2012–2013
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During my time as Columbia’s president, the growing interconnectedness of global society, propelled by international commerce and a revolution in communications technology, has helped redefine our world. It is an historic transition, one that informs virtually all of our significant institutional developments at Columbia—as well as my own teaching and scholarship in the field of free speech and a free press.

With the rise of a global society has come a corresponding increase in the complexity of urgent problems such as climate change, infectious disease, persistent poverty, and chronic fiscal imbalances. To help shape effective policies to address these great challenges of our time, Columbia’s intellectual community has become more interdisciplinary than ever before, creating opportunities for students, faculty, and partners to work across national borders and traditional academic boundaries. Chief among these developments are Columbia’s 21st-century campus taking shape in Manhattanville and our network of eight Columbia Global Centers stretched across four continents.

At this special moment in our evolution, Columbia’s School of International and Public Affairs occupies a singular place in the University’s intellectual landscape. No other school has as its primary mission the task of training future leaders capable of developing public policy solutions equal to the task of addressing the world’s unprecedented challenges.

There are several reasons to be confident that SIPA’s world-class faculty and students are up to this task. To start, the leadership of the School now rests with Merit E. Janow, an exceptionally talented new dean whose expertise in international trade and investment policy equips her to preserve the combination of rigor and relevance that have been SIPA’s hallmarks. Second, the School’s dynamic curriculum and practical training ensure that SIPA graduates are prepared for leadership in the modern world.

Finally, and perhaps most significantly, SIPA offers a window on the world available only from a school of public affairs that is part of a great research university located in New York, the most global of cities. SIPA’s proximity to the United Nations, global financial institutions, and international humanitarian organizations provides opportunities that would be difficult, if not impossible, to replicate anywhere else. Its students have the opportunity for daily engagement with accomplished faculty and fellow students attending graduate and professional schools of unmatched quality. And SIPA alumni, who have had their lives changed by this singular education, can be found today living and working in 155 countries. Columbia’s School of International and Public Affairs is, by any measure, a school whose contributions have become essential to this university, as well as to society at large.

Sincerely,

Lee C. Bollinger
President, Columbia University
SIPA’s mission is both powerfully relevant and appropriately ambitious—to educate future leaders with the vision and expertise to pursue the public interest around the world and to produce and share new knowledge on the critical public policy issues facing the global community.

SIPA is positioned to become the great policy school for the 21st century. And I am privileged—after many years at Columbia as a professor at SIPA—to have been named dean at this moment of tremendous opportunity. SIPA already has built areas of excellence in international finance and economics, international security, energy and environmental studies, economic development, human rights, urban and social policy. SIPA gathers a vibrant community of students, scholars, and practitioners from around the world. Our community engages increasingly complex problems at every level—local, national, and international—through the public, private, and nonprofit sectors. From the classroom to research and projects in the field, we pride ourselves on analytical rigor, deep substantive expertise, and the interdisciplinary approach that are essential to forge effective solutions in institutions around the world.

The 2012–2013 year featured many highlights. Students engaged around the world with cutting-edge issues of global policy, including an unprecedented study trip to North Korea and summer-long fieldwork with development NGOs in Africa. Faculty research and outreach activities addressed pressing problems, from the implications of climate change for U.S. agriculture to the efforts by Professor Jean-Marie Guéhenno and former UN secretary-general Kofi Annan to broker a solution to the ongoing challenges of Syria. SIPA hosted high-level policy dialogues on pressing issues of the day, including a panel on the European financial crisis that featured Professor Joseph Stiglitz (Nobel Prize winner and SIPA faculty member); George Soros (international financial leader and philanthropist); Professor Jan Svejnar (SIPA faculty member and director of the Center on Global Economic Governance), and George Papandreou (former prime minister of Greece, who was a global scholar in residence at SIPA).

In the spring semester we launched our Center on Global Energy Policy under the leadership of Professor Jason Bordoff, a former senior official in the Obama administration. The Center’s two launch events, here and in London, gathered distinguished groups of energy leaders across sectors and underscored the Center’s commitment to fostering independent, balanced, data-driven analysis to help policymakers navigate the complex world of energy. Another new faculty member, Dipali Mukhopadhyay, was honored with one of two student-selected outstanding teacher awards. Rounding out our largest group of new full-time faculty in recent memory were Chris Blattman, Travis Bradford, Daniel Corstange, Kristina Ford, and Supreet Kaur; I know each of them enjoyed a productive first year at SIPA.

In 2012–2013, SIPA was ably led by interim dean Robert Lieberman. We are very grateful for his service in that role. I also want to thank Miguel Urquiola, who has served as vice dean for academic affairs this past year and who has agreed to serve for a second year.

The year ahead will be particularly exciting for me. It is an honor to be entrusted with the deanship of a strong institution, with its excellent faculty and richly diverse student body. I look forward to working with our entire community, including alumni and the advisory board, in our common mission to move SIPA forward. The accomplishments of the past year outlined in this report are prelude to the year before us.

Yours truly,

Merit E. Janow
Dean, School of International and Public Affairs
Professor of Professional Practice in International Economic Law and International Affairs

Letter from Dean Janow
EVENT HIGHLIGHTS 2012–2013

SEPTEMBER 18
“Challenges to the Global Economy: A Macroeconomic Perspective”
Caroline Atkinson, Special Assistant to the President for Economic Affairs
Leaders in Global Energy Lecture

OCTOBER 2
“How Government Can Help Keep the United States Competitive”
Rebecca Blank, Acting Secretary of Commerce
Sponsored by the Center on Global Economic Governance

OCTOBER 8
“Presidential Economic Advisers Forum 2012”
Glenn Hubbard, Senior Economic Adviser to Governor Romney, Romney for President; Jeffrey Liebman, Senior Economic Adviser to President Obama, Obama for America; Columbia Professors Sharyn O’Halloran, Joseph E. Stiglitz, and Michael Woodford; and Chrystia Freeland, Global Editor-at-Large, Thomson Reuters
Sponsored by the Center on Global Economic Governance

OCTOBER 15
“Gig City: The Reinvention of Chattanooga, Tennessee”
Ron Littlefield, Mayor of Chattanooga
Global Mayor’s Forum
Sponsored by the Arnold A. Saltzman Institute of War and Peace Studies

OCTOBER 17
“Interventions: A Life in War and Peace”
Kofi Annan, Nobel Peace Prize winner and Former Secretary-General of the United Nations
Sponsored by the Saltzman Institute of War and Peace Studies

OCTOBER 25–26
Edmund Phelps, McVickar Professor of Political Economy, Columbia; and Joseph E. Stiglitz, University Professor, Co-Director, Columbia University Committee on Global Thought
Cosponsored by SIPA’s Center on Global Economic Governance, Cornell University, and the World Bank

NOVEMBER 16
“Statecraft: African Diplomatic Forum”
Speakers included Mahmood Mamdani, Herbert Lehman Professor of Government and Professor of Anthropology, Columbia; Fred Swaniker, Founder and CEO, African Leadership Academy
Sponsored by the SIPA Pan-African Network and the Institute of African Studies

NOVEMBER 27
“BRICs: The Quest for Global Growth”
Stephen King, Chief Economist, HSBC and Jan Svejnar, Director, CGEG
Sponsored by the Center on Global Economic Governance

NOVEMBER 28
“World Energy Outlook 2012”
Maria van der Hoeven, Director, International Energy Agency
Leaders in Global Energy Lecture

FEBRUARY 25
“A Discussion on the Future of Europe”
Ambassador Anne Anderson, Permanent Representative of Ireland to the United Nations; Kemal Derviş, Vice President and Director, Global Economy and Development, The Brookings Institution, Adjunct Professor, SIPA; George A. Papandreou, Member of Parliament and Former Prime Minister of Greece, SIPA Global Fellow and Adjunct Professor; George Soros, Chair, Soros Fund Management LLC; Founder and Chair, Open Society Foundations; Joseph E. Stiglitz, University Professor, Columbia; and Jan Svejnar, James T. Shotwell Professor of Global Political Economy and Director, Center on Global Economic Governance, SIPA
Sponsored by the Center on Global Economic Governance in conjunction with The Brookings Institution and Columbia World Leaders Forum

FEBRUARY 27
“A Talk by Richard Fisher”
Richard Fisher, President and CEO, Federal Reserve Bank of Dallas
Sponsored by the International Finance and Economic Policy Concentration
MARCH 1 AND 2
Sponsored by the SIPA Pan-Africa Network, Columbia Graduate School of Business, Columbia Law School, and the Mailman School of Public Health

MARCH 6
“International Women’s Day Panel”
Leila Zerrougui, Undersecretary-General and Special Representative of the Secretary-General for Children and Armed Conflict; Lakshmi Puri, Assistant Secretary-General for Intergovernmental Support and Strategic Partnerships at UN Women; and Judy Cheng-Hopkins MIA ’78, United Nations Assistant Secretary-General for Peacebuilding Support
Sponsored by the Columbia SIPA UN Studies Program

APRIL 5
“Trade, Openness, and Growth”
Arvind Panagariya, Jagdish N. Bhagwati Professor of Indian Political Economy; Jagdish Bhagwati, University Professor, Columbia; and Guillermo Calvo, Professor of International and Public Affairs, Director, Program in Economic Policy Management
Sponsored by the Program in Economic Policy Management

APRIL 11
“Nuclear Brinkmanship and Military Power: The 2012 Kenneth N. Waltz Lecture in International Relations”
Robert Powell, Robson Professor of Political Science, University of California, Berkeley; and Robert Jervis, Professor of International and Public Affairs and Adlai E. Stevenson Professor of Political Science, Columbia University (discussant)
Sponsored by the Arnold A. Saltzman Institute for War and Peace Studies

APRIL 18
SIPA’s 13th Annual Global Leadership Awards Dinner
Judy Cheng-Hopkins MIA ’78, United Nations Assistant Secretary-General for Peacebuilding Support; and Richard Gardner, Professor Emeritus of Law and International Organization, Columbia University, and Former U.S. Ambassador to Spain and Italy
Sponsored by the Columbia SIPA UN Studies Program

APRIL 24
Center on Global Energy Policy Launch
Michael R. Bloomberg, New York City Mayor; Thomas Donilon, National Security Adviser; Daniel Poneman, Acting Energy Secretary; Daniel Yergin, Pulitzer Prize-winning author and founder, Cambridge Energy Research Associates; Ryan Lance, Chairman and CEO, ConocoPhillips; Carlos Pascual, Special Envoy and Coordinator for International Energy Affairs. U.S. Department of State;
Dr. Andrew Steer, President and CEO, World Resources Institute; Dr. Susan Tierney, Managing Principal, Analysis Group; and Jason Bordoff, Director, Center on Global Energy Policy

APRIL 27
Alumni Day
Judy Cheng-Hopkins MIA ’78, United Nations Assistant Secretary-General for Peacebuilding Support

APRIL 29
“Safe Streets, Safe Cities: Dinkins Leadership and Policy Forum”
Hon. Marc H. Morial, President and CEO, National Urban League, Former Mayor of New Orleans

MAY 1
Ambassador Thomas R. Pickering, Former Undersecretary of State for Political Affairs with discussant Jean-Marie Guéhenno, Center for International Conflict Resolution
Sponsored by the Arnold A. Saltzman Institute of War and Peace Studies

MAY 14
“U.S. Shale Gas and Pacific Gas Market: Pacific LNG Trade and Gas Pricing Issues”
Adam Sieminski, Administrator, U.S. Energy Information Administration; Chris Smith, Principal Deputy Assistant Secretary and Acting Assistant Secretary for Fossil Energy, U.S. Department of Energy; Bo-young Kim, President, KOGAS America; and Sung Hwan Oh, Director, Global Energy Cooperation Center, Ministry of Foreign Affairs, Seoul, Korea
Sponsored by the Center on Global Energy Policy

MAY 23
SIPA Graduation Ceremony
George Stephanopoulos, Co-anchor, “Good Morning America,” Host, “This Week with George Stephanopoulos,” Chief Political Correspondent, ABC News

From left: George Stephanopoulos, Marc Morial, Maria Van der Hoeven, George Papandreou, Asta Bareisaite MIA ’13, honorees Judy Cheng-Hopkins MIA ’78 and Richard Gardner, Pushkar Sharma MPA ’13, and Interim Dean Robert C. Lieberman at the Global Leadership Awards Dinner.
2012–2013 How Did SIPA Shape the World of . . . Economic and Political Development?

BRINGING NEW FACULTY TO OUR STUDENTS

Chris Blattman, assistant professor of international and public affairs and political science, examines the causes and consequences of poverty and violence and teaches the political economy of development, African politics, applied statistics, and the causes of war and violence. His current work looks at the determinants of youth employment and poverty alleviation, and the link between economic success and aggression and social instability. His research has appeared in The American Political Science Review, Review of Economics and Statistics, Journal of Economic Literature, Journal of Conflict Resolution, and Journal of Development Economics. He previously taught at Yale University and holds a PhD in economics from the University of California, Berkeley and a Master in Public Administration in International Development (MPA/ID) from the Harvard Kennedy School.

Daniel Corstange, assistant professor of international and public affairs and political science, focuses on political development and ethnic politics in the Middle East as well as the methodology of public opinion surveys. In spring 2013 he taught State Building in the Developing World. Corstange previously taught at the University of Maryland and was a visiting fellow at the Kellogg Institute for International Studies at the University of Notre Dame. Corstange holds a PhD in political science from the University of Michigan and a BA in political science and history from Northwestern University.

DRIVING NEW IDEAS AND PRACTICES

On March 18, 2013, José Antonio Ocampo, Professor of Professional Practice in International and Public Affairs: Director of the Economic and Political Development concentration at SIPA, was named to a three-year term as chair of the United Nations Committee for Development Policy (CDP). CDP is the main technical advisory body to ECOSOC, the United Nations Economic and Social Council. According to the UN, CDP provides independent advice “on emerging cross-sectoral development issues and on international cooperation for development . . . [including] reviewing the status of least developed countries (LDCs).”

Professor José Antonio Ocampo, director of the Economic and Political Development concentration
Providing Students with Hands-On Experience

Featured Workshop: Improving Water Access in Rural Chiapas
Client: Government of Chiapas, Mexico
Adviser: Scott Martin

The state of Chiapas, one of the poorest regions in Mexico, has minimal basic infrastructure and very limited services. The newly elected governor of Chiapas began working with his transition team to identify and prioritize investments in basic infrastructure to help alleviate poverty in the most cost-effective way. Working closely with the transition team, the SIPA workshop team identified access to clean and safe water as a focal point for the administration's agenda.

The team proposed a three-pronged approach for finding appropriate solutions to provide water to underserved rural areas: identification of priority communities, administrative coordination, and citizen participation. The team recommended that local government make significant efforts to increase internal coordination and gain understanding of local conditions and people’s actual needs. It also identified a need for the creation of a mechanism for citizen participation and for more direct surveillance of the government’s actions.

Featured Internship: Lily Brent, USAID, MIA ’14

"The most beneficial part of this internship was access. The vantage point from inside USAID allowed insight into how decisions are made, how programs are funded, and what the agency priorities are. I was able to learn a lot from shadowing my supervisor and attending team meetings as well as all the conferences. I now have a much better understanding of how social work fits into the global health and development fields. I've learned more about all the different types of programming under the umbrella of Orphans and Vulnerable Children—psychosocial support, case management, household economic strengthening, and social protection. I’ve also been able to learn more about what types of skills are useful in the field—community assessment and organizing, statistics, qualitative and quantitative research skills, program design and evaluation, GIS, etc. After this internship, I am considering opportunities that I wouldn’t have otherwise."
2012–2013 How Did SIPA Shape the World of . . . Energy and the Environment?

BRINGING TODAY’S LEADERS TO TEACH TOMORROW’S

Jason Bordoff, professor of professional practice in international and public affairs and director of SIPA’s Center on Global Energy Policy, joined the Columbia faculty after serving as special assistant to the president and senior director for energy and climate change on the staff of the National Security Council. One of the nation’s top energy policy experts, Bordoff’s interests lie at the intersection of economics, energy, environment, and national security. Prior to joining the White House, Bordoff was the policy director of the Hamilton Project, an economic policy initiative housed at the Brookings Institution. He is also a member of the Council on Foreign Relations and a consultant to the National Intelligence Council. Bordoff graduated with honors from Harvard Law School, holds an MLitt degree from Oxford University (where he studied as a Marshall Scholar), and a BA magna cum laude and Phi Beta Kappa from Brown University.

Travis Bradford, associate professor of professional practice in International and public affairs, is the president and founder of the Prometheus Institute for Sustainable Development, a nonprofit organization focused on harnessing the power of the business sector to develop cost-effective and sustainable solutions in technologies, including energy, water, food, and recycling. Bradford was previously a professor at the University of Chicago and Duke University MBA programs on energy innovation and has lectured on finance, entrepreneurship, and alternative energy economics at many leading universities. His published works include Solar Revolution: The Economic Transformation of the Global Energy Industry, published by the MIT Press, and “Private Equity: Sources and Uses” in the Journal of Applied Corporate Finance, in addition to dozens of global market research reports on the energy industry. Bradford holds a bachelor’s degree from Georgia State University, an MBA from NYU, and an MPA degree from Harvard. He has previously worked at the Federal Reserve and as a partner at various public and private equity and venture investment firms in the cleantech sector and beyond.

Professor Travis Bradford, director of SIPA’s Energy and Environment concentration

CONNECTING STUDENTS WITH PROFESSIONAL COMMUNITIES

Columbia University Energy Symposium
On November 30, 2012, the SIPA Energy Association and the Columbia Graduate School of Business Energy Club joined forces to present Columbia University’s Annual Energy Symposium. More than 400 students and professionals attended “New Energy Market Dynamics,” a day of panels focused on how tomorrow’s energy landscape will be determined by current innovation and financing decisions. The lunch keynote speaker, Ed Morse, Citi’s global head of commodities research, highlighted how the U.S. and global energy paradigm has changed as a result of an increased domestic natural gas supply. The symposium closed with David Sandalow, the undersecretary of energy, who spoke about Hurricane Sandy and navigating the risks of climate change.

Columbia University Earth Summit
The Second Columbia University Earth Summit, “Driving Collaborative Solutions,” was held on March 29, 2013, and featured an opening address by Professor Jeffrey Sachs, a panel on climate security and justice featuring Palau ambassador Stuart Beck, and a closing keynote by Jeffrey Seabright, vice president for environment and water resources at the Coca Cola Company, on the role of the private sector in tackling climate change. Organized by the SIPA Environmental Coalition, the Earth Summit brought together representatives of business, government, nonprofits, and academia to examine major environmental issues through an interdisciplinary lens.
CONVENING CONVERSATIONS WITH THOUGHT LEADERS

Launch of SIPA’s Center on Global Energy Policy

More than 300 students, faculty, and members of the energy community attended the official launch of SIPA’s Center on Global Energy Policy, a half-day conference at Low Library. New York City Mayor Michael R. Bloomberg and National Security Adviser Thomas Donilon gave keynote addresses that were widely quoted in the media, bringing attention to crucial issues and to SIPA’s role in convening solution-focused inquiry.

Leaders in Global Energy Lectures

SIPA’s annual lecture series focuses on the global challenges of creating sustainable energy while protecting the environment.

Challenges to the Global Economy: A Macroeconomic Perspective
September 18, 2012

Caroline Atkinson, special assistant to the president for international economic affairs

Resource Revolution
October 1, 2012

Panel discussion with Stefan Heck, director, McKinsey & Co; Ellen Morris, associate professor of professional practice in international and public affairs, director, SIPA Energy and Environment concentration; Manuel Pinho, visiting professor, SIPA; Travis Bradford, associate professor of professional practice of international and public affairs.

The Next Asia: Opportunities and Challenges for a New Globalization
October 4, 2012

Stephen Roach, senior fellow, Yale University Jackson Institute of Global Affairs, senior lecturer, Yale School of Management; and Manuel Pinho, visiting professor, SIPA

World Energy Outlook 2012
November 28, 2012

Maria van der Hoeven, executive director, International Energy Agency

Brazil: Challenges and Opportunities in the Energy Sector
December 6, 2012

António Bernardo, member, supervisory board, Roland Berger Strategy Consultants

Providing Students with Practical Experience

Featured Workshop:

Policies and Strategies to Optimize Generation and Environmental Benefits from New Hydroelectric Development in the U.S.

Client: Free Flow Power

Adviser: A. J. Goulding

In this project, students analyzed the technical and economic potential for new hydropower development in North America to identify what barriers to new development exist, how they can be overcome, and the best business strategy for Free Flow Power.

The Capstone team concluded that:
• Hydropower generation on nonpowered dams (NPDs) presents the greatest opportunity for development
• Regionally, the Ohio and Mississippi River valleys provide the best resource potential
• Partnering with municipalities streamlines the regulatory process and facilitates access to capital
• NPDs become competitive with combined cycle gas (CCGT) at $5.17 gas; with the production tax credit (PTC), these facilities become competitive at $2.70 gas
• With low gas prices and PTC extension uncertainty, it is prudent to focus on consulting and other fee-based activities and limit development to targeted projects

Featured Internship:

Grant Smolen, New York Power Authority, MPA ’13

“During my internship, I authored internal documents for NYPA Smart Growth policy. I outlined the 2012 NYPA Sustainability Report, and was included in NYPA’s response to the State Energy Plan. I also organized a company-wide green awareness event that promoted sustainable practices in the workplace. I learned about how a major utility functions and gained a somewhat sophisticated understanding of unregulated energy markets. I was able to access New York State documents that outlined policy goals and get a feel for where New York’s energy future is headed. My concentration is sustainable energy policy, and I worked in sustainability for an energy company, so it related very well to my interests. One day I hope to work in corporate sustainability; this gave me a good foundation to be able to pursue that goal.”
EXAMINING ISSUES, EXPLORING ALTERNATIVES

Panel Discussion: “Women in the U.S. Military”
November 30, 2012
As part of the “Women in Conflict” conference coordinated by SIPA student groups and co-sponsored by the Institute for the Study of Human Rights, four panelists of wide-ranging backgrounds provided diverse perspectives that created a rich picture of the concerns that women in the U.S. military face and how these issues intersect with women’s rights.

“The International Criminal Court and the Fight against Impunity for Atrocity Crimes”

Judge Sang-Hyun Song, President of the International Criminal Court (ICC)
February 12, 2013
Speaking from a personal perspective about his own experience in war and as a judge, Song highlighted the importance of the ICC’s role in the effort to end impunity. He declared the court to be “at the forefront of the fight and a central element of the broad global system that brings together international organizations to address the worst international crimes.”

PROMOTING NEW INITIATIVES TO UNDERSTAND PAST CONFLICTS

Elazar Barkan, director of SIPA’s Human Rights concentration and Columbia’s Institute for the Study of Human Rights, directed the establishment of the new Alliance for Historical Dialogue and Accountability (AHDA). Based at the Institute for the Study of Human Rights, AHDA is a convening body which aims to facilitate exchange among scholars, advocates, and organizations dedicated to historical dialogue and accountability.

Historical dialogue and accountability is a growing field of advocacy and scholarship that encompasses the efforts in conflict, postconflict, and postdictatorial societies to come to terms with their pasts. Historical dialogue seeks to provide analysis of past violence grounded in empirical research; to acknowledge the victims of past violence and human rights abuses; to challenge and deconstruct national, religious, or ethnic memories of heroism and/or victimhood; to foster shared work between interlocutors of two or more sides of a conflict; to identify and monitor how history is misused to divide society and perpetuate conflict; and to enhance public discussion about the past.

The AHDA program seeks to respond to these challenges through a number of initiatives, which include a semester-long International Fellowship program, an international conference, and establishing a web presence that serves as a clearing house for many advocates who learn about a diverse range of related activities in other parts of the world.
Featured Workshop:
Awarding and Enforcing Reparations in Mobile Courts
Judgments in the Democratic Republic of the Congo

Client: Physicians for Human Rights
Adviser: Yasmine Ergas
To complement its work providing services to victims of sexual violence in the Democratic Republic of the Congo (DRC), Physicians for Human Rights asked SIPA students to evaluate an initiative that helps sexual violence survivors seek justice through their flagship program, Mobile Gender Courts. Mobile Courts (MCs) conduct military and civilian trials in some of the most remote areas of the DRC.

Working with faculty member Yasmine Ergas, the team evaluated the reparations awarded by MCs and the extent to which they are being implemented. Specifically, the team examined the barriers to implementation of reparations awarded by these courts. Traveling to the city of Bukavu in the DRC, the team relied on field-based interviews with local stakeholders to determine whether the reparations awarded by the courts have been implemented. Overall, the team aimed to provide insight into whether victims feel that reparations have eased their suffering, and how MCs are helping fulfill the Congolese government’s international obligation to victims of sexual violence.

The final report evaluates reparations awarded by courts in the DRC to survivors of sexual violence and the extent to which these reparations are being implemented. First, the report introduces the mobile court system and other judicial institutions that address sexual violence, and second, reparations awarded by these courts. Third, the report offers recommendations to the international community to help ensure the payment of reparations to victims in the DRC and strengthen their access to justice.

Featured Internship:
Kristen Thompson
MIA ’13, International Gay and Lesbian Human Rights Commission
“I worked primarily with the communications team of IGLHRC, doing research on how to improve their website, compiling information for their website, and writing/editing op-eds. I also did research projects for the advocacy team on an amicus brief they were preparing for the Inter-American Commission on Human Rights. I felt my work was substantive and contributed meaningfully to the work of the organization. I wrote and edited op-eds on LGBT rights that were placed in The Advocate and Huffington Post. I compiled an index of laws criminalizing sexual orientation and gender identity in IGLHRC’s 19 focus countries. I also completed a research project looking at the landscape of communications strategies for other LGBT rights organizations. The most beneficial part of my internship was connecting with leaders in the LGBT rights advocacy field. Secondly, I learned a lot about LGBT rights conditions in countries around the world and global advocacy at the UN. I think the connections and knowledge gained through my internship will be integral to getting a job after graduation.”

EXPOSING STUDENTS TO HUMANITARIAN CHALLENGES

Professor Elazar Barkan, director of the Human Rights concentration and Columbia’s Institute for the Study of Human Rights
Guillermo Calvo, professor of international and public affairs and director of SIPA’s Program in Economic Policy Management, delivered the Stockholm School of Economics’ Ohlin Lectures on September 25 and 26, 2012.

Calvo spoke about “Financial Crises: Back to Basics and Back.” In his first lecture, “Liquidity Illusions and Delusions,” he traced the roots of the most recent global crises back to earlier financial crises in Mexico, Russia, and Asia. He suggested that finance is at the heart of much of the economic problems faced in these nations and regions, and examined how a relatively minor event can bring about a sudden, largely unexpected major global crisis, causing output and employment to suffer.

In his second lecture, “Sudden Stop, Collapse of Output and Employment, and Overindebtedness,” Calvo compared the financial crises that took place in emerging market economies with those in advanced economies. Calvo has found that “sudden stops” — a term he coined to define a statistically significant fall in capital inflows — typically occur in emerging markets when they have large current account deficits and high domestic liability dollarization. In contrast, he said, the dominant view in the eurozone was that there was no risk of a sudden stop because the European Central Bank could easily prevent it.
**GIVING STUDENTS HANDS-ON EXPERIENCE**

**Featured Workshops:**
*A Comparative Study of Global Central Bank Practices in Publishing Policy Rate Forecasts*

Client: Federal Reserve Bank of New York  
Adviser: Richard H. Clarida

This project compared the current forward-looking communication practice of four central banks—the Federal Reserve (U.S.), Riksbank (Sweden), Norges Bank (Norway), and Reserve Bank of New Zealand—in relation to policy rate forecasting (i.e., forward guidance) to provide recommendations to the Federal Reserve Bank of New York.

The Capstone team surveyed the advantages and disadvantages of forward guidance and evaluated each bank's strategies and methodologies. Students considered (1) managing market expectation, (2) reducing market volatility, and (3) achieving their sole mandate of price stability (inflation targeting). In a final report, the team provided recommendations to make monetary policy more effective for the client.

**National Security and Foreign Direct Investment**

Client: United States Department of the Treasury, Office of Terrorism and Financial Intelligence  
Adviser: Merit E. Janow

Several countries, including the U.S., either have or may be developing a regulatory regime to analyze and deal with national security issues that may arise from foreign direct investment (FDI) activities. To provide the Treasury with a better understanding of those regimes, students researched (by country) which sectors, industries, etc. are subjected to regulatory reviews. They also assessed potential impacts of regulatory regimes on the protection of national security, FDI, or other measures of economic health.

**Featured Internship:**
Xi Wang MPA '13, International Finance Corporation

“My primary duties included supporting an ongoing investment transaction in the water sector, with responsibility for internal due diligence documentation. I also conducted industry and market analyses on China’s bulk port and solar power sectors and investigated potential names for investment during the next fiscal year. I prepared sector briefings on Chinese bulk ports and solar farms that would serve as discussion materials during the next year. I attended the firsthand experience and knowledge on how this prestigious multilateral organization operates globally and regionally, sharpened my analytical skills, and extended my sector knowledge over my assigned works.”

**ENGAGING EXPERTS ON THE FRONT LINES OF FINANCE**

**IFEP Annual Distinguished Speaker**

Richard W. Fisher, President-CEO, Federal Reserve Bank of Dallas

A talk on “Economic and Monetary Policy Outlook (with Reference to Systemic Risk and ‘Too-Big-to-Fail’)” followed by a Q&A with students and faculty.

**William C. Dudley, President and CEO, Federal Reserve Bank of New York**

Dudley gave a brief overview of the bank’s core responsibilities and engaged in a Q&A session with students.

**Bill Rhodes, author, Banker to the World: Leadership Lessons from the Front Lines of Global Finance**

A discussion of the current economic and financial challenges facing Europe and posing threats to both the global economic outlook and the stability of financial market economies.

**Finance Boot Camp**

Peter Marber, Adjunct Associate Professor, SIPA

Marber worked with SIPA’s Office of Career Services to organize the School’s first Finance Boot Camp. The daylong program offered a primer to students interested in considering careers in the world of finance.
WORKING TO RESOLVE POLITICAL CONFLICT

From March to July 2012, Jean-Marie Guéhenno served as the deputy joint special envoy of the United Nations and the League of Arab States on Syria, working with former UN Secretary General Kofi Annan to lead a UN observer mission and seek a negotiated resolution to the conflict. Professor Guéhenno returned to SIPA with a wealth of experience from the field in one of the most protracted political conflicts in the world today. “The mission was really to see whether a political process could get off the ground, that is, to resolve the political crisis in Syria through political means rather than guns,” said Guéhenno.

SHARING FIELD EXPERIENCE WITH THE NEXT GENERATION OF LEADERS

Is War with Iran Inevitable? October 8, 2012
Panel discussion and presentation of the Iran Project’s “Weighing Benefits and Costs of Military Action Against Iran.” Panelists included Ambassador William Luers, director, The Iran Project; Admiral Eric. T. Olson (ret), adjunct professor, Columbia SIPA; Dr. Leslie Gelb, president emeritus, Council on Foreign Relations, and the paper’s author; Austin Long, assistant professor of international and public affairs, Columbia SIPA.

A Discussion on the Current Situation in Syria with Gérard Araud, French ambassador to the United Nations October 10, 2012
Gérard Araud has been the permanent representative of France to the United Nations since 2009. Moderator: Rashid Khalidi, Edward Said Professor of Modern Arab Studies History and MESAAS Sponsored by the Alliance Program, the UN Studies Program, and the Middle East Institute.

CELEBRATING ALUMNI ACHIEVEMENTS

Carlos Terrones MPA ’08 published his first book, The Other Front in Afghanistan, in 2012. He is currently the assistant deputy commissioner, Human Resources Administration, New York City. Terrones began his career in public service with the U.S. Marine Corps and went on to serve in the Peace Corps in Albania. After his Peace Corps service, he was involved with the U.S. Agency for International Development (USAID), where he assisted with the management and coordination of Food Aid development programs in Latin America and Southeast Asia. Terrones also assisted USAID with anti-corruption projects in Central America and the Caribbean. After SIPA, Carlos joined the U.S. State Department, where he served tours in Iraq and Afghanistan and was involved at the cutting edge of building their institutions.

The Arnold A. Saltzman Institute of War and Peace Studies hosted a book talk on April 2, 2013 with Terrones moderated by Dipali Mukhopadhyay, assistant professor of international and public affairs.

Professor Richard K. Betts, director of the Saltzman Institute of War and Peace Studies and of SIPA’s International Security Policy concentration
BRINGING NEW EXPERTISE TO SIPA’S CLASSROOMS

Dipali Mukhopadhyay, assistant professor of international and public affairs, studies modern state formation in conflict and post-conflict settings. Her research interests focuses on the challenges weak political centers face as they attempt to grow their authority in the midst of formidable competitors. She taught State Formation, Violence, and Intervention in the Modern World in fall 2012 and both Unconventional Warriors and Law and Politics of Conflict Management and Intervention in spring 2013. Her book Warlords, Strongman Governors, and State Building in Afghanistan is forthcoming from Cambridge University Press. Mukhopadhyay received her doctorate from Tufts University’s Fletcher School and spent 2011 as a postdoctoral fellow at Princeton University. Her writings have been published by the Carnegie Endowment for International Peace and U.S. News & World Report. She has been conducting research in Afghanistan since 2007 and has worked in consultation with the U.S. Department of Defense, the Canadian government, the U.S. military, and the World Bank.

Eric Olson, adjunct professor of international and public affairs, is a former U.S. Navy SEAL who rose to become a four-star admiral and commander of the U.S. Special Operations Command. Olson retired in 2011 after almost four decades of active service. A Naval Academy graduate, Olson received his MA from the Naval Postgraduate School where he studied political and military affairs with an emphasis on Africa and the Middle East. His overseas assignments included service in Israel, Egypt, and Tunisia. In spring 2013 he taught Evolving Military Strategy Post 9-11.

APPLYING KNOWLEDGE TO REAL-WORLD EXPERIENCES

Featured Workshop: 
Support to U.S. NATO Mission
Client: United States Under-secretary of Defense for Intelligence—U.S. Mission to NATO Adviser; Joshua Rovner
The Workshop report analyzed the opportunities and obstacles for intelligence sharing with select NATO members: France, Germany, Italy, and Turkey. In addition to describing the history, organizational structure, and capabilities of these members’ civilian and military intelligence organizations, the team’s report provides a framework for assessing a country’s propensity to share intelligence based on: strategic priorities, security environment, established partnerships, intelligence capabilities, and culture. The team concluded the following:

Due to the insular nature of France’s secret services and the lack of legislative oversight, France’s propensity to share intelligence will depend on the characteristics and strategic interests of its potential partners.

Historically, Germany has been a reliable NATO partner. It is likely to continue to share intelligence with Western allies because it has congruent strategic priorities and established institutional partnerships. The major obstacle for sharing is Germany’s traumatic historical experience with both militarism and intelligence and reluctance to get involved in military missions.

Italy may be the most willing to share intelligence. Italy is undergoing deep defense cuts and, therefore, needs to maintain its current intelligence capabilities in view of capacity constraints. Cooperating with other countries to address pressing strategic threats creates strong incentives for intelligence sharing partnerships. There are real obstacles to sharing, including the country’s weak cyber systems and lingering questions about the judicial oversight of Italian intelligence services.

Turkey is an attractive partner for intelligence sharing due to its unique geopolitical position and as long as such cooperation serves its core strategic interests. However, compared to other countries in our brief, Turkey is probably least likely to share intelligence due to its relatively close relationship with and energy dependency on Russia and Iran and its occasionally strained relationship with the U.S. and Israel.

Featured Internship: 
LeShawna Johnson MIA ’13, U.S. State Department—U.S. Consulate Hong Kong
“I edited the daily Media Alert and Media Reaction for the regional mailing and reports to Washington respectively. I drafted the consul general’s holiday greetings for Ramadan and U.S. Independence Day and was responsible for the section’s biweekly highlights report of the Consulate’s activities. I monitored North Korea’s military reshuffle for the deputy political officer and organized briefings for incoming visitors to the Consulate on topics ranging from American music to the U.S. pivot to Asia. Lastly, I made two presentations for students preparing to attend college in the U.S. I also worked on YouTube videos, which covered SAT study tips, community colleges in the U.S., and thoughts on the 4th of July from young professionals working in Hong Kong. This internship gave me a hands-on role in enhancing the Consulate’s online presence and improved both my writing skills and public speaking ability.”
**2012–2013 How Did SIPA Shape the World of . . . Urban and Social Policy?**

### WELCOMING EXPERIENCED PRACTITIONERS TO SIPA’S COMMUNITY

Kristina Ford, professor of professional practice in international and public affairs, focuses on developing and implementing public policies that originate in how land is used. In 2012–2013, she taught Land Use Planning and Public Policy, and Planning and Implementing Urban Public Policy. Ford was director of city planning in New Orleans from 1992 to 2000, receiving the Award for Distinguished Leadership from the Louisiana chapter of the American Planning Association in 2000. She went on to become director of the New Orleans Building Corporation (2000–2003) and later served as chief of staff for New Orleans’ deputy mayor in charge of public facilities, infrastructure, and community development (2010–2011). Ford has written on urban affairs, and New Orleans in particular, for outlets including The New York Times and Planning and in the wake of Hurricane Katrina was a frequent commentator on CNN, BBC, and NPR. Her publications include The Trouble with City Planning and Planning Small Town America. She holds a PhD in urban and regional planning from the University of Michigan and was a faculty member at NYU’s Graduate School of Public Administration, in addition to teaching at other colleges and universities.

### IMPROVING PUBLIC PROCESSES

Ester Fuchs, professor of international and public affairs, directed WhosOnTheBallot.org, an online voter engagement initiative launched in October 2012. The Whosontheballot.org website is designed to improve voter turnout through a single online portal that provides election dates, sample ballots, polling locations, and candidate information tailored to local voters citywide. It was piloted in New York City and its technology and outreach strategy will be made available nationwide and globally.

Fuchs recognized that voter turnout has been steadily declining over the past 40 years: in 2009, just 28 percent of registered New York City voters cast ballots in the mayoral election. With funding from a former student, William von Mueffling CC ’90, BUS ’95, president and chief investment officer of Cantillon Capital Management, Fuchs and project manager Chris Santulli MPA ’12, worked closely with the New York City Board of Elections. The site reflected last-minute changes in the wake of Hurricane Sandy and returns for the mayoral elections this fall.

“If you give people easy access to this kind of information, it increases the likelihood they’ll go out and vote,” said Fuchs. “The basic premise of this site is ‘let’s make it easy.’”

### ALUMNI TAKE MAYORS’ OFFICES

In 2013, Eric Garcetti MIA ’95 won election to become mayor of Los Angeles. Closer to home, Bill de Blasio MIA ’87 was elected mayor of New York City, while Steven Fulop MPA ’06 was elected mayor of Jersey City, N.J.
ADDRESSING CONTEMPORARY POLICY QUESTIONS

Global Mayor’s Forum
October 15, 2012, and April 30, 2013
Each year the Global Mayors Forum welcomes the leaders of dynamic cities worldwide who demonstrate how cities are the world’s most important laboratories for innovative public policy. In October 2012, Mayor Ron C. Littlefield of Chattanooga, Tennessee, visited SIPA to discuss the development of his city’s leading-edge broadband network. In April 2013, Mayor Park Wansu of Changwon, South Korea, discussed his city’s innovative and widespread sustainability practices.

Dinkins Leadership and Policy Forum: Safe Streets, Safe Cities
April 29, 2013
The 16th annual Dinkins Forum examined proposed federal legislation aimed at increasing requirements and restrictions for gun purchases and reviewed other strategies for reducing gun violence in urban settings. The Honorable Marc H. Morial, president and CEO of the National Urban League and a former mayor of New Orleans, gave a keynote address.

Other Selected Events and Panels
• A Conversation with Greg David, business journalist
• Stop, Question, and Frisk: Targeted Policing or Discriminatory Practice?
• Working Class Communities: Politics, Connection, and Coalitions of Interest
• Workshop on U.S. Immigration Reform
• Running Elections Efficiently: A Best Practices Convening (cosponsored with Common Cause New York)

TACKLING PROJECTS IN THE WORLD

Featured Workshop: The Creation of a Business Plan Based on New York City Green Roof Models
Client: Broadway Housing Communities
Adviser: Judith Pincus
Broadway Housing Communities, a Manhattan-based nonprofit group that develops affordable housing, sought to transform the roof space of a newly constructed property in Harlem into a community farm. Students provided BHC with a menu of farming techniques and programming options to produce a sustainable farm.

The workshop team’s plan proposes that BHC integrate educational programming with its on-site daycare center, health and nutrition programming for residents, and utilize the transformed roof space for community development and Sugar Hill community outreach events. The analysis prioritizes these measures and has resulted in development of a plan that provides sustainable financial and operational options for a mission-driven nonprofit organization like BHC, with many responsibilities serving the future residents and constituencies of the Sugar Hill development.

Featured Workshop: Smart Buenos Aires: Developing Better E-Governance for Government to Citizen Interactions
Client: Buenos Aires City Government—Ministry of Modernization
Adviser: Michael Silverman
Modern information and communication technologies (ICTs) allow local governments to develop new strategies and solutions in policymaking, internal processes, and citizen engagement—delivering social, political, and economic benefits. Students evaluated the city of Buenos Aires’ efforts to become a leading 21st-century city—one where individuals and government have efficiently adopted the use of ICTs and applications to improve the quality and sustainability of urban life. The team produced a digital roadmap that outlines and evaluates the city’s modernization initiatives of recent years and addresses six key program areas: Access, e-Government, Open Government, Citizen Engagement, Education, and Industry.

Featured Internship: Venetia Aranha MPA ’13, Deloitte Consulting LLP
“I played an integral role in Deloitte’s work with the Massachusetts Health Insurance Exchange based in Boston. The project was to assist the exchange in becoming compliant with the Affordable Care Act by 2014. I interacted with key policy personnel at the exchange and managed a stream of work independently, which comprised aiding the exchange to achieve its key milestones. I also prepared a storyboard and presentation on the social media and mobile technology options for the exchange as it looked to increasing its audience. The internship increased my knowledge of the health insurance industry in a short span of time and sharpened my consulting skills. I am interested in health care and was looking to enter the health sector, so my internship fit well with my overall goals.”
BRINGING NEW FACULTY TO STUDENTS:

The MPA in Development Practice program added three new affiliated faculty:

Prabhjot Singh is the director of systems design at The Earth Institute and assistant professor of international and public affairs at Columbia University. He is the co-chair of the One Million Community Health Worker Campaign, an initiative of the African Union and UN Sustainable Development Solutions Network. A practicing doctor in East Harlem, he focuses on developing community-based health care delivery systems. He taught Global Health Practice in the spring semester. Dr. Singh’s work has been featured in Proceedings of the National Academy of Science, Lancet, WHO Bulletin, Health Affairs, and Global Health and Diplomacy. Singh completed an MD at Cornell and PhD in neural and genetic systems at Rockefeller University, with a post-doctoral fellowship in sustainable development at Columbia University. He is a Robert Wood Johnson Foundation Young Leader, Soros Fellow, and Truman National Security Fellow.

Lisa Sachs is the director of the Vale Columbia Center on Sustainable International Investment (VCC), a joint center of Columbia Law School and The Earth Institute at Columbia University. Since joining the VCC in 2008, she has developed the workstream on natural resources and sustainable development, creating a robust research and training portfolio and overseeing advisory projects in Mozambique and Timor-Leste on resource-based development planning. Her academic research focuses on extractive industries, foreign investment, corporate responsibility, human rights, and integrated economic development. She taught Extractive Industries and Sustainable Development. Sachs received a BA from Harvard and a JD and Master of International Affairs from Columbia, where she was a James Kent Scholar and a recipient of the Parker School Certificate in International and Comparative Law.

Tatiana Wah directs the Haiti Research and Policy Program at The Earth Institute. From 2009 to 2012, Dr. Wah was the MDG and Development Policy adviser to the government of Haiti. She taught the course Fragile States. Her academic, planning, and policy work cover diaspora and homeland development, organizational frameworks for development, value system structures and underdevelopment, integrated development and MDG-achievement planning, capacity building in fragile states, and social contract and vision planning. She has worked with the World Bank and the International Finance Corporation and consulted for Caspian Associates. Wah’s publications include Haiti’s Development through Expatriate Reconnection: Conditions and Challenges and In Search of Consensus after 200 Years: Haiti’s Social System Structure and Development Challenge. She received her undergraduate degree from Brown University in organizational behavior and management, her master’s in city and regional planning, and doctorate in planning and public policy from Rutgers University.

REVOLUTIONIZING DEVELOPMENT PRACTICE EDUCATION:

Skill-based Workshop Series: In the fall of 2012, the class of 2014 became the first group of students to attend a series of clinics in problem analysis, project design, spatial analysis, cost-benefit analysis, and participatory approaches to development. Students’ final deliverables contributed to such international initiatives as the Sustainable Development Solutions Network and the One Million Community Health Worker Campaign.

Sustainable Development Practicums: "The Integration of Nutrition into Extension and Advisory Services: A Synthesis of Experiences, Lessons, and Recommendations" World Bank and GFRAS Report A team of five students assessed
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Sustainable Development Practicums:

“The Integration of Nutrition into Extension and Advisory Services: A Synthesis of Experiences, Lessons, and Recommendations” World Bank and GFRAS Report

A team of five students assessed the role and status of extension and advisory services in nutrition by documenting and mapping past, current, and future rural extension services that include nutrition-related activities in their portfolio. Students completed a systematic literature review and conducted interviews with multiple actors around the world. The report will inform the Scaling Up Nutrition movement and the ongoing dialogue on the integration of nutrition into agriculture programs and investments.

“Global Nutrition Strategy for UNICEF”

A team of students reviewed literature to create a framework for UNICEF’s nutrition programs for the next ten years.

Both teams were under the direction of Jessica Fanzo, assistant professor of nutrition in pediatrics and the Institute of Human Nutrition at Columbia University. In the coming years, the MPA in Development Practice program plans to expand this initiative to give students another opportunity, outside fieldwork, to gain experience and skills by working for a client in a field relevant to their interests.

PROVIDING STUDENTS WITH INTERNATIONAL FIELD EXPERIENCE:

This summer, the MPA in Development Practice program sent 51 students to 22 countries to work with host organizations on research, project implementation, and evaluation. Students worked in a variety of sectors, including agriculture, community health, education, human rights, public sector reform, environment, nutrition, conflict resolution, and business sector development. Hosted by more than 20 organizations, students were working individually or in teams for a number of actors, including the World Fish Center, Universidad de Los Andes, UN REACH, King Hussein Foundation, Innovations for Poverty Action, Vale Columbia Center, the Environmental Protection Agency in Sierra Leone, World Food Program, and the Millennium Villages Project.

CREATING SOLUTIONS FOR CRUCIAL DEVELOPMENT PROBLEMS:

Four students in the MPA in Development Practice program travelled to rural Liberia to study the impacts of commercial oil palm investments on food security and livelihoods of affected communities. Conducted in one of Liberia’s largest natural resource concessions, their study was the first to quantitatively measure impacts of commercial land appropriation in Liberia.

The students designed and conducted extensive household surveys, focus groups, and interviews, revealing negative impacts on food consumption and availability and limited livelihoods alternatives as plantation grounds expand. The study culminated in a report titled “Everyone Must Eat? Liberia, Food Security and Palm Oil,” which is now being used to inform socio-economic development policy in Liberian civil society, government, and the private sector.

Over the past year the team has presented its findings at the International Conference on Global Land Grabbing at Cornell University and at The Earth Institute Research Showcase. Their experiences and findings have been used as case studies in two SIPA courses—Professor Glenn Denning’s course on Global Food Systems as well as one on Applied Methods for Development Practice—and are being compiled into a teaching case by the Columbia Case Consortium.

Jaeyoon (Yoon) Hwang MPA-DP ’14 during a summer field project in Bahia Málaga, Colombia
HANDS-ON EXPERIENCE IN REAL-WORLD SUSTAINABILITY EFFORTS:

Featured Capstone Workshops:

The Future of PlaNYC 2030: An Urban Sustainability Benchmarking Study and Recommendations for PlaNYC’s Success Post-Bloomberg

Haakon Gloerson, MPA ’13: “If I pursued a master’s degree back in Norway, I would never have had the opportunity to acquire the practical experience that I did in the ESP Capstone Workshop course. My group was able to contribute valuable work to a real client. And not just any client. It was really exciting working for the NYC Mayor’s Office of Long-Term Planning and Sustainability—a global leader in urban sustainability planning.”

Advancing Education for Sustainable Development: Designing a Pilot Program for the Park Slope Education Complex

Nancy Degnan, faculty adviser: “This semester, my workshop team and I were very fortunate to work with the leadership and faculty of Middle School 88 in Brooklyn. At their request, we collectively designed and developed a fully integrated core curriculum of STEM and literacy with the Common Core Standards and U.S. Partnerships Standards for Sustainable Development, K–12 Education. MS 88 will take this core curriculum design for sustainability and make it ‘come alive’ beginning in September 2013—specifically to make it a model for other middle schools. The ESP team has made a significant contribution to advancing sustainability at the secondary level of education.”

SHARING SIPA KNOWLEDGE WITH THE WORLD:

Faculty of the MPA in Environmental Science and Policy program publish numerous articles sharing SIPA insights. Program director Steven Cohen’s publications included:


“The Irrelevance of Global Climate Talks.” America’s Quarterly 7, no. 3 (Summer 2013): 62–68.

BUILDING A NEW GENERATION OF LEADERS IN ENVIRONMENTAL POLICY:

Steven Caputo MPA ESP ’09 became deputy director at the New York City Mayor’s Office of Long-term Planning and Sustainability, where he oversees the NYC Clean Heat initiative to accelerate citywide adoption of the cleanest heating fuels, and advises on energy and climate policy.

Alison Miller MPA ESP ’11 became deputy executive director at The Earth Institute, Columbia University, where she works alongside the executive director to execute and promote the efforts of the Institute.

Maham Ahmed MPA ESP ’13 became a Presidential Management Fellow. She will begin a position with the Federal Emergency Management Agency (FEMA) in Washington, D.C., in the fall.
CONVENING WORLD LEADERS TO ADDRESS INTERNATIONAL ECONOMIC CRISIS:

The Impact of the European Crisis on Emerging Markets
November 7, 2012

Cosponsored with the Center on Global Economic Governance

Panelists: Guillermo Calvo (SIPA-PEPM), Domingo Cavallo (Yale), George Kopits (The Wilson Center), Carmen Reinhart (Harvard Kennedy School), Jan Svejnar (SIPA-CGEG), and Ernesto Talvi (CERES and Brookings Institution) discussed the impact of the crisis in Europe, on emerging economies in Latin America and East Central Europe. The discussion explored their similarities and differences, the ways that particular countries have weathered the crisis better than others, and prospects for the future for emerging economies.

Trade Openness and Growth
April 5, 2013

Drawing on his book Free Trade and the Developing Countries, Professor Arvind Panagariya argued that there is no sustained rapid growth without trade openness. He presented evidence showing that virtually all growth miracles have taken place in the presence of low or declining barriers to trade while trade openness is rarely behind growth debacles. Professor Jagdish Bhagwati, the leading advocate of free trade today, offered his current thinking on the subject. Professor Guillermo Calvo, director of the Program in Economic Policy Management, presided.

Seventh Annual Inflation Targeting Workshop held in conjunction with the Bank of England’s Centre for Central Banking Studies
April 11 and 12, 2013

In addition to the Bank of England’s trainers, Gill Hammond and Andrew Blake, this year’s workshop welcomed Philip Abraudu-Otoo, adviser to the executive director for Ghana, IMF; Rashad Cassim, head of the research department, South African Reserve Bank; Augusto de la Torre, chief economist for Latin America, World Bank; and Alejandro Werner, director, Western Hemisphere Department, IMF.

BRINGING NEW IDEAS TO MID-CAREER PROFESSIONALS:

In spring 2013, PEPM welcomed Professor Jan Svejnar, James T. Shotwell Professor of Global Political Economy and founding director of SIPA’s Center on Global Economic Governance, to teach PEPM’s spring microeconomics requirement. Professor Svejnar will teach the course regularly each spring semester.

HANDS-ON EXPERIENCE AT KEY PARTNER INSTITUTIONS:

Since its inception, PEPM has operated as a partnership with the World Bank. Each year students complete the PEPM program by either submitting a research project on campus or doing an internship at an economic policy-oriented institution. This summer, more than 20 members of PEPM’s 2013 class completed their internships at the World Bank Group in Washington. Following the completion of their internships, PEPM students produce a report on their experience, emphasizing how they put into practice what they learned during the program’s first 11 months. PEPM students finish the program in August and are certified for the Master of Public Administration degree in October.
TRAINING THOUGHT LEADERS:

Xiaojia Bao PhD ’13
Dissertation: Three Papers on Environment-Related Decision-Making and Development in China

Nicole S. Ngo PhD ’13
Dissertation: Three Essays on the Environment and Health in Urban Areas
Current Position: Assistant Professor, Department of Planning, Public Policy, and Management
University of Oregon

Kyle C. Meng PhD ’13
Dissertation: Essays in the Economics and Political Economy of Climate Change

DEVELOPING REAL-WORLD SOLUTIONS:

Solomon Hsiang PhD ’11
Hsiang coauthored a new study showing that changes in climate can affect human behavior. The research, published in the journal Science, found “for each 1 standard deviation (1) change in climate toward warmer temperature or more extreme rainfall, median estimates indicate that the frequency of interpersonal violence rises 4 percent and the frequency of intergroup conflict rises 14 percent.” Hsiang, an assistant professor of public policy at the University of California, Berkeley, discussed the study in a “PBS NewsHour” interview on August 7, 2013: “There are in fact many hypotheses, many mechanisms that people think might help connect changes in the environment, changes in the temperature, or extreme rainfall to the conflict outcomes that we observe,” he said. “Sometimes, we think direct exposure to heat sometimes actually does change human psychology.”

Geoff McCarney, PhD in Sustainable Development candidate
Working under Dan Osgood, research scientist at The Earth Institute’s International Research Institute (IRI) for Climate and Society, McCarney assisted in a partnership with Syngenta Foundation in Nairobi, Kenya, to extend the Kilimo Salama index insurance—which allows smallholder farmers to buy insurance at a lower cost—to a new group of farmers in Rwanda. McCarney also worked with IRI on the impact assessment for the R4/ Horn of Africa Risk Transfer for Adoption (HARITA) index insurance project. More than 12,200 farmers in 45 villages in northern Ethiopia benefitted from drought protection and received a share of the payout. He published his findings in “Paleoclimate Histories Improve Access and Sustainability in Index Insurance Programs,” with Andrew R. Bell, Daniel E. Osgood, Benjamin I. Cook, Kevin J. Anchukaitis, Arthur M. Greene, Brendan M. Buckley, and Edward R. Cook, Global Environmental Change 23 (2013): 774–781.

Aaron Baum, PhD in Sustainable Development candidate
In 2013, Baum served as research director/head grant writer on team that received funding of more than $1 million for an 18-month pilot of City Health Works, a nonprofit that hires, trains, and manages community health workers who provide neighborhood-based primary prevention, disease self-management, and long-term behavior change interventions in low-income communities domestically. Launched in September 2013 in East Harlem, the project is in partnership with a network of community organizations, payers, and providers. He was coinvestigator on Grand Challenges Canada funded pilot ($100k) to integrate the distribution of essential health goods into the largest

From left: Nicole S. Ngo PhD ’13, Kyle C. Meng PhD ’13, and Xiaojia Bao PhD ’13 at SIPA’s 2013 graduation ceremony
microfinance bank in Haiti by training one peer-elected borrower per village to integrate into their existing microenterprise the sale of a basket of subsidized health goods, using mobile phones for real-time supply chain management.

**EARNING AWARDS OF DISTINCTION:**

*Anna Tompsett*

Awards: National Science Foundation Doctoral Dissertation Research Improvement Grant for fieldwork in Bangladesh; Alliance Mobility Fellowship to study at Sciences Po; Mellon Interdisciplinary Graduate Research Fellowship

*Francis Annan*


*Marion Dumas*

Mellon Interdisciplinary Graduate Research Fellowship

**EXPLORING THE RELATIONSHIP BETWEEN SCIENCE AND POLICY:**

Several PhD in Sustainable Development students joined peers in Europe this summer for an eight-day program exploring the relationship between research and policymaking. The program, sponsored by SIPA, The Earth Institute, and Sciences Po, was hosted by Sciences Po’s campus in Paris.

The student-crafted agenda featured presentations by faculty, including SIPA’s John Mutter (the PhD program director), Scott Barrett, and Wolfram Schlenker. Students sought insights into the relationship between science and policy—how scientific research feeds policymaking in the real world, the challenges inherent in balancing competing interests, and best practices for bridging the gap.

“Moving forward, the need to do interdisciplinary research with people from different backgrounds is important because problems are becoming more complex, and you need people with different backgrounds to solve them,” said Francis Annan, a SIPA PhD student from Ghana whose interests include environmental and development economics.

Among the 25 participants were six first-year doctoral students from SIPA and one Columbia MA in climate and society student. The remaining attendees came from PhD programs at institutions including Sciences Po, École Polytechnique, and the Sorbonne.
APPLICATIONS TO INVIGORATED EMPA PROGRAM GROW BY 60 PERCENT

New Programs Open New Markets:
This year, the Executive MPA launched its new International Executives Program (through which the EMPA program offers visas to international students who are enrolled full time) and a new Sustainability Management concentration.

More Support for Students:
The EMPA now offers $120,000 in scholarship awards (EMPA Ding Fellowship) and another $30,000 for eligible applicants who are New York City employees (Picker Center Fellowship). Working with the VA, the Executive Program also initiated a Yellow Ribbon program for applicants who are veterans.

BRINGING NEW IDEAS TO WORKING PROFESSIONALS IN THE EMPA

Paola Valenti, Microeconomics and Policy Analysis I
Lucius Riccio, Decision Models and Management
Michael Skrebutenas, Affordable Housing Development
Emanuele Gerratana (teaching award winner), Microeconomics and Policy Analysis II
Joah Sapphire, Financial Management
Roddrick Colvin, Organizational Behavior
EMPA ALUMNI CHANGING THE WORLD

Steven Fulop ’06, Mayor of Jersey City

Eyup Ozguc ’07, Head of Turkish Foundation in Istanbul

Jessica Prata ’12, Assistant VP of Environmental Stewardship at Columbia University

Heather Doherty ’12, Senior Advisor to the Director of Storm Recovery New York State

Howard Buffet ’08, Executive Director of Buffet Foundation

Janet Horan ’05, Vice Dean of Administration at Columbia Business School

TRAINING MORE PROFESSIONALS THROUGH NON-DEGREE EXECUTIVE PROGRAMS

For the first time, the Picker Center held a yearlong executive education program with the Saudi Arabian Ministry of Foreign Affairs. In addition to the custom curriculum designed for this program, participants took part in two weeks of site visits throughout New York City and Washington, D.C. Participants of this program are now stationed around the world throughout the Ministry of Foreign Affairs as well as supporting the newly created seat for Saudi Arabia on the UN Security Council.

The Picker Center also celebrated 10 years of collaboration with the 92nd St. Y Ford Fellows Program, through which they trained more than 250 emerging leaders in nonprofit management and leadership from countries including, but not limited to, Zambia, Honduras, India, Nepal, and Ethiopia.

The International Financial Issues in Emerging Markets open enrollment program served its largest class. Participants traveled from Spain, Argentina, Colombia, Panama, and Mexico to partake in sessions with leading economists Maurice Obstfeld (UC Berkeley), SIPA Professor Guillermo Calvo, and Santiago Levy and Alejandro Izquierdo of the Inter-American Development Bank.

The Picker Center worked with the USAID program to implement an MPA program in the Republic of Georgia.

The Center’s presence in Asia continues to be a pivotal point of development. Our partnerships with Peking University and the Hong Kong Civil Servants training initiative consistently provide opportunities for new executive education courses. In 2012, the Picker Center developed a leadership program for senior government officials of Malaysia.

In addition, the Picker Center continues to bring in leading practitioners to teach in the executive training programs including Linda Gibbs, NYC’s deputy mayor of health and human services; Todd Jacobson, senior vice president of community relations (NBA); Robert Walsh, NYC small business services commissioner.

Professor William Eimicke, executive director of the Picker Center of Executive Education
2012–2013
Center for International Business Education and Research

AUGMENTING BUSINESS CURRICULA

Language Education for Students of International Business:
CIBER provided Student Language Study Grants for students at the Business School and SIPA to participate in one-on-one tutorials in any less commonly taught language (those excluding English, French, German, and Spanish) at intermediate or advanced levels.

New Courses in Growth Areas:
Jessamyn Waldman and John Walker, Raising Capital and Growing Social Ventures

Lou Shrier, Energy Industry in the BRICs

Discussions on Key Topics:
CIBER collaborated with the Columbia Law School European Legal Studies Center and the Center on Global Legal Transformation to present a talk on November 2, 2012, on the fiscal situation in Europe by Dr. Andreas Dombret, a board member of the Deutsche Bundesbank. The event was attended by more than 100 students from Columbia Business School, Columbia Law School, and SIPA.

PROVIDING RESEARCH SUPPORT TO A NEW GENERATION OF SCHOLARS

This year, CIBER awarded funding to Jan von der Goltz and Prabhat Barnwal, PhD in Sustainable Development candidates (SIPA), for their work on "Mines: The Local Welfare Effects of Mineral Mining in Developing Countries."

Jessamyn Waldman Rodriguez MPA ’04 teaches social enterprise and capitalization of hybrid ventures at SIPA; she is the founder and CEO of Hot Bread Kitchen, an award-winning social enterprise that hires and trains immigrant women to bake artisanal breads that reflect their countries of origin.

SIPA adjunct associate professor Marcos Troyjo, co-director of the BRICLab at Columbia University
BRINGING NEW IDEAS TO SIPA’S CLASSROOMS

In 2012–2013, CICR recruited two new faculty members, Teresa Whitfield and Richard Gowan, to coteach a new core course in Conflict Resolution.

Teresa Whitfield is a senior adviser and fellow at the Center on International Cooperation at New York University and senior adviser to the Geneva-based Centre for Humanitarian Dialogue. She has published widely on the dynamics of internal conflict, peacemaking, mediation, and United Nations peace operations. She spent three years as director of the Conflict Prevention and Peace Forum, a program of the Social Science Research Council, and from 1995 to 2000, she worked as an official within the UN’s Department of Political Affairs, including time with the Office of the Under-Secretary-General of Political Affairs.

Richard Gowan is associate director of the Managing Global Order program at the Center on International Cooperation. Gowan is a policy fellow and former manager at the European Council on Foreign Relations. He has broadcast widely, including with the BBC, CNN, and the PBS NewsHour, and frequently contributes to policy magazines and websites. He has worked with the Organization for Security Cooperation in Europe’s Mission to Croatia and published on the political philosophy of Raymond Aron.

SHARING KNOWLEDGE WITH THE WORLD

Event Highlight:
To Syria and Back: Why We Must Not Give Up

On November 13, 2012, CICR director Jean-Marie Guéhenno spoke to a crowded hall regarding his recent experience as deputy joint special envoy of the United Nations and the League of Arab States on Syria. Reflecting on his work with former UN Secretary-General Kofi Annan to seek a negotiated resolution to the conflict, Professor Guéhenno presented a detailed analysis of the role of international actors and stressed the importance of continued efforts to find a political solution to the crisis.

Publication Highlight:
“Mining, Development, and Corporate–Community Conflicts in Peru”

The research of 2012 CICR postdoctoral scholar Fiorella Triscritti was published in the Community Development Journal 48, no. 3 (2013): 437–450 (Oxford University Press). Her article reflects nine months of research on social protests and corporate-community conflict related to large-scale gold mining operations in Peru. Triscritti’s research suggests that enhanced democratic processes and more attentive public management of natural resources will encourage sustainable mining practices.

PROVIDING HANDS-ON EXPERIENCE IN CONFLICT RESOLUTION

In spring 2013, Drivers of Conflict and Peace: ICR Practicum sent students to Peru, Kosovo, Côte d’Ivoire, and Jordan to partner with major actors including the UN, USAID, and Mercy Corps. The students conducted field research on economic issues as they relate to peacebuilding and state legitimacy. In fall 2012, 20 students conducted similar research in Liberia, Zambia, Haiti, and Colombia in collaboration with the United Nations Development Program.

Professor Jean-Marie Guéhenno, director of the Center of International Conflict Resolution and SIPA’s International Conflict Resolution specialization
FOCUSING ATTENTION ON KEY AREAS

BRIC Lab—An Affiliate of the Center on Global Economic Governance

Four of the world’s fastest growing economies—Brazil, Russia, India, and China, the so-called “BRIC nations”—have a special forum at SIPA: the BRICLab.

BRICS: The Quest for Global Growth
November 27, 2012

The second annual BRICLab conference was held in association with CGEG in Low Rotunda.

The BRICS future as engines of growth depends on efficiently adapting to the global economy and, more importantly, shaping it. At the conference leading academics, business leaders, and policymakers addressed major questions surrounding the BRICs’ evolution toward becoming hubs of knowledge and innovation as they strive for an enlarged status as dynamic, prosperous, and influential nations.

The program featured special addresses by Stephen King, chief economist, HSBC, on “Where Will Global Growth Come From?” and by Jan Svejnar, director, CGEG, on “The Role of Governance in Global Economic Recovery.”

The conference’s two panels, “Setting Out the Landscape: BRICs as Players in Global Economy Recovery” and “The Road Ahead for BRICs in Business,” included Maco Maia, speaker, Brazilian House of Representatives; Alessandro Teixeira, deputy minister of development, industry, and trade, Brazil; James Crombie, editor, Bloomberg Brief; Jonathan Wheatley, deputy emerging market editor, Financial Times; Thomas Trebat, director, Columbia Global Center, Brazil; Liam Casey, PCH International; Mark Gyetvay, Novatek; Gregory Stoupnitzky, CIS Capital; Mark Zeffiro, TrMas Corporation; and Columbia professors Arvind Panagariya and Timothy Frye.
CONVENCING WORLD LEADERS IN ECONOMIC GOVERNANCE

How Can Government Help Keep The United States Competitive?
The CGEG Leaders in Economic Governance Inaugural Lecture October 2, 2012
Speaker: Dr. Rebecca M. Blank, acting secretary of commerce, United States Department of Commerce
Dr. Blank discussed how government can help ensure that the United States continues to lead the global economy in the 21st century.

Presidential Economic Advisers Forum 2012 October 8, 2012
In this debate-style event, Jeffrey Liebman and Glenn Hubbard, the senior economic advisers to President Obama and presidential candidate Governor Mitt Romney, explored the economic policies of each candidate and their respective party. Columbia professors Sharyn O'Halloran, Joseph Stiglitz, and Michael Woodford served as panelists.

CGEG Conference on Labor and Development
Key panelists: Nobel laureates Edmund Phelps and Joseph Stiglitz
This two-day conference, produced in collaboration with Cornell University, focused on major labor issues in developing countries, contrasting the official approach of the World Bank and member governments with those of independent academic and policy experts.

A Discussion on the Future of Europe
February 25, 2013
Panelists: Ambassador Anne Anderson, permanent representative of Ireland to the United Nations; Kemal Derviș, vice president and director, Global Economy and Development, The Brookings Institution, senior adviser, Sabanci University, adjunct professor, SIPA; George A. Papandreou, member of Parliament and former prime minister of Greece, SIPA Global Fellow and adjunct professor, SIPA; George Soros, chair, Soros Fund Management LLC, founder and chair, Open Society Foundations; Joseph E. Stiglitz, University Professor and co-chair, Committee on Global Thought, Columbia; Jan Svejnar, James T. Shotwell Professor of Global Political Economy; director, Center on Global Economic Governance, SIPA.

The Governance Report 2013 had its New York launch at the Center on Global Economic Governance. The report’s co-author, Helmut K. Anheier, and contributor, Shanker Satyanath, participated in a panel discussion on governance, with experts from across Columbia University.

Panelists: Eric Thorbecke, Cornell University (chair); Norman Loayza, César Calderón, Martin Melecky, and Norman Loayza, World Bank; and Columbia professors Joseph E. Stiglitz, Supreet Kaur, Patrick Bolton, Guillermo Calvo, Sharyn O’Halloran, Ricardo Reis, Sara Guerschanik Calvo, and Jan Svejnar.

The World Development Report Team (World Bank) introduced three chapters from the latest draft of the World Development Report 2014.
CONVENING DISCUSSIONS WITH PUBLIC LEADERS

In 2012–2013, the Center hosted two special conferences to celebrate its formal launch. For the first, in New York, Michael R. Bloomberg, mayor of the City of New York, provided opening remarks. Thomas Donilon, then national security adviser to President Obama, provided keynote remarks followed by an onstage conversation with Daniel Yergin, Pulitzer Prize–winning author and founder of Cambridge Energy Research Associates. Other speakers included Ryan Lance, chairman and CEO of ConocoPhillips; Daniel Poneman, then acting secretary of energy; Carlos Pascual, special envoy and coordinator for international energy affairs with the U.S. Department of State; Sue Tierney, managing partner, Analysis Group; and Dr. Andrew Steer, president and CEO, World Resources Institute.

For the Center’s international launch in London, Rt. Hon. Michael Fallon MP, minister of state for energy, UK Department of Energy and Climate Change, provided keynote remarks. Christof Ruhl, group chief economist of BP, presented data on key trends and issues in global energy markets. The event concluded with two expert panels; the first focused on current issues in global energy markets, the second on meeting our energy policy challenges. Panelists included Javier Blas, commodities editor, Financial Times; Michael Liebreich, chief executive, Bloomberg New Energy Finance; Nick Butler, visiting fellow and chair, King’s Policy Institute, King’s College London; Nobuo Tanaka, former executive director, International Energy Agency and nonresident Center Fellow; David Sandalow, former undersecretary of energy (acting) and assistant secretary for policy and international affairs, U.S. Department of Energy and inaugural Center Fellow; and David Hobbs, head of research, King Abdullah Petroleum Studies and Research Center.

TOP LEADERS AND SCHOLARS INITIATING RESEARCH ON KEY ISSUES

**U.S. Energy Exports:**
This project, based on extensive energy modeling, will examine the global ramifications and policy implications of growing U.S. energy exports, including modeling the global economic, energy market and environmental impacts of various U.S. oil, natural gas, and coal export scenarios. It will also explore to what extent existing export barriers, such as the restriction on crude oil exports, will be implicated by the changing production outlook, and will make policy recommendations for how the United States and China can collaborate to encourage safe and responsible development that supports economic growth and energy security and protects the environment.

**Political Economy of China’s Shale Gas Development:**
This project will explore the political economy of shale gas development in China and offer policy recommendations for how the United States and China can collaborate to encourage safe and responsible development that supports economic growth and energy security and protects the environment.

**Featured Faculty and Fellows:**
- Jason Bordoff, Professor of Professional Practice in International and Public Affairs; Director, CGEP; Former Special Assistant to President, Energy and Climate
- David Sandalow, Senior Research Scholar and Inaugural Fellow; Former Undersecretary (acting) and Assistant Secretary for Policy and International Affairs, U.S. Department of Energy
- Nobuo Tanaka, Nonresident Fellow; Former Executive Director, International Energy Agency
- José Sergio Gabrielli de Azevedo, Nonresident Fellow; Former CEO, Petrobras
BRINGING SIPA IDEAS TO THE WORLD


**Op-Eds and Articles:**

July 31: *Americas Quarterly*: “Power Shift, Implications for Global Geopolitics"


June 10: *Democracy: A Journal of Ideas*: “There Will be Oil”

June 4: *The Hill*: “Keep the LNG Exports Coming”

April 22: *MSNBC.com*: “A Unique Moment for Energy and Earth”

March 30: *Columbia Political Review*: “Handling Growing Energy Consumption”

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**Energy Security: Stability in the Asian Region**

February 4, 2013

Dr. M. Veerappa Moily, Minister of Petroleum and Natural Gas, India

**Operational Energy and the Department of Defense**

April 16, 2013

Sharon Burke MIA/IF ’94, Assistant Secretary of Defense for Operational Energy

**U.S. Shale Gas and Pacific Gas Market: Pacific LNG Trade and Gas Pricing Issues**

May 14, 2013

Adam Sieminski, Administrator, U.S. Energy Information Administration; Chris Smith, Principal Deputy Assistant Secretary, Acting Assistant Secretary for Fossil Energy, U.S. Department of Energy; Bo-young Kim, President, KOGAS America; Sung Hwan Oh, Director, Global Energy Cooperation Center, Ministry of Foreign Affairs, Seoul, Korea.

**62nd Annual BP Statistical Review of World Energy**

June 14, 2013

Christof Ruhl, Group Chief Economist, Vice President, BP

**IEA World Energy Outlook Special Report: “Redrawing the Energy-Climate Map”**

June 20, 2013

Dr. Fatih Birol, Chief Economist, International Energy Agency; Fred Krupp, President, Environmental Defense Fund; David Sandalow; Jason Bordoff

Launch of the Center on Global Energy Policy, April 24, 2013. Top, from left: New York City mayor Michael Bloomberg; Jason Bordoff, director of the Center on Global Energy Policy. Bottom, from left: Daniel Yergin, Pulitzer Prize-winning author and founder of Cambridge Energy Research Associates and Thomas Donilon, former national security adviser; Mayor Bloomberg addressing the audience in Low Rotunda.
In March 2003, the Institute of War and Peace Studies (IWPS) was renamed the Arnold A. Saltzman Institute of War and Peace Studies (SIWPS) in honor of Ambassador Arnold A. Saltzman. The Institute was founded in 1951 under the sponsorship of Dwight D. Eisenhower during his tenure as president of Columbia University. Eisenhower created the Institute to promote an understanding of the “disastrous consequences of war upon man’s spiritual, intellectual, and material progress.” Under its first director, William T. R. Fox, the Institute became one of the foremost research centers on international relations in the country. Members of the Institute publish extensively, discuss current issues with officials and journalists, serve as consultants to government departments and agencies, and testify before Congressional committees. They offer courses through the Columbia Department of Political Science and SIPA on American foreign policy, national security, domestic and international terrorism, cybersecurity, among others.

Richard K. Betts
“The Lost Logic of Deterrence,” Foreign Affairs (March/April, 2013)

Stuart Gottlieb

Robert Jervis


Pablo Pinto

Jack Snyder

Op-Eds

Nancy Walbridge Collins

Jean-Marie Guéhenno

Stuart Gottlieb


From left: Elisabeth Lindenmayer, Kofi Annan, Arnold A. Saltzman, Robert C. Lieberman
Comparative Defense Studies Program

The Comparative Defense Studies Program, directed by senior research scholar Dr. Stephanie Neuman, is dedicated to comparative research on defense issues and peacekeeping throughout the world, with a special focus on Third World security issues. The program concentrates on collecting data, producing analytic studies, and sponsoring conferences and seminars. Special emphasis is given to alternative concepts of peace and security.

Summer Workshop on Military Operations and Strategy (SWAMOS)

SWAMOS was designed to expose young scholars to a body of knowledge seldom available in conventional graduate programs, to encourage them to specialize in the field, to preserve expertise in strategic studies outside government, and to foster a network of committed analysts. Each year 24 students are selected through a competitive application to attend the intensive two-week workshop, featuring instruction from specialists from academic, political, and military backgrounds. The program includes readings, lectures, seminars, informal discussions, tactical decision games, campaign planning simulations, formal military modeling, and film screenings.

PROVIDING A FORUM FOR DEBATE AND DISCUSSION

“Interventions: A Life in War and Peace”
October 17, 2012

“50 Years Later: Re-Examining the Cuban Missile Crisis”
October 24, 2012
Fred Kempe, president and CEO, Atlantic Council; Nina Khrushcheva, associate professor, Graduate Program of International Affairs, The New School; Timothy Naftali, senior research fellow, New America Foundation
The panelists discussed what was important during the crisis and what is significant as we continue to study it 50 years after the fact.

“Shooting War”
December 3, 2012
Andrea Bruce, Thanassis Cambanis, and combat veterans currently studying at Columbia discussed the instrumental role journalists play in presenting wars to the general public, their relationship with the combatants, and the issue of impartiality.

“Overkill: The Case for Reevaluating U.S. Nuclear Strategy”
January 29, 2013
Christopher Preble and Benjamin Friedman described the three systems the United States has for launching nuclear weapons and argued that there is no longer a need for all three capabilities; they should be reduced to two, cutting costs in upkeep and modernization.

“Nuclear Brinkmanship and Military Power”: The Annual Kenneth N. Waltz Lecture in International Relations
April 11, 2013
Dr. Robert Powell, Robson Professor of Political Science, University of California, Berkeley, focused on the fact that nuclear crises frequently confront states with a fundamental trade-off between military power and the risk of escalation.

“Let’s Talk about Drones”
April 22, 2013
Professor Stuart Gottlieb, Columbia; Maria McFarland, deputy U.S. program director, Human Rights Watch; Daniel Medina, Journal of International Affairs, SIPA; Captain Adam Scher; and Jason Lemieux
A forum for students and faculty to openly discuss the security and humanitarian implications of the United States’ use of unmanned aerial vehicles.

May 1, 2013
Ambassador Thomas Pickering, former undersecretary of state for political affairs, discussed how diplomacy can be used in an era of rapidly shifting centers of power and lines of influence.
2012–2013
Selected Faculty Publications

Elazar Barkan

“History, Political Dialogue, and Conflict Resolution.” In V.A. Valors, Ideas, Actituds (Centre d’Estudis Jordi Pujol—CEJP) 21 (May 2013).

Richard K. Betts
“The Lost Logic of Deterrence.”
Foreign Affairs (March/April, 2013).

“From Cold War to Hot Peace: The Habit of American Force,”
Political Science Quarterly (Fall 2012): 353–368.

Christopher Blattman


Guillermo Calvo
“Optional Holdings of International Reserves: Self-Insurance against Sudden Stops,” with Alejandro Izquierdo and Rudy Loo-Kung.
Monetaria 1, no. 1 (2013).

Steven Cohen

“The Irrelevance of Global Climate Talks.”
America’s Quarterly 7, no. 3 (Summer 2013): 62–68.

Daniel Corstange
“Taking Sides in Other People’s Elections: The Polarizing Effect of Foreign Intervention,” with Nikolay Marinov.
American Journal of Political Science 56, issue 3 (July 2012).

Rodolfo de la Garza
Can You Hear Me Now?: Latinos and the 2008 Election, with Louis DeSipio and David Leal.
University of Notre Dame Press. Forthcoming.

“The Impact of Migration on Development: Explicating the Role of the State,”
In New Perspectives on International Migration and Development. Edited by Jeronimo Cortina and Enrique Ochoa-Reza.

“Migration, Development: A Multidimensional Perspective.”

Michael Doyle
“Dialectics of a Global Constitution: The Struggle over the UN Charter.”
European Journal of International Relations (December 2012).

Liberal Peace: Selected Essays.

Striking First: Preemption and Prevention in International Conflict.
Edited by Stephen Macedo, with commentary by Harold Koh, Richard Tuck, and Jeff McMahen.

William Eimicke

Olie Folke
With James M. Snyder.
“Gubernatorial Midterm Slumps.”

Emanuele Gerratana
“Strategic Effects of Renegotiation-Proof Contracts,” with Koçkesen Levent.

Stuart Gottlieb
Debating Terrorism and Counterterrorism: Conflicting Perspectives on Causes, Contexts, and Responses, 2nd edition.

“Change and Continuity in America’s Counterterrorism Strategy under Obama.”

Robert Jervis
“System Effects Revisited.”
Critical Review (March 2013).

“Can the United States Get Iran to Yes? The Challenges of Coercive Diplomacy.”
Foreign Affairs (January/February 2013).

“Force in Our Times,”
International Relations 24 (December 2011). A revised version is in Psychology, Strategy, and Conflict: Perceptions of Insecurity in IR.
Edited by James Davis.

“A Force in Our Times,”
International Relations 24 (December 2011). A revised version is in Psychology, Strategy, and Conflict: Perceptions of Insecurity in IR.

“Politics and International Politics Scholarship.”
International Studies Quarterly (September 2012).

Austin Long
“Correspondence: Assessing the Synergy Thesis in Iraq,” with Jon R. Lindsay.

Bentley MacLeod
“Accidental Death and the Rule of Joint and Several Liability,” with David Carvell and Janet Currie.

José Antonio Ocampo
Development Cooperation in Times of Crisis. Edited with José Antonio Alonso.

The Economic Development of Latin America since Independence, with Luis Bártola.

Benjamin Orlove
“Climates of Anxiety: Comparing Experience of Glacier Retreat across Three Mountain Regions,”


Arvind Panagariya
Why Growth Matters: How Economic Growth in India Reduced Poverty and the Lessons for Other Developing Countries, with Jagdish Bhagwati.
Public Affairs, 2013.

Ailsa Röell
Market Liquidity: Theory, Evidence, and Policy, with Thierry Foucault and Marco

**Eric Verhoogen**


**Abraham Wagner**


## CLASS OF 2012 EMPLOYMENT BY SECTOR

Data as of January 2013

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total Graduating</th>
<th>MIA</th>
<th>MPA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Reporting</td>
<td>310</td>
<td>370</td>
</tr>
<tr>
<td></td>
<td>Employed/Further Study</td>
<td>254</td>
<td>308</td>
</tr>
<tr>
<td></td>
<td>Not Seeking Employment</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Seeking Employment</td>
<td>44</td>
<td>38</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total Reporting</th>
<th>% of Total Employed</th>
<th>Median Salary</th>
<th>Total Reporting</th>
<th>% of Total Employed</th>
<th>Median Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Public Sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign Government</td>
<td>67</td>
<td>32.2%</td>
<td>$55,000</td>
<td>97</td>
<td>35.9%</td>
<td>$55,000</td>
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<tr>
<td>State/Local Governments</td>
<td>5</td>
<td>2.4%</td>
<td>$55,000</td>
<td>24</td>
<td>8.9%</td>
<td>$59,157</td>
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<td>U.S. Government</td>
<td>19</td>
<td>9.1%</td>
<td>$55,000</td>
<td>13</td>
<td>4.8%</td>
<td>$55,000</td>
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<tr>
<td>Multilateral Organizations</td>
<td>22</td>
<td>10.6%</td>
<td>$60,000</td>
<td>20</td>
<td>7.4%</td>
<td>$55,000</td>
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<tr>
<td>II. Private Sector</td>
<td></td>
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<td></td>
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<tr>
<td>Consulting</td>
<td>35</td>
<td>16.8%</td>
<td>$69,250</td>
<td>24</td>
<td>8.9%</td>
<td>$85,000</td>
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<tr>
<td>Finance/Banking</td>
<td>20</td>
<td>9.6%</td>
<td>$85,000</td>
<td>26</td>
<td>9.6%</td>
<td>$70,000</td>
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<tr>
<td>Law</td>
<td>0</td>
<td>0%</td>
<td>-</td>
<td>1</td>
<td>0.4%</td>
<td>$120,000</td>
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<tr>
<td>Other—Business Services</td>
<td>29</td>
<td>13.9%</td>
<td>$72,500</td>
<td>32</td>
<td>11.9%</td>
<td>$75,000</td>
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<td>III. Nonprofit Sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Foundations/Institutions</td>
<td>7</td>
<td>3.4%</td>
<td>$65,000</td>
<td>10</td>
<td>3.7%</td>
<td>$55,000</td>
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<td>Nongovernmental Organizations</td>
<td>20</td>
<td>9.6%</td>
<td>$55,000</td>
<td>21</td>
<td>7.8%</td>
<td>$51,000</td>
</tr>
<tr>
<td>Public Interest/Advocacy</td>
<td>3</td>
<td>1.4%</td>
<td>$35,000</td>
<td>15</td>
<td>5.6%</td>
<td>$55,000</td>
</tr>
<tr>
<td>Research/Think Tank</td>
<td>10</td>
<td>4.8%</td>
<td>$35,000</td>
<td>8</td>
<td>3.0%</td>
<td>$56,000</td>
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<tr>
<td>University/Education</td>
<td>11</td>
<td>5.3%</td>
<td>$45,000</td>
<td>27</td>
<td>10.0%</td>
<td>$66,000</td>
</tr>
<tr>
<td>IV. Further Study</td>
<td>6</td>
<td>2.9%</td>
<td></td>
<td>9</td>
<td>3.3%</td>
<td></td>
</tr>
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</table>

Data as of January 2013
## 2012–2013
### SIPA at a Glance

#### PROGRAM GROUP

<table>
<thead>
<tr>
<th>Program Group</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIA</td>
<td>405</td>
</tr>
<tr>
<td>MPA</td>
<td>348</td>
</tr>
<tr>
<td>MDP</td>
<td>89</td>
</tr>
<tr>
<td>EMPA</td>
<td>136</td>
</tr>
<tr>
<td>ENVP</td>
<td>69</td>
</tr>
<tr>
<td>PEPM</td>
<td>57</td>
</tr>
<tr>
<td>Columbia Dual Degree</td>
<td>31</td>
</tr>
<tr>
<td>GPPN Dual Degree</td>
<td>88</td>
</tr>
<tr>
<td><strong>Total Students</strong></td>
<td><strong>1,223</strong></td>
</tr>
</tbody>
</table>

#### GENDER PERCENTAGE OF ALL SIPA STUDENTS

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>56%</td>
</tr>
<tr>
<td>Male</td>
<td>44%</td>
</tr>
</tbody>
</table>

#### CITIZENSHIP GROUP PERCENTAGE

<table>
<thead>
<tr>
<th>Citizenship Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>48%</td>
</tr>
<tr>
<td>United States</td>
<td>52%</td>
</tr>
<tr>
<td>Countries represented</td>
<td>106</td>
</tr>
</tbody>
</table>

#### ALUMNI

- **Total Alumni**: 18,486
- Living in 155 countries

#### LARGEST CONCENTRATIONS OF SIPA ALUMNI

<table>
<thead>
<tr>
<th>Location</th>
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<tr>
<td>New York Metro</td>
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<td>Washington, D.C.</td>
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<td>San Francisco Metro</td>
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<td>Los Angeles Metro</td>
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<td>Turkey</td>
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<tr>
<td>Colombia</td>
<td>100</td>
</tr>
</tbody>
</table>

#### Average age across all programs

29
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We are deeply appreciative of the alumni and friends of SIPA, whose generosity impacts and strengthens the School by investing in SIPA's presence throughout the global community. Your support of SIPA's many initiatives sends a clear message: you are invested in the advancement of our School, of our students, and in the policy contributions that SIPA makes worldwide. With your help, SIPA continues to serve the global public interest by educating students to serve and lead, and to produce and share new knowledge on the critical public policy changes facing the 21st century. Thank you.

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---

### 2012–2013 Finance

**STATEMENT OF ACTIVITIES**  For the fiscal year ended June 30, 2013, in thousands

<table>
<thead>
<tr>
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<th>2013</th>
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<tr>
<td><strong>REVENUES</strong></td>
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<td>Educational Revenues</td>
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<td>Tuition</td>
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<td>Government Grants</td>
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<td>Grant Indirect Cost Recovery</td>
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<td>Subtotal—Grant Revenues</td>
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<td>Current Use Gifts</td>
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<td>Investment Income</td>
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<td>SIPA Endowment Income</td>
<td>3,740</td>
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<td>Non SIPA Endowments Allocated to SIPA</td>
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<td>Subtotal—Investment Income</td>
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<tr>
<td>Funds Transfer to SIPA from Other Columbia Units</td>
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<td>863</td>
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<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>68,586</td>
<td>66,802</td>
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<td><strong>EXPENSES</strong></td>
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<td>Direct Expenses</td>
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<td>External Affairs and Fundraising</td>
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<td>Other Instruction Related Expenses</td>
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<td>Subtotal—Direct Expenses</td>
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<td>Transfers Out of SIPA to Other Columbia Units</td>
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<td>Transfers to Central University</td>
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<td>Transfers to the Arts and Sciences</td>
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<td>Budget Allocations to Other Columbia Units</td>
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<td>Other Transfers</td>
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<td>983</td>
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<tr>
<td>Transfers to Plant (Construction/Renovation)</td>
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<td>2,526</td>
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<td>Transfers to Endowment (Recapping/Decapping)</td>
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<td>(118)</td>
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<tr>
<td>Subtotal—Transfers Out of SIPA</td>
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<td>25,462</td>
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<tr>
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<td>67,340</td>
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<td><strong>OPERATING INCREASE/DECREASE</strong></td>
<td>1,857</td>
<td>(538)</td>
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<td><strong>BEGINNING FUND BALANCE</strong></td>
<td>17,643</td>
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<tr>
<td><strong>ENDING FUND BALANCE</strong></td>
<td>19,500</td>
<td>17,643</td>
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This statement is intended to present a managerial view of SIPA and has not been prepared according to generally accepted accounting principles (GAAP).
Thank You to Our Donors

We are deeply appreciative of the alumni and friends of SIPA, whose generosity impacts and strengthens the School by investing in SIPA’s presence throughout the global community. Your support of SIPA’s many initiatives sends a clear message: you are invested in the advancement of our School, of our students, and in the policy contributions that SIPA makes worldwide. With your help, SIPA continues to serve the global public interest by educating students to serve and lead, and to produce and share new knowledge on the critical public policy changes facing the 21st century. Thank you.

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Roger Baumann MIA ’85, IF ’84
Member, SIPA Advisory Board
Chair, SIPA Alumni Council
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<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
<th>Field</th>
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<td>MPA</td>
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