New Americans. Krista did take a break from her upward climb in the nonprofit world last summer. She married Marc Birenkrant on July 14 in Maui, Hawaii. The newlyweds then shuttled over to Kauai and The Big Island (Oahu) for their honeymoon.

**Robb Hecht, MIA,** plugged into the super information highway after graduating. Previously a communications associate with Global Internet Media, Robb is now at Winstar Interactive Media in the sales and marketing department. Robb works with such clients as Bloomberg, DealTime.com, Individual Investor Online, Office.com and other top publishers.

**Neha Devendra Jani, MIA,** is making up India. As director of New Market Development for Estee Lauder, Neha is responsible for cosmetic product launches within the Indian subcontinent.

**Wendy Lofgren, MIA,** joined Citibank’s GEMMA program straight from SIPA. GEMMA is a two-year international training program that affords those selected to work overseas. Wendy did on-the-job and classroom training in Argentina, China, Hungary, Mexico, the Philippines, and the UK.

**Allan Jianjun Zhang, MIA,** is putting his concentration in International Economic Policy to good use. He is currently the director of the China Business Centre at PricewaterhouseCoopers in London. jianjun.zhang@uk.pwcglobal.com

**Allison (Bieber) McKibben, MPA,** left her associate position within the public finance group at J P Morgan to become a managing director at SG Partners, an executive recruiting firm in New York City. Her real news, however, occurred last summer. On June 24, 2000, Allison married Jeffrey S. McKibben in Philadelphia. Fellow 1997 MPA classmates Jennifer Brown, Kari Fazio, Diana Bruce Osterfeld and Bart Osterfeld were in attendance.

**Maysoon Sarkar, MIA,** is a manager for MB Investment Bank’s Corporate Finance Division. He lives in Manama, Bahrain.

**Siti N. Mauludian, MIA,** credits Professor Merit Janow for preparing him for a dynamic career full of interesting people. In 1998 he was seconded as a director in the Asia Pacific Economic Cooperation (APEC) Secretariat in Singapore—responsible for small and medium enterprises and gender issues. Siti’s mid-term in Professor Janow’s U.S. foreign economic policy course involved an extensive APEC meeting simulation. “Who would have known what we were learning then would become a very significant part of my job right now?”

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**Jennifer Ciunci Sapolsky, MIA**

is a manager of business operations and strategic planning for GTECH Corporation, a world-wide lottery provider, in Providence, RI. Jennifer.Sapolsky@GTECH.com

**1998**

Currently an investment officer for the Multilateral Investment Fund (IMF), a special department of the International Monetary Fund (IMF), Susana Garcia-Robles’, MIA, curriculum vitae looks like a world leader’s itinerary list. Here are just some of the meetings she has worked on: the Five-Year Review of the UN Conference on Population and Development at the Hague, the Cairo Conference on Population and Development, the Beijing Conference on Women, the Istanbul Conference on Human Settlements, the World Summit on Social Development in Denmark, and various G-77 conferences. Susana is now focusing on growing Latin America and the Caribbean’s private sector through several IMF programs.

**Hans Greimel, MIA**

began his career with the Associated Press as a “cub” in Portland, OR. Today, he is a foreign correspondent for the AP in Frankfurt, covering German business and economic news. His beat includes the European Central Bank, the German Finance Ministry, the Euro, DaimlerChrysler, Deutsche Telekom, Siemens, and IMF, OPEC and World Bank meetings in Europe. hgreimel@ap.org

**1999**

Merrie Archer, MIA, is the associate director for programs and development at the National Coalition for Haitian Rights (NCHR). Based in New York City, she oversees programs on children’s rights in Haiti, relations with the Haitian community in NYC, and police misconduct in both countries toward Haitians. Merrie also works on immigration issues and human rights programs for Haitians living in the United States. She wants current SIPA students to know that the

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Donor Profiles

Patricia M. Cloherty ’68

Raised in a small town near Lake Tahoe, California, Patricia (Pat) M. Cloherty graduated from the School of International and Public Affairs in 1968 and has enjoyed a successful and distinguished career in the venture capitalism industry. Among her many professional triumphs was being named the first woman president of the National Venture Capital Association (NCVA) and the first president of Committee 200, a nonprofit organization of leading women executives and entrepreneurs. Clearly, her success has been driven by her vision, leadership and adventurous spirit. Leading by example and never expecting more from anyone than she would expect of herself, Cloherty put the skills that she would expect of herself, by example and never expect—adventurous spirit. Leading by her vision, leadership and entrepreneurs. Clearly, of leading women executives of any ZIPA's D ean's Advisory Board expressed their personal gratitude for her support of SIPA and its students. When asked how she felt about what her gift had been able to accomplish, Cloherty simply replied, “I'm just glad I could help.”

Robert M. Chilstrom ’69

With his most recent gift to the School of International and Public Affairs, Bob Chilstrom, together with his wife Buena, has formally established the Chilstrom Fellowship. Fully funded, the Chilstroms’ $50,000 commitment will provide ongoing, unrestricted support for generations to come. The Chilstrom Fellowship has already provided awards to two talented students: Olivier de Cointet and Ashley Gross, and Stephen O’Malley. This year’s recipient.

Chilstrom credits SIPA as integral to the path his life has followed. “SIPA students have wonderful career options—they can work in business, diplomacy or public service. They also have a sensibility and sensitivity to this globalizing world. My own courses with Lou Henkin at SIPA inspired me to go on to law school and to develop an international legal practice. Because SIPA has helped to shape my own life, I hope to shape other people's lives in the international arena. Establishing a fellowship at SIPA is a natural progression for my wife and me at this point in our lives. Philanthropy is an important part of American culture; I would encourage all graduates of SIPA to consider establishing their own future fellowships, whether they plan to work in the United States or in other parts of the world.”

Robert Kopech ’77

Kopech started out in Columbia’s Ph.D. program in Russian/Soviet Foreign Policy with aspirations to become a professor. With few job prospects for doctoral candidates in the late 70s, Kopech opted instead to pursue a joint degree from the School of International and Public Affairs and the Columbia Graduate School of Business. He is combination of academic and professional studies made him more attractive than just a graduate with either degree. Kopech's first post-graduate job was with P. M. Organ in emerging markets. Kopech admits to a strong bond with SIPA because of his early interest in foreign policy and international affairs. In 1998, he established the Kopech Endowed Fellowship to benefit students who choose to pursue concurrent degrees at SIPA and the Graduate School of Business. The $50,000 fellowship has provided support for three exceptional students—Kenneth Blackman, Claudia Flores and Shoma Chatterjee. Before 1998, Kopech had given some thought to doing something at some point but hadn’t really given any explicit thought to how a potential gift would be structured. With the help of Dean Anderson and University Development and Alumni Relations, Kopech was able to design a fellowship that fit his ideals and, perhaps, set an example for other SIPA graduates.

“I hope that my gift in some way can be a stimulus to get other people involved. I’m looking forward to it being fully funded—not to discharge the obligation—but to know that it is there and will be there in perpetuity.” SIPA is a high value education but it is expensive. The fellowship is a concrete means of supporting students directly and of giving back to the University for the opportunities it has helped him to obtain. “As a donor, I feel connected to SIPA and to the fellows I support each year. I get a chance to meet and get to know the students. There is more ‘kick’ to this than just giving money; it’s more personal. You can actually see the people that you are helping.” —Brigette Bryant Senior Development Officer

Donor Profiles
In her first three years as dean, Lisa Anderson has made raising fellowship funds her top development priority. Not only does 100 percent of the SIPA Annual Fund now support student financial aid, but current-use fellowships have risen 79 percent in just two years. SIPA has also raised over $3 million in endowed financial aid since 1995. These funds were raised among the many students who have contributed $10,000 or more per year to the SIPA Annual Fund. The majority of these contributions have come from SIPA alumni, A. Michael Hoffman, ’73, and Brian C. Lippey, ’78, who chairs Dean Anderson’s Advisory Board, and Mr. Robert I. Kopech, ’77, who chairs Dean Anderson’s Advisory Board, created endowed fellowships at SIPA, as well as those who contribute $10,000 or more per year to the SIPA Annual Fund. The students are among the School’s most talented scholars. They were chosen from among the many students who applied to SIPA’s successes in the last few years.

**Named Fellowship Recipients for 2000-01**

Through the generosity of a number of alumni and friends in 1999-2000, 17 SIPA students were designated as named fellows in the current academic year. Donors include those who have created endowed fellowships at SIPA, as well as those who contribute $10,000 or more per year to the SIPA Annual Fund. The students are among the School’s most talented scholars. They were chosen from among the many students who applied to SIPA.

**John Gerard Ruggie Fellows for 2000-01**

In the spring of 2000, two SIPA alumni, A. Michael Hoffman, ’73 and Brian Lippey, ’78, created the John Gerard Ruggie Fellowship Fund in honor of former SIPA dean, John Gerard Ruggie. Together, Mr. Hoffman, who chairs Dean Anderson’s Advisory Board, and Mr. Lippey, who is a member of the Dean’s Advisory Board, gave $200,000 to support 22 outstanding first-year students with demonstrated financial need. For the first time in SIPA’s history, the School was able to recruit superior students from among those admitted. In many cases these fellowships made the difference between a student’s choosing SIPA and one of our peer schools. The students for 2000-01 are as follows:

Allison Marie Abrams
Laurence Roman Berg
Yogesh Chandrani
Culting Chen
Jennifer Gager
Paula Irene Lawton
Tara Cabral M. Aliff
Patrick M. Gillucudd
Nadine M. Entor
Juniper Ajiyaro Nell
Sharon Lynn Otterman
Gesarang Qimei
Chitra Raghavacharya
Frederick Ken Shannon
Sangita Sinha
Eileen Ann Simpson
Shadown Nicole Smith
Veeraya Kate Somvongsir
David Thomas Starr

**Multi-Year Commitments to SIPA**

In the past three fiscal years a number of individuals have made pledges of $25,000 or more to SIPA. In most cases the pledges will be paid over a two to five-year period. As of June 30, 2000, they are as follows:

**$500,000 and above**

Patricia M. Cloherty, ’68
In April of 1998, Ms. Cloherty created the Patricia M. Cloherty Endowed Electronic Classroom Fund.

**$100,000 – $249,999**

Ralph O. C. H. Elmold, ’64
In June of 1997, Mr. H. Elmold created the Alphonse O. C. H. Elmold Endowed Fellowship Fund.

**$50,000 – $99,999**

Robert M. and Buena Chilstrom, ’69
In October of 1997, Mr. Chilstrom created the Robert M. and Buena Chilstrom Endowed Fellowship Fund.

Robert I. Kopech, ’77
In December of 1997, Mr. Kopech created the Robert I. Kopech Endowed Fellowship Fund.

Julie L. Rasmussen, ’90
In April of 1998, Ms. Rasmussen created the Julie L. Rasmussen Endowed Fellowship Fund.

Kathryn E. Wilbur
In March of 1999, Ms. Wilbur launched the C. Martin Wilbur Fellowship Fund at the East Asian Institute.

Bruno Z. Wu and Lan Yang ’96
In April of 1998, Mr. Wu and Ms. Yang created the Dr. Woo Kai Seng Fellowship Fund.

**$25,000 – $49,999**

Ambassador Donald M. Blinken
In December of 1998, Ambassador Blinken created the Donald and Vera Blinken Fellowship Fund.

Dr. Susan Aurelia Gitelson, ’66
In July of 1997, Dr. Gitelson created the Susan Aurelia Gitelson Fellowship Fund for Innovative Projects at SIPA.

John A. Grammer Jr., ’63
In September of 1997, Mr. Grammer made a multi-year pledge to the SIPA Annual Fund.

Dr. Joseph M an-Kyung H a, ’71
In April of 1998, Dr. H. created the Anna Nette Fox Fellowship Fund.

**Gifts in 1999-2000**

SIPA received gifts from almost 1,300 alumni, friends, corporations and foundations in 1999–2000. Together these gifts totaled $3.44 million. Below are the 303 donors who gave $250 or more between July 1, 1999, and June 30, 2000. Not listed are the 967 donors who gave under $250, to whom we are very grateful.

**Donors $25,000 or more**

American International Group, Inc.
The Cambridge Group - Connecticut
The Clark Foundation
The Ford Foundation
The Freeman Foundation
The Foundation for the Center for Energy
Mary W. H. Kranz Foundation
The William & Flora Hewlett Foundation
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Ralph O. C. H. Elmold, ’64
In June of 1997, Mr. H. Elmold created the Alphonse O. C. H. Elmold Endowed Fellowship Fund.

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The Rev. Jesse L. Jackson, Sr. delivered SIPA’s Commencement Address on May 16, 2000. Rev. Jackson asked the graduates to consider the special challenges by which their generation will be judged, stating that “the moral imperative of our day is to leave no one behind.”