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Cover: Lydia Tomkiew MIA ‘15 and Caroline Miller MPA/MPH ‘15 were part of a SIPA EPD workshop team that worked with the Study Hall Educational Foundation (SHEF), an Indian nonprofit organization focused on access to quality education, to conduct an initial evaluation of SHEF’s Girls’ Empowerment Program operating in more than 100 government schools in Uttar Pradesh for girls from lower socioeconomic levels. The team used both qualitative and quantitative methods and developed an Empowerment Readiness Index to measure the degree of empowerment readiness of adolescent girls in the participating schools.
For nearly 70 years, the School of International and Public Affairs (SIPA) has served as the intellectual hub of global public policy research, training, and engagement at Columbia University. Under the leadership of Dean Merit E. Janow, a world-renowned expert in international trade and investment, SIPA creatively takes on the great policy questions of our time and develops solutions to the world’s most confounding challenges.

With an academically rigorous approach to studying policy, an innovative curriculum, and an extensive slate of opportunities for practical training, the School prepares its students to be leaders in the 21st century. The scholarship of SIPA’s world-renowned faculty spans political science, economics, and law, with additional expertise in anthropology, sociology, the natural sciences, and management. This work ensures that SIPA remains at the very forefront of global learning and policy formation.

SIPA is fundamental to Columbia University’s global strategy and intellectual landscape. It is uniquely positioned to deploy its scholarly expertise in service of understanding and aiding the world. At a moment when Columbia is engaging with fundamental questions about what it means to be a global university in an interconnected world, SIPA will continue to be central and indispensable to our global profile and activities.

SIPA is one of the world’s great policy schools, situated in one of the world’s finest research institutions, in one of the world’s most vibrant cities. With your support, SIPA will continue to play an essential role in preparing leaders, shaping our understanding of public policy, pursuing groundbreaking research, and making vital contributions to our global society for years to come.

Sincerely,

Lee C. Bollinger
President
From its establishment in 1946 as a leading school for educating future diplomats to its present role as a multidisciplinary center for research, education, and engagement on global public policy challenges, SIPA has always been a place where the world connects. With an international student body, a renowned faculty of scholars and expert practitioners, an engaging curriculum, and a diverse set of fields, SIPA convenes remarkable people to address the world’s most significant policy problems.

In the 2014–2015 academic year, SIPA’s students, faculty, and many collaborators advanced our mission in important and innovative ways. We did so across our core fields of international finance, economic and political development, energy and environment, human rights and humanitarian policy, international security, and urban and social policy. SIPA solidified new, cross-cutting initiatives in areas such as technology and public policy, central banking and sound capital markets, and global urban affairs. In addition, we welcomed prominent scholars as well as government and business leaders to speak to our community—including a U.S. presidential candidate, three foreign finance ministers, global mayors, and many others.

SIPA’s faculty remains the core of our intellectual engagement and scholarly research. SIPA faculty undertook important research on international security, inequality, corruption, energy, the United Nations Sustainable Development Goals, and conflict in Africa, by way of a few examples. Furthering their impact, our faculty published extensively in major academic journals and media outlets.

The following are just a few examples of new additions to our faculty this past year. Professor Takatoshi Ito, a Japanese economics expert, joined the faculty this spring. SIPA was fortunate to have with us the scholar and former finance minister of Chile, Professor Andrés Velasco, and a former minister of foreign affairs and political scientist from Mexico, Professor Jorge Castañeda, as the visiting Ball Professor.

For our students, we focused on improving their experience at SIPA in numerous ways. In 2014–2015, students benefitted from an expanded curriculum that included new courses on social entrepreneurship, energy management and innovation, cyberconflict, global nutrition, and the origins of environmental law. Students also participated in more than 80 capstone and development workshops that allowed them to build foundational knowledge and practical skills through challenging field assignments and international internships. We also completed the second year of the Dean’s Public Policy Challenge Grant, where student teams received various forms of guidance and a share of $50,000 for projects that leveraged technology and data to solve global urban problems.

SIPA’s talented alumni continue to have global impact, serving in leadership roles in international development banks, civic organizations, financial and advisory firms, governments at all levels, and on the frontlines of humanitarian crises and disasters.

Across a complex and ever-evolving public policy landscape, SIPA’s relevance has never been greater. As dean of SIPA, it has been my privilege to lead this esteemed institution for the past two years. As we anticipate our 70th anniversary, we thank our many partners, colleagues, and friends for their ongoing support and engagement.
MIA AND MPA CONCENTRATIONS
Learning from Experts

Adjunct Professor Susan Davis, president and CEO of BRAC USA, taught “Social Entrepreneurship and Sustainable Development.” Davis is a recognized leader in the field of social entrepreneurship, having coauthored the book *Social Entrepreneurship: What Everyone Needs to Know* (2010) with David Bornstein. She also serves on several boards and is a member of the Council on Foreign Relations.

Adjunct Professor Julissa Reynoso, former U.S. ambassador to Uruguay, taught a new course on “Challenges to Prosperity: Rule of Law and Citizen Security in Latin America and the Caribbean.”

Assistant Professor Paul Lagunes developed and taught a very popular new course on “Local and Global Corruption,” which EPD cosponsored with Urban and Social Policy (USP).

Faculty in Action

Professor José Antonio Ocampo, director of the EPD Concentration, continued to serve as chair of the UN Committee for Development Policy and chair of Colombia’s Presidential Commission on Rural Development. His most recent publications include *Global Governance and Rules for the Post-2015 Era*, coedited with José Antonio Alonso, and published in 2015 by Bloomsbury Academic.

Adjunct Associate Professor Dale Buscher authored and coauthored several publications in 2014–2015, including a chapter on “Gender, Violence, and Forced Migration” in the book *Formidable Intersections: Forced Migration, Gender and Livelihoods*, forthcoming from Berghahn Publishing.

Adjunct Assistant Professor Alessia Lefèbure coedited the book *Asia: The Next Higher Education Superpower?* published by the Institute of Higher Education and the American Institute for Foreign Study Foundation in 2015.

Capstone Workshops

DREAM Project: The team developed a training curriculum for young entrepreneurs in the Dominican Republic, which the DREAM Project is implementing with support from the U.S. Agency for International Development.

Instituto Palmas: The team designed the model for a “Center for Social Innovation” to provide unemployed urban youth in Brazil with IT and operational skills, work experience, and mentors.

International Organization for Migration: This team recommended improvements in Moldova’s program to channel remittances to support small and medium enterprises, including setting up a crowd-funding platform to attract additional funds from the Moldovan diaspora.

UN Global Compact: The team worked with the UN Global Compact to strengthen the local networks of private sector companies in Chile, Colombia, Egypt, and Turkey that have endorsed the UN Women’s Empowerment Principles.

World Food Programme: The team assessed the impact of the funding shortfall in the World Food Programme’s food voucher program for Syrian refugees in Jordan as well as on participating Jordanian businesses. The World Food Programme highlighted the team’s findings in recent bulletins on the refugee crisis.
Student Teams Win Challenge Grant
Social ventures designed by recent EPD alumnae were among the winners in the first two rounds of the Dean’s Public Policy Challenge. In the first round, Lindsay Litowitz MIA ’14 and Tammy Lewin MPA-DP ’15 developed Terranga, a mobile application to link travelers with local hosts in developing countries. In the second round, Maelis Carraro MIA ’15 and Daniela Hernandez MIA ’15 led the winning RemitMas team, which developed a digital money transfer service for Latino immigrants in the United States to transmit funds to savings “wallets” for education, health, and other purposes in their home countries.

Selected Events
Girls Empowered and Empowering: From Personal Activism to Social Activism, A Case Study from India
October 2, 2014
Urvashi Sahni, founder and chief executive of the Study Hall Educational Foundation in India and nonresident fellow at the Center for Universal Education, The Brookings Institution

Can the Post-2015 Development Agenda and Sustainable Development Goals Help Spur Africa’s Transformation?
October 9, 2014
Dr. Ibrahim Assane Mayaki, chief executive officer of the New Partnership for Africa’s Development (NEPAD)

Catalyzing Social Innovation in Health and Education to Transform Lives in Pakistan
March 30, 2015
Ahsan Jamil, chief executive officer at the Aman Foundation

Alumni Achievements
Several SIPA/EPD alumnae from Nepal have been active in the relief and reconstruction efforts following the devastating earthquake there in April 2015.

Bandita Sijapati MIA ’00, research director at the Center for the Study of Labour and Mobility in Kathmandu, has been working on the postdisaster needs assessment for the government.

Erisha Suwal MPA ’11 is involved in a project supported by the World Bank to use information technology to address gender-based violence in Nepal.

Recent SIPA graduate Tsechu Dolma MPA ’15 is continuing her work with rural hill and mountain communities to build their resilience to climate events and was recently recognized for her work by Echoing Green as a 2015 Climate Fellow.

Rebeca Moreno Jimenez MPA ’15 is working with UNHCR Innovation in Geneva, where she is managing one of its Link Labs focusing on connecting refugees, external partners, and UNHCR using information and communication technologies.

Transformational Development Planning: Lessons from the Field
April 14, 2015
Dr. Joseph Foumbi, former UNICEF official and transformational development planning facilitator

Corruption as a Human Rights Issue: Strengthening the Connection
April 16, 2015
Gareth Sweeney, chief editor of the “Global Corruption Report” and program manager in the Advocacy and Research Group at Transparency International

On the Frontier of Urbanization: Informal Settlements in Yangon, Myanmar
April 22, 2015
Eben Forbes, Rajawali Fellow at the Ash Center for Democratic Governance and Innovation at the Harvard Kennedy School and program officer at UN-Habitat, Myanmar

For their Capstone workshop project, a team of SIPA students worked for the Study Hall Education Foundation (SHEF), an education NGO based in Lucknow, India.
IN 2014–2015, THE ENERGY AND ENVIRONMENT CONCENTRATION (E&E) continued to build on its momentum by adding new classes, extracurricular activities, and fieldwork to train and engage students in the practice of energy and environmental business, policy, and advocacy.

Expanding the Curriculum

This year saw the addition of five new courses, including three new half-term courses designed to engage active practitioners in targeted and timely topics, including:

“Energy Management for Public and Private Sector,” taught by Kristin Barbato, former chief energy officer, New York City

“Public Sector Energy Innovation,” taught by Peter Davidson, director of the U.S. Loan Guarantee Program, Department of Energy


“Clean Energy Financial Innovation,” taught by Alfred Griffin, president, NY Green Bank

“Renewable Energy Policy Development and Markets,” taught by Nathanael Greene, director of Renewables, NRDC

With these new classes, the concentration now boasts more than 70 advanced E&E electives available to the students to meet their graduation requirements, by far the largest collection of such classes available anywhere.
Student Programs
This was the second year in the rollout of “The Program,” E&E’s innovative approach to enhancing its students’ professional development. Following The Program’s debut last year, E&E students achieved a banner year of placement in top-notch industry jobs. Through comprehensive preparation and engagement with faculty and advisers, E&E students are more prepared than ever to enter the workforce. The Program’s core advisory and engagement offerings were complemented by a lineup of brown bag lunch programs, alumni outreach events, and mixers arranged by its leading student organizations, the SIPA Energy Association (SEA) and the Environmental Coalition (ECO).

Students participated in hundreds of industry events around the city this year, including Climate Week, New York Energy Week, the Cleantech Open, and the launch of the UN Sustainability for All (SE4All) Initiative. On campus, the student-run Columbia Annual Energy Symposium celebrated its 10th year with more than 500 attendees; the event also featured the first venture showcase and a display of electric vehicles by BMW.

The Global “Collaboratory”
This year marked the launch of the Global Collaboratory, a curricular enhancement program designed to engage students with energy and environment practitioners around the world. The program connects students with faculty, alumni, and external organizations and provides a platform for students to develop and participate in activities that create impact and build networks in their chosen field. This year, more than 60 E&E students participated in trips to Houston, San Francisco, and Washington, D.C., to meet alumni, tour companies, and host mixers for professionals.

Students also participated in faculty-led trips to visit a coal mine in West Virginia, a refinery complex in New Jersey, an LNG export terminal in Canada, and a nuclear power plant in New York State.

Ten students received funding to work on two Global Collaboratory projects in China. One project explored partnerships with top Chinese officials to develop a renewable energy policy database; the other project developed a plan to extend the benefits of rural electrification to remote communities. A third funded project sent a team of students to Indonesia to work on gender and environment statistics reporting and to film a documentary about this project.

A team was formed and funded to work toward participation in the UNFCCC’s 21st Conference of Parties (COP) in Paris in December 2015. From this base, the Global Collaboratory is expected to continue expanding these funding, partnership, and professional development opportunities in the years to come.

Capstone Workshop
Developing the Arctic: Balancing Energy Security and Commercial Opportunities with Environmental and Social Responsibilities
Client: Barclays
Adviser: Natasha Udensiva

With a rapidly changing climate, Arctic nations are adjusting their policies to meet the more navigable and less hostile Arctic. Estimations indicate that the Arctic could hold 30 percent of the world’s undiscovered gas, 13 percent of the world’s undiscovered oil, and 44 billion barrels of natural gas liquids. The aim of this Capstone project was to illustrate the opportunities and challenges related to future Arctic oil and gas development. The team researched offshore oil and gas—the main focus of future exploratory activity. Although Arctic drilling is not now commercially viable and is not expected to be in the near future, a careful analysis of its expected costs and benefits remains relevant.

The project outlined the key motivations for oil and gas development, focusing on geopolitical tensions; the interests of the three most important Arctic states (Russia, the U.S., and Canada); environmental challenges; shipping; technology; infrastructure; and tax regimes and investment activities. The team looked at each of these aspects, using the different Arctic countries as the unit of analysis where appropriate.

MATTHIAS SEEL MPA ’16
New York State Energy Research and Development Authority (NYSERDA)

“At NYSERDA, I assisted in market and policy development of Gov. Cuomo’s NY-Sun Initiative; wrote policy memos and papers to facilitate renewable energy rate structure and net metering reform; and leveraged efforts by the government and private actors to increase community solar deployment in New York. After the internship I am more certain that following graduation, I want to start a career in the sustainable energy sector. The internship helped me to gain knowledge and gave me confidence in my decision.”
In February 2015, a community health center in Monrovia, Liberia, worked to resume routine immunizations that had been put on hold due to the Ebola epidemic. This effort was part of a nationwide campaign led by Liberia’s Ministry of Health and Social Welfare (MOHSW), and supported by UNICEF.
FROM WORKERS RIGHTS TO THE PLIGHT OF MIGRANTS, HUMAN rights and humanitarian policy are at the core of many of today’s policy challenges.

Selected Events

Human Rights and Migrant Workers: Global Challenges and Promises
October 21, 2014
This all-day event featured in-depth panel discussions on Human Rights and Migration: Ethics or Realpolitik?; Safe, Fair, Orderly, and Regular Migration; and A Gender-responsive Approach to Migration and Development. Participants included concentration codirectors Elazar Barkan and Dirk Salomons; SIPA professors Michael Doyle and Yasmine Ergas; and experts from NGOs and international organizations, including Human Rights Watch, the UN, the International Labor Organization, and the Migration Policy Institute.

Statelessness in the United States: A Panel Discussion
November 19, 2014
A panel of stateless people and experts discussed the largely unknown challenges of statelessness in the United States. The panel included Julia Harrington Reddy, senior legal officer, Open Society Justice Initiative; Pamela Goldberg, protection officer, United Nations High Commissioner for Refugees; Natalia Jourbina, a stateless person; and Alex Shilov, a stateless person.

Panel Discussion with Human Rights Watch’s MENA Experts
February 23, 2015
Three HRW researchers shared their expertise working in the Middle East and North Africa: Belkis Wille (Yemen and Kuwait); Adam Coogle (Middle East); and Nicholas McGeehan (Bahrain, Qatar, and United Arab Emirates). The panel discussion also featured Gary Sick, senior research scholar at Columbia University’s Middle East Institute.

From Haiti to Ebola: Challenges Facing Humanitarian Response to Recent Emergencies
April 1, 2015
Gary Shaye, senior director of humanitarian operations at Save the Children, gave an insider’s perspective on how an international NGO mounts a humanitarian response in different situations.

Humanitarian Crisis Simulation
This year, four SIPA students, Michele Bornstein MIA ’15, Alyssa Gutnik MIA/MPH ’16, Kelly Joseph MIA ’16, and Michael Shih MPA-DP ’16, were selected to participate in a weeklong humanitarian crisis simulation exercise, held at the end of May in Brussels under the auspices of the European Union’s Network on Humanitarian Action (NOHA). They joined students from seven European partner universities, guided by faculty from the participating schools, including Columbia’s Dirk Salomons and Roy Williams.

Capstone Workshops

Migrant Domestic Workers’ Access to Services and Rights: The Role of Municipal Governments in New York City and São Paolo
Client: United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
Adviser: Daniel Naujoks
Domestic workers represent a poorly regulated labor market of 53 million people, 83 percent of whom are women. Overlapping issues of gender, race, class, and legal status intersect to produce a uniquely vulnerable workforce. Recent laws in New York State (2010) and Brazil (2013) attempt to provide a regulatory framework for increased protection. This Capstone project evaluated the implementation of the Domestic Worker Bill of Rights in New York City and the amendment to Article 7 of the Brazilian Constitution in São Paulo.

Mapping Global Surveillance and Proposing Solutions to Respect Human Rights
Client: Access
Adviser: Anya Schiffrin
The Capstone project sought to create a central database of global surveillance laws to facilitate future advocacy around human rights and communications surveillance. Additionally, the project generated a snapshot of the current global legal structures that permit domestic surveillance and analyzed how these legal frameworks are applied in practice.

Featured Internship

SARAH PARK MIA ’15
U.S. Department of State

“At the U.S. Department of State, I was drafting briefing checklists for senior officials’ meetings with foreign officials. Because of my interest in North Korean human rights issues, I had opportunities to work with the special representative for DPRK Human Rights. I also worked on the State Department’s 2014 DPRK Human Rights Report. After working with and talking to Foreign Service officers, I am certain that I want to pursue a career in the Foreign Service.”
IN 2014–2015, ECONOMIC AND TRADE POLICY OFTEN DOMINATED the headlines. With SIPA’s expert faculty, students in the International Finance and Economic Policy (IFEP) concentration tackled the issues central to these policy debates.

Economics Expert Joins Faculty
Takatoshi Ito joined the SIPA faculty as professor of international and public affairs in January 2015. An internationally renowned economist, Ito is an expert on international finance, macroeconomics, and the Japanese economy. He previously served as a member of the Prime Minister’s Council on Economic and Fiscal Policy and as dean of the University of Tokyo’s Graduate School of Public Policy. In spring 2015, he taught “Asian Financial Markets.”

Capstone Workshop
Client: Federal Reserve Bank of New York—Markets Group
Adviser: Richard H. Clarida
This Capstone project first provided a critical review of the ways in which professional and academic thinking had evolved regarding macroprudential policy and an assessment of potential tensions between macroprudential and monetary policy. The team then examined how the Bank of England since 2010 had reorganized itself for macroprudential, microprudential, and monetary policy responsibilities. The team discussed the Financial Policy Committee’s specific macroprudential endeavors that had been undertaken so far. The project also focused on how the Financial Stability Oversight Council oversees macroprudential policy development and implementation in the U.S. and provided a schematic mapping between the BoE institutional framework and the responsibilities of FSOC stakeholders.

Selected Events
Challenges Facing the World Trade System
September 30, 2014
This conference brought together the leading trade economists, legal experts specializing in trade, and practitioners from various international institutions including the WTO and the OECD to shed light on the future of the global trading system.

Eleventh Annual IFEP Fall Gala
December 1, 2014
Two hundred fifty students, alumni, and faculty attended the 11th Annual IFEP gala at NYC’s Lotos Club. Alumni who come year after year have said that the Gala marks the beginning of the holiday social season!

Takatoshi Ito, professor of international and public affairs
The Future of the International Trading System and the WTO: The Gabriel Silver Memorial Lecture with Roberto Azevêdo, WTO Director-General

February 5, 2015

Roberto Azevêdo, the sixth director-general of the World Trade Organization, addressed the role of the multilateral trading system, its relationship with regional trade agreements, and the WTO dispute settlement system. Moderated by Merit E. Janow, dean of the School of International and Public Affairs and professor of professional practice in international economic law and international affairs.

Transatlantic Trade and Investment Partnership (T-TIP) Negotiations

February 26, 2015


Living with Capital Flows: An Emerging Market Perspective

April 14, 2015

Dr. Prasarn Trairatvorakul, governor of the Bank of Thailand, discussed the salient policy challenges that arise from capital flow volatility, especially for emerging market countries, and outlined some guiding principles on how to deal with them.

Fall Greenwich Roundtable Lecture Series

IFEP continued its lecture series on alternative investing, organized by The Greenwich Roundtable, an “intellectual cooperative” for asset managers in alternative investments based in Greenwich, CT.

Four hedge fund managers addressed topics such as pitfalls to avoid when investing in hedge funds (Mark Silverstein, Endurance); performing due diligence on hedge fund operations and investment strategies (Benjamin Alimansky, Glenmede); understanding hedge funds’ fixed income and credit strategies (Brian Feurtado, BlackRock); and how to build and manage a portfolio of alternative investments (Ray Gustin, Drake Capital).

Faculty Lunch Discussion Series

Throughout the year, SIPA and Columbia faculty led discussions on a number of timely subjects.

ASIA MCLAUGHLIN MIA ’15

“Under the direction of Professor Andrea Bubula, I conducted research in Havana and Cienfuegos to evaluate the socioeconomic impact of the 2010 Actualización del Modelo Económico y Social Cubano. I collaborated with political economists at the University of Havana and the University of Cienfuegos to interview Cuban entrepreneurs and government officials. In May 2014, I presented a monograph that covered the history of emerging private enterprise in Cuba, case studies of the challenges entrepreneurs face launching and expanding their operations, and recommendations for what the Cuban government could do to cultivate a more inclusive and vibrant economy.”

Spring Student Markets Discussion Group

The IFEP Markets Discussion Group is an informal, student-run initiative that gives students an opportunity to discuss current topics in economics and finance. Topics have included the Brazilian presidential election; the effect of U.S. interest rates on emerging market economies; the current debate surrounding issues of inequality; and trade agreements between the U.S. and China.
THE INTERNATIONAL SECURITY POLICY CONCENTRATION (ISP) FACULTY AND STUDENTS GRAPPELED WITH A HOST OF PRESSING international developments in 2014–2015, ranging from the continued expansion of ISIS in Iraq and Syria to the reestablishment of U.S.-Cuban diplomatic relations and the nuclear accord with Iran.

New Faculty and Courses

ISP welcomed Martin Libicki as a new adjunct faculty member this year. Libicki, a senior management scientist at RAND and the author of several books on information technology and national security, taught a new class, “Cyberwar.”

SIPA offered several additional courses on topics of increasing importance to policy-makers, including “China’s Security and the PLA,” taught by adjunct professor Roy Kamphausen, and “Threat Financing and Anti-Money Laundering,” taught by adjunct professor Annemarie McAvoy. Finally, “International Signaling and Communication,” taught by Robert Jervis, Adlai E. Stevenson Professor and Professor of International and Public Affairs, and Peter Clement, former deputy director for intelligence for analytic programs at the CIA and visiting professor of international and public affairs, allowed ISP students a valuable opportunity to study international relations with both a renowned scholar and a practitioner.

ISP Crisis Simulation: Conflict in Ukraine

The International Security Policy concentration hosted a Crisis Simulation in February based on the ongoing conflict in eastern Ukraine. Teams represented Russia, NATO, Ukraine, the European Union, the United States, and, in a mid-simulation twist, the Donetsk People’s Republic (with defectors from the Russia and Ukraine teams). The simulation ended surprisingly, with a peace treaty and alliance being formed between Ukraine, Russia, and the DPR shortly after the “assassination” of President Putin by parties unknown. The lively, daylong exercise provided an excellent opportunity for students to develop hands-on negotiation and diplomatic skills.

Students Shine in Competitions

ISP students excelled in a number of competitions this year. Five of this year’s nine Presidential Management Fellows (PMF) finalists from SIPA were ISP concentrators, three from the class of 2015, and two from
the class of 2014. The PMF program is a flagship leadership development program for advanced degree candidates aspiring to a career in federal government service.

In March 2015, a team of SIPA ISP students performed laudably in the Atlantic Council’s Cyber Policy Competition. After three rounds of cyber policy briefs, the students finished in second place. And finally, ISP students competed against Human Rights and International Finance and Economic Policy to win the SIPA Debate and Diplomacy Society’s “Clash of Concentrations” debate tournament.

Selected Events

**Peaceland: Conflict Resolution in Everyday Politics of International Intervention**

October 16, 2014

Séverine Autesserre, assistant professor at Barnard College, discussed her new book with Dr. Jack Snyder, Robert and Renée Belfer Professor of International Relations at Columbia.

*Peaceland* suggests a new explanation for why international peace interventions often fail to reach their full potential. Based on several years of ethnographic research in conflict zones around the world, it demonstrates that everyday elements—such as the expatriates’ social habits and usual approaches to understanding their areas of operation—strongly influence peacebuilding effectiveness.

**The War in Syria: A View from the Ground Up**

October 20, 2014

Nimmi Gowrinathan, visiting professor, Colin Powell Center for Global and Civil Leadership, City College; Adam Baczko, PhD candidate, School for Advanced Studies in the Social Sciences (EHESS, Paris); and Michael Shaikh, human rights and political affairs consultant. The panelists examined the war in Syria from different perspectives: the intersection of gender and violence; armed groups’ methods of executing justice and its political implications; and as a humanitarian crisis.

Moderator: Dipali Mukhopadhyay, assistant professor, Columbia SIPA

**Capstone Workshops**

In the spring of 2015, ISP students participated in Capstone workshops that allowed them to engage in consulting projects with a wide range of clients including government agencies, think tanks, multilateral organizations, and private sector clients.

**China’s Policy Responses to U.S. Rebalance to the Asia-Pacific: Assessment of Key Regional States**

Client: United States Defense Intelligence Agency (DIA)

Adviser: Roy Kamphausen

The Obama administration instituted a plan to expand and intensify the United States’ engagement with the Asia-Pacific region in what has become known as the “U.S. Rebalance.” This Capstone team researched the degree to which changes in China’s diplomatic, economic, and military engagement with key Asia-Pacific countries can be attributed to the U.S. rebalance to the Asia-Pacific from 2009 to 2015.

**Mapping Corruption Networks**

Client: Carnegie Endowment for International Peace

Advisers: Paul F. Lagunes and Dipali Mukhopadhyay

The Capstone team worked with the Carnegie Endowment for International Peace to identify and evaluate how corruption interacts with economic, political, social, and geopolitical risk factors to contribute to international security crises. Their analysis was grounded in research done on Kenya, Guatemala, Syria, Brazil, and Tajikistan, with the goal of creating an evaluation tool that can be replicated for other countries.

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**José Ramírez-Rivera MIA ’16**

U.S Embassy, New Delhi, India

“As an intern with their Political Section, I have been able to experience the work of a political officer and work with human rights issues and foreign policy at a very exciting time in U.S.-India relations. My success in India has been in large part the result of SIPA’s very dynamic courses, which have allowed me to improve my professional skills in management, public policy, and analytical writing.”
U R B A N  A N D  S O C I A L  P O L I C Y

FACULTY AND STUDENTS IN SIPA’S URBAN AND SOCIAL POLICY (USP) CONCENTRATION STUDIED THE COMPLEX PROBLEMS OF urbanization, ranging from housing and education in New York to infrastructure and economic development in cities around the globe.

Voting Week Initiative Promotes Civic Engagement

October 6–14, 2014

USP partnered with Columbia College to host five days of speakers and events designed to promote civic engagement and community involvement among students. USP students staffed voter registration tables and completed 500 new voter registrations and absentee ballot requests. Speakers included former mayor of New York City and SIPA professor David Dinkins, former governor of Rhode Island Lincoln Chafee, and former deputy prime minister of Iraq Barham Salih.

Prof. Ester Fuchs moderated the panel “Political Engagement, Advocacy, and Public Policy,” which included Sayu Bhojwani, founding director of the New American Leaders Project; Dick Dadey, executive director of the Citizen’s Union; Joshua Klainberg, senior vice president of the New York League of Conservation Voters; and Paul Steely White, executive director of Transportation Alternatives.

Faculty Achievements

Ester Fuchs Receives NASPAA Award

Ester Fuchs, USP director and professor of public affairs and political science, was honored with a NASPAA Spotlight Award for “outstanding contributions toward solving public-sector problems.” The award reflected Fuchs’s work since 2012 to develop and promote the Who’s On the Ballot voter-information website.

Sarah Holloway: 21st-Century Education for NYC Public School Children

Sarah Holloway, a lecturer in international and public affairs, has been working to bridge the technology divide between the haves and have-nots in the local public school system for almost 20 years. Her most recent effort is as cofounder of CSNYC.org, a foundation that provides access to computer science education for NYC’s 1.1 million public school students. Its ultimate goal is to increase the representation of the city’s underserved populations in the technology sector.

Paul Lagunes: Collaborations—Mexico and Peru

Paul Lagunes, assistant professor of international and public affairs, has entered into an official, three-year collaboration with Peru’s Office of the Comptroller General, with the aim of generating research on corruption prevention in cities. He also advised a trio of Mexican senators on anticorruption policy reforms. The exchange was especially timely because of recent corruption scandals in Mexico and the legislature’s passage of anticorruption reform.

Students Compete in Public Policy Challenge

USP students Chiara Lawry MPA ’16, Michael Sedillo MPA ’16, and Caitlin Tommasulo MPA ’16 represented SIPA at the National Invitational Public Policy Challenge, hosted by the Fels Institute of Government at the University of Pennsylvania and Governing magazine. The proposal “TEAM: Together Education Achieves More” was designed to...
improve student performance by building relationships and fostering trust and mutual respect among teachers and parents through home visits and ongoing communication through text messaging.

Selected Events

18th Annual David N. Dinkins Leadership and Public Policy Forum
April 29, 2015
Former secretary of state Hillary Rodham Clinton discussed the current state of national urban policy and called for broad criminal justice reform in order to renew trust between police officers and communities of color. Clinton’s keynote was followed by a panel discussion on the future of national urban policy moderated by Prof. Ester Fuchs that included Sheldon Danziger, president of the Russell Sage Foundation; Jacob Hacker, director of the Institution for Social and Policy Studies, Yale University; Jeanette Takamura, dean and professor at the Columbia University School of Social Work; and Darren Walker, president of the Ford Foundation.

Global Mayors Forum
March 4, 2015
Mayor Michael Nutter of Philadelphia discussed his cutting-edge community policing partnership with vulnerable communities through Philly Rising; his educational initiatives; and his long-standing commitment to making Philadelphia the greenest city in America through the nationally recognized GreenWorks initiative.

Capstone Workshops

Predicting the Geospatial Economic Impact of New York City Capital Investments
Client: NYC Department of Design and Construction (“NYC DDC”)
Town+Gown program
Adviser: Damian Busch
The SIPA team surveyed the academic literature and interviewed prominent researchers to arrive at a generalized hedonic regression model that could be tailored to a wide variety of capital investment types and environments. Gathering more than a decade’s worth of data, the team developed a methodology to tailor the generalized model to measure the impact of a specific capital budget project—public library repairs at the Great Kills Library in Staten Island—and showed that the capital improvements made to the library had a measurable impact on the sale prices of surrounding homes. The agency has decided to use the model in future policy decisions.

Creating an Innovative Workforce Development Program in Upper Manhattan
Client: Harlem Community Development Corporation (CDC)
Adviser: David Margalit
The SIPA team created a model workforce development program for unemployed (long-term, formerly incarcerated, career/life in transition) adults, linking Harlem CDC to existing networks and providing guidance on how best to use the limited resources available to fill gaps in services. The goal was to provide the students with a unique opportunity to develop a creative and impactful program while addressing the needs of Harlem CDC and upper Manhattan communities.

Featured Internship

VINCENT QUAN MPA ’16
Institute for Children, Poverty, and Homelessness (ICPH)
“...My internship at ICPH confirmed my passion for working in urban affairs. I learned to apply the research skills I acquired at SIPA to issues I care deeply about. For one research project, I studied the potential impacts of mixed-income development in Brooklyn on neighborhood homelessness. My team was incredibly bright, passionate, and supportive. With their mentorship, I gained a more nuanced understanding of the many intersections of urban affairs in New York, and I believe my training at ICPH has equipped me to be a more sophisticated policy analyst.”
SPECIALIZED DEGREE PROGRAMS
Global EMPA Program Launched in Brazil

THE GLOBAL EXECUTIVE MASTER OF PUBLIC ADMINISTRATION Program—a blended online, face-to-face degree program—launched this spring in Brazil through the Columbia Global Center in Rio de Janeiro. The program’s first cohort includes students from the Brazilian National Development Bank (BNDES), the National Telecommunications Agency of Brazil (Anatel), and the Securities and Exchange Commission of Brazil (CVM), as well as various departments within Rio de Janeiro’s City Hall.

The Global EMPA program combines online video lectures with face-to-face instruction to deliver Columbia’s first-ever graduate program offered internationally. The 18-month program also includes two intensive summer sessions held during the month of July at Columbia’s New York City campus.

This year’s summer session coincided with another Picker Center initiative, the Technology and Innovation in the Public Service conference. During the conference, Global EMPA students presented their research on the use of big data to combat dengue fever, sustainable urban planning, and natural resource management in the Democratic Republic of Congo.

These students will be joined in the spring of 2016 by the second cohort of students from Brazil, as well as the first cohort of Global EMPA students from the United States. The program is expected to expand to India and China in coming years, creating a “Global 100” network of public management experts.

EMPA Alumni Making a Difference

Howard W. Buffett MPA ’08, a lecturer in international and public affairs, teaches “Public Management Innovation.” Previously, he was executive director—and is now a trustee—of the Howard G. Buffett Foundation, which aims to improve the lives of the world’s most impoverished and marginalized populations. Buffett has served as the director of agriculture development at the U.S. Department of Defense and as a policy adviser for the White House Domestic Policy Council. He coauthored 40 Chances: Finding Hope in a Hungry World, which examines global hunger and food systems challenges.

Steve Fulop MPA ’06, the mayor of Jersey City, New Jersey, announced that he plans to run for governor of the state in 2017. Before taking office in July 2013, he served two terms as councilman.
in Jersey City’s Ward E. Previously, Fulop worked for the investment banking firm Goldman Sachs; following the September 11 attacks, he interrupted his career and joined the U.S. Marine Corps. He was deployed to Iraq, where he served as part of the 6th Engineer Support Battalion for six months.

Janet Horan MPA ’05 serves as vice dean of Columbia Business School. Previously, she was the school’s senior associate dean and chief operating officer and the director of financial planning. Before joining Columbia Business School, Horan was a senior manager in the Office of the Controller of Columbia University.

Matthew J. Millea MPA ’06 was appointed deputy director of operations for administration by New York State Governor Andrew Cuomo in January 2015. Millea previously served in New York State government as deputy secretary of state for planning and development; deputy county executive for Physical Services for Onondaga County Executive Joanie Mahoney; executive vice president followed by acting president at the New York State Environmental Facilities Corporation; and director of environmental programs in the Office of the Governor.

Jessica Prata MPA ’12 is assistant vice president of environmental stewardship at Columbia University, where she is responsible for overseeing, launching, and monitoring sustainability efforts across the University in collaboration with students, faculty, and staff. Previously, Prata served as the first named corporate sustainability officer at NewYork-Presbyterian Hospital (NYP). She was a senior fundraiser for Weill Cornell Medical Center and a special projects manager for environment of care regulatory efforts at NYP.

The EMPA Forum

The EMPA Forum facilitates social and policy-oriented events for EMPA students and alumni.

2015 Spring Policy Forum

March 7, 2015

Hilary Gleason of the Global Poverty Project spoke with current students about how the organization is mobilizing citizens around the world to end extreme poverty through various social media engagements with public, private, and government entities.
IN THE CLASSROOM AND IN THE FIELD, students in the MPA in Development Practice (MPA-DP) program hone their skills to find practical solutions to sustainable development challenges.

Preparing for the Age of Sustainable Development

The year 2015 is a milestone one. The world’s leaders have committed to a new set of global goals to replace the Millennium Development Goals. The Sustainable Development Goals—the SDGs—will guide development practice for the next 15 years. The MPA in Development Practice is preparing a new generation of practitioners who will lead and manage in the Age of Sustainable Development.

Partnering with the Sustainable Development Solutions Network (SDSN)

SDSN was launched by UN Secretary-General Ban Ki-moon in August 2012, to mobilize scientific and technical expertise from academia, civil society, and the private sector in support of sustainable development problem solving on a local, national, and global scale. The director of the MPA-DP program, Professor Glenn Denning, serves as senior policy adviser at SDSN and leads its work on sustainable agriculture and food systems.

As part of Professor Jeffrey Sachs’s “Workshop in Applied Human Ecology” course, MPA-DP students developed an online handbook to assist countries in understanding the SDGs and planning for implementation. Adjunct professor and SDSN senior adviser Shiv Someshwar and Professor Sachs led the MPA-DP core course “Foundations of Sustainable Development Practice” in fall 2014, drawing on SDSN resources, including a MOOC on “The Age of Sustainable Development.” In addition, several students interned at SDSN over the past year, providing valuable support in the areas of sustainable development financing, global SDG indicators, and online education.

New Technology Connects Farmers to Markets

The global diversity, availability, and affordability of mobile information and communications technologies (ICT) for low-resource settings, including those designed specifically for agricultural use, have increased in recent years. To date, none has yet been successfully implemented for major agricultural value chains in Timor-Leste.

A team of MPA-DP students—Andrew Carmona ’15, Boris Maguire ’15, Molly Schneider ’15, and Matt Smith ’15—worked on improving access to markets for Timorese rice and vegetable farmers. They visited Timor-Leste in January 2015 to interview farmers and traders and to field test and assess new ICT approaches. Through a Development Practitioner Workshop, they devised and recommended a suite of options deploying mobile phone technologies to improve farmers’ access to new production technologies and market information.
Human Nutrition: In Need of a Multisector Approach

One of the world’s greatest challenges is to secure plentiful, healthful, and nutritious food for all, and to do so in an environmentally sustainable and safe manner. This challenge is under threat on many fronts: climate change, population growth, extreme poverty, changing energy-intensive food patterns, water scarcity, and land degradation, among others. The new SDGs include a goal to “end hunger, achieve food security and improved nutrition, and promote sustainable agriculture.” Thus, improving human nutrition is a priority thematic focus of the MPA-DP.

Jessica Fanzo, assistant professor at the Columbia Institute for Human Nutrition, developed and taught a new course, “Global Nutrition Science and Policy,” in the fall of 2014. The course focused on how science and research, policies and programs, and overarching development issues and debates intersect with food and nutrition. Fanzo won the SIPA Distinguished Teaching Award for courses with under 30 participants in spring 2015.

Sustainable Development Requires an Ecosystem of Partners and Approaches

Achievement of the SDGs will require unprecedented involvement of governments, business, and civil society. For this reason, the MPA-DP program is broadening its curriculum, its partnerships, and its approaches. In the summer of 2015, 55 first-year students were placed in an unprecedented 28 countries working with 40 different partners in governments, UN agencies, international research organizations, NGOs, social enterprises, and businesses.

Alumni

Mariana Costa Checa MPA-DP ’13 launched Laboratoria, a Lima-based coding academy and social enterprise that empowers young women by giving them access to education and links them with work in the digital sector. In 2015, Laboratoria expanded operations to Mexico City and Santiago, Chile, where regional hubs are led by two alumnae. Gabriela Rocha MPA-DP ’13 and Marisol Alarcon MPA-DP ’13.

Greg Levin MPA-DP ’14 is VP of Global Philanthropy at BlackRock, leading the firm’s social investment in young people around the world with the financial education and mentoring and training they need to build better futures for themselves and their families.

Megan Cassidy MPA-DP ’11 is the education manager for the Sustainable Development Solutions Network, where she leads work on SDSNedu, a comprehensive MOOC curriculum aimed at equipping the next generation of sustainable development practitioners.
SIPA’S MPA IN ENVIRONMENTAL SCIENCE AND POLICY (MPA-ESP) CONTINUES TO ATTRACT STUDENTS FROM COUNTRIES AROUND the world who want to study in New York City, a global nexus of sustainability, policy, finance, and technology. Here are some of the highlights from this past year.

New Course
In fall 2014, SIPA, the School of Continuing Education, and The Earth Institute cosponsored a new course, “The Origins of Environmental Law,” taught by Leon Billings and Tom Jorling, the senior Democratic and Republican staff members who led the Senate environment subcommittee that originated and developed major environmental legislation of the 1970s, such as the Clean Air Act, the Clean Water Act, and the Comprehensive Environmental Response, Compensation, and Liability Act (Superfund). The class provided insight into the legislative and human dynamic in the 1970s versus today and discussed how public policy shapes the management of environments and organizations. Students had a chance to look at the role of the media, lobbyists, and the administration and to examine issues of partisanship and economics in the context of lawmaking.

The course was filmed and will be turned into a documentary about the political and social dynamics that led to the success of environmental policymaking during the 1970s.

Naidu Awarded Sloan Fellowship
Suresh Naidu has been selected as a 2015 Alfred P. Sloan Research Fellow in Economics, an honor that recognizes young scholars for “distinguished performance and a unique potential to make substantial contributions to their field.” The prize includes $50,000 to support Naidu’s research over the next two years. Naidu, an assistant professor at SIPA and Columbia’s Economics Department, teaches the economics sequence for students in the MPA in Environmental Science and Policy program.
Among other topics, his research has looked at the political economy of coercive labor markets and the economic effects of political transitions.

**New Book Points Way to Cleaner Economy**

*Sustainability Policy: Hastening the Transition to a Cleaner Economy*

February 3, 2015

Steven Cohen, executive director of The Earth Institute; William Eimicke, founding director of the Picker Center for Executive Education; and Alison Miller, deputy executive director of The Earth Institute, discussed their new book, *Sustainability Policy: Hastening the Transition to a Cleaner Economy.* The book uses a series of case studies and examples to describe a portfolio of tools at the federal, state, and local levels that government can use in order to hasten the transition to a sustainable economy. The panel discussion was followed by a book signing with the authors.

**Capstone Workshops**

Spring Client Workshops in 2015 included:

- Quantifying the financial costs to communities of handling and preventing trash in waterways
- Designing a program impact assessment tool for Natural Resources Defense Council’s Urban Solutions Program
- Assessing incentive program models to advance energy efficiency in NYC multifamily buildings
- Creating a policy implementation plan for Abu Dhabi to meet new renewable energy goals
- Developing policies and legal frameworks that give an incentive to forest protection
- Building a toolkit to incorporate climate change strategies into the Raritan Headwaters Association’s long-term plan

**Alumni**

Annlyn McPhie MPA-ESP ’13 is applying her scientific knowledge and management skills as the manager of Grenada Marine Protected Areas (GMPA), a unit within the Fisheries Division of the Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment. McPhie, a native of Grenada, is working to shape the country’s future leaders into environmentally conscious citizens through education and outreach programs.

Josh Garrett MPA-ESP ’12 serves as the director of communications for Equitable Origin, a social enterprise based in New York and dedicated to making oil and gas development projects more environmentally responsible. Through his work with Equitable Origin, Garrett strives to educate people about how to transform the oil industry for a safer, cleaner future.

Katie Edmond MPA-ESP ’14, a parks analyst with the New York City Department of Parks and Recreation, is helping to promote a greener future for New Yorkers in high-need communities. She is working on the Community Parks Initiative, which aims to improve smaller, public parks in the city’s densely populated and growing neighborhoods through increased programming, maintenance, capital investment, and community partnerships.
PROGRAM IN ECONOMIC POLICY MANAGEMENT

THE 2014–2015 ACADEMIC YEAR FEATURED MANY HIGHLIGHTS FOR THE PROGRAM IN ECONOMIC POLICY MANAGEMENT (PEPM). Faculty research and outreach activities addressed important issues in economic development; PEPM alumni spoke to current students about the organizations they work for; and PEPM welcomed an impressive number of guest speakers.

Faculty at the Forefront
Dr. Guillermo Calvo, director of the Program in Economic Policy Management, presented his lecture "A New Global Economic Outlook" at the 50th Banking Convention of Colombia on June 18, 2015. The Banking Convention focused on some of the most important topics in financial economics, including the challenges of global economic development, competitiveness and productive transformation, and the advances and challenges in financial inclusion.

PEPM professor Andrés Velasco took part in a panel sponsored by the International Monetary Fund on restoring economic growth in Latin America, "Rising Challenges to Growth and Stability in a Shifting Global Environment," on June 1, 2015. Along with Ricardo Hausmann (Harvard University), Santiago Levy (IDB), and Shannon O’Neil (CFR), Velasco discussed the main obstacles and untapped potential in Latin America and how policymakers should design reform agendas.

Visiting Faculty Lecture Series
Argentina: Debt Default and Its Consequences
October 15, 2014
Miguel Kiguel, director of Econviews, an economic and financial consulting company, discussed Argentina’s most recent default, its consequences for the nation, and its ramifications for the rest of the world.

A New Taxonomy of Sudden Stops: Net and Gross Capital Flows
February 5, 2015
Dr. Eduardo Cavallo, a lead economist at the Research Department of the Inter-American Development Bank (IDB), discussed the relevance of sudden stop research and comprehensive policy measures, as the increased liquidity in the global economy led to a drastic increase in capital flows over the past 20 years.

The Greek Economy: How to Bring Back Growth
April 14, 2015
Plutarchos Sakellaris, professor of economics and business at Athens University, discussed the evolution of living standards in Greece since 1960 in contrast to the U.S. and analyzed the most recent boom-bust cycle (1994–2014) and the resulting developments: expansion in private and public debt, sudden stop, and devaluation.

Whither the World Economy?
April 17, 2015
Dr. Carmen Reinhart, Minos A. Zombanakis Professor of the International Financial System at Harvard Kennedy School, and Dr. Ernesto Talvi, senior fellow in the Global Economy and Development Program at the Brookings Institution, led a panel discussion that addressed central issues confronting the global economy: high indebtedness, price deflation, asymmetric quantitative easing strategies and the strength of U.S. dollar; the slowdown in China; the collapse in oil prices; economic strains and social tensions in Europe; and key emerging markets.

PEPM Alumni Mentoring Workshops
Fall 2014
PEPM welcomed several alumni back to SIPA to share their professional advice.

Marta Riveira Cazorla PEPM ’11, an extended team consultant at the World Bank, discussed strategies for obtaining consultancies at major policy organizations.

Maria Deza PEPM ’12, who interned at the IDB and went on to work as a consultant for the Fiscal and Municipal Management Division there, gave students advice regarding the application and interview process for summer internships.

Manel Avella PEPM ’09, a senior originator with BP’s Gas & Power trading business, advised students to take advantage of
PEPM’s extensive alumni network to determine whether a company is a good fit.

Dr. Li-Wen Zhang PEPM ’00 and Tshering Gyaltshen (Getse) Penjor PEPM ’99 spoke about their extensive work experience at the United Nations.

Alumni

In January 2015, Santiago Peña PEPM ’03 was appointed minister of finance in Paraguay. Previously, he worked at the Central Bank and IMF, where he was the economist responsible for countries in Africa. In 2012 he was appointed titular member of the Board of the Central Bank.

Torkild Solli Haukaas PEPM ’15 was appointed state secretary and adviser to Erna Solberg, prime minister of Norway. He previously worked as a director at the Norwegian private equity firm Herkules and as a journalist at the Norwegian daily VG.

Juan Fernández-Cuervo PEPM ’13 was appointed the Spanish representative at the Asian Development Bank in Manila, Philippines. He was previously an economic adviser to Spain’s secretary of state for energy in the International Energy Relationships Unit.

Sridhar Eswaran PEPM ’14 was appointed joint commissioner of income tax at the Intelligence and Criminal Investigation Commission of Mumbai, India. “The first thing I gained as a PEPM student was the international exposure I received from both faculty and my colleagues. I had the great opportunity to interact with some of the best economics teachers in the world. As a result, I am now in a position to discuss economic policies and their implications for developing countries in detail with anyone. I feel like I have graduated from an international university, not just an American one.”

Natasja Van der Geest PEPM ’08 was appointed senior economist at the Ministry of Foreign Affairs in the Netherlands. She previously served as a senior policy adviser of economic affairs for the City of Amsterdam and as deputy head of the Economic and Commercial Department at the Consulate General of the Netherlands in Guangzhou, China.
Awards and Recognitions

Anthony D’Agostino, PhD candidate, won the Columbia Global Policy Initiative fellowship of $2,500 for his research on “Rural Credit and Adaptation to Climate Change.” The funds will be used to support fieldwork and the purchase of data for his research on Indian agriculture under climate change.

Eyal Frank, PhD candidate, won the Columbia Global Policy Initiative fellowship of $2,500 for his research on wind turbines, bats, and pesticide use by farmers.

Solomon Hsiang PhD ’11 was named as one of Forbes 30 Under 30: Law and Policy Award in 2014.

Anna Tompsett PhD ’14 won the Swedish Research Council Development Research Grant.

Jason Wong, PhD candidate, was one of eight finalists (out of 200 nominations) for the 2015 Presidential Teaching Award for Graduate Students. He was also accepted as a Lead Teaching Fellow, a first for SIPA.

New Research


The work of Prabhat Barnwal PhD ’15 was cited in a July 22 essay for the New York Times’ Opinion section, “Transforming the Fight Against Poverty in India.” Barnwal’s dissertation, “Curbing Leakage in Public Programs with Biometric Identification Systems: Evidence from India’s Fuel Subsidies,” examined how India’s government can better target beneficiaries of a program to subsidize the purchase of cooking gas for home use. Barnwal joined Michigan State University this fall as an assistant professor in the Department of Economics.

Anthony D’Agostino coauthored the paper “Socio-economic Determinants of Charcoal Expenditures in Tanzania:
Evidence from Panel Data,” which was published in *Energy Economics*. Using household-level panel data for Tanzania, the authors found a positive correlation between household income and charcoal expenditure for urban households, but no relationship between household size and charcoal consumption. This suggests that incomes are not yet sufficient for energy switching to cleaner fuels. Given Tanzania’s fast pace of urbanization, greater attention should be paid to promoting sustainable charcoal production and to transitioning to alternative fuel sources uncoupled from the country’s deforestation problems.

**Eyal Frank**, along with coauthors Avi Ebenstein and Yaniv Reingewertz, published a paper that estimates the short-run effects of particulate matter under 10 microns (PM10) on hospital admissions due to respiratory conditions. In order to derive causal estimates of the link between PM10 and health, the authors use sandstorms, which occur randomly throughout the year, and provide a natural experiment setting. They find that an increase of 10 micrograms of PM10 leads to an increase of 1 percent in hospital admissions, which is similar to the estimate in the epidemiological literature, but this estimate allows for a causal interpretation.

**Amir Jina PhD ’14** coauthored “Satellites, Self-Reports, and Submersion: Exposure to Floods in Bangladesh,” *American Economic Review*, 105, no. 5 (May 2015): 232–36, which shows that “rainfall and self-reported exposure are weak proxies for true flood exposure.” These data allow us to study adaptation, “giving accurate measures of both long-term averages and short-term variation in exposure.” This is important in studying climate change impacts, as people will not only experience new exposures, but also experience them differently.

**Nan Zhong’s PhD ’15** dissertation work on superstition in China and how it affects air pollution control negatively in Beijing was featured in *Mother Board* magazine. Her research looks into the “odd-even car ban”: Each day during the workweek, two ending digits on license plates are banned from the road between 7:00 a.m. and 8:00 p.m. Zhong found that given the “bad luck” associated with the number four, fewer license plates end in four, increasing the number of cars found on the road on the day four is banned. On these days, Zhong saw an uptick in traffic congestion and poor air quality.

**Promoting Interdisciplinary Exchange**

The fourth annual Alliance Summer School in Sciences and Policy, created to “promote interdisciplinary exchanges between doctoral students at Alliance institutions researching the nexus of science and policy,” was held in Paris from June 30 to July 8. This year’s focus was on the “nexus of energy, water, and food systems.” Organized by Anouch Missirian, Carolyn Hayek, Justin Ho, Xuetting Wang, and Jason Wong, it featured several SIPA faculty, including John Mutter, Jeffrey Sachs, and Scott Barrett, and was funded in part by SIPA and The Earth Institute.
THE SIPA CENTER FOR DEVELOPMENT ECONOMICS AND POLICY (CDEP) SUPPORTS MICROECONOMIC RESEARCH TO INVESTIGATE the sources of poverty and to inform practical interventions to address them. The 2014–2015 academic year was one of great growth for CDEP, with the addition of a new initiative (“Politics, Institutions, and Conflict”), the inaugural year of a new grant program, and a number of high-profile events.

**New Initiative Launched on “Politics, Institutions, and Conflict”**

The Politics, Institutions, and Conflicts Initiative sees conflict and disorder as one of the greatest threats to development and the development of good government as a means to economic prosperity as well as an important end in itself. But what is “good government” and how does it come about, both historically and in the modern day? What causes conflict, and what policies and interventions can move violent fighting into the realm of peaceful political competition?

CDEP affiliate Chris Blattman is leading the Politics, Institutions, and Conflict Initiative, which includes projects on the following topics:

- **Social Engineering in the Tropics: Case Study Evidence from East Congo**
- **Worker Mobility in a Global Labor Market: Evidence from the United Arab Emirates**
- **Predicting Local Violence**
- **Bandits or States? Stationary Bandits and Taxation in Eastern Congo**
CDEP Student Research Grant Program

CDEP conducted the first round of its new Student Research Grant Program in May 2015. The program is available to graduate students at Columbia University conducting predissertation and dissertation research. On June 5, six students were awarded grants for the following projects:

Anthony D’Agostino: “Climate Change and Credit in Rural India”
Maria Micaela Sviatschi: “Schooling and Labor Responses to Heterogeneous Commodity Price Shocks: Evidence from Peru”
Jorge Mangonnet: “A Legal Empowerment RCT in the Chaco Region, Argentina”
Ashna Arora: “Khap Panchayats in Haryana”
Nicolás De Roux: “Cultivation Practices and Access to Credit”
Lindsay Dolan: “Acting Like a State: Foreign Aid and Political Opinions”

Selected Events

A Discussion with Dr. Donald Kaberuka, President of the African Development Bank

April 20, 2015

CDEP hosted a discussion with Dr. Donald Kaberuka, president of the African Development Bank. Dr. Kaberuka, Rwanda’s minister of finance and economic planning from 1997 to 2005, spoke about the economic challenges facing African countries.

BREAD Conference

May 8–9, 2015

CDEP hosted the 29th Conference of the Bureau of Research in the Economic Analysis of Development (BREAD), the leading research network of development economists in the world. The conference included presentations of research papers on air pollution and productivity in an Indian garment factory, on a randomized experiment of offering industrial jobs to low-skilled workers in Ethiopia, on how the incentives of bureaucrats interact with the incentives of elected politicians, on audits of the quality of health care providers in India, on empowering recipients to improve administration of a food-aid program in Indonesia, on incentivizing consumers to improve tax enforcement in Brazil, and on the value of allowing environmental inspectors to exercise discretion in deciding which polluters to audit.

CDEP hosted 39 other events during the year; 15 of these were talks by outside speakers in the CDEP Development Workshop speaker series; 25 were talks by PhD students in SIPA and the Economics Department, either in the CDEP Development Workshop speaker series or in a brown bag student colloquium. The full list is available on the CDEP events page: http://cdep.sipa.columbia.edu/events-calendar.

New Projects

“Understanding Human Capital Accumulation in Developing Countries: A Field Experiment with Adaptive Technologies”

“More Sweatshops for Africa?”

“Ethnic Divisions and Production in Firms”: The project was recently published in the Quarterly Journal of Economics.

Student Project: “Electricity Cost and Firm Performance: Evidence from India”

Svejnar Receives IZA Award

Jan Svejnar, director of the Center on Global Economic Governance and the James T. Shotwell Professor of Global Political Economy, received the 2015 Institute for the Study of Labor (IZA) award in Labor Economics for his major contributions to comparative economics in general and the economics of transition in particular. Svejnar received the award, considered one of the most prestigious international awards in labor economics, at a ceremony on June 4, 2015, in Bonn, Germany.

Engaging World Leaders and Experts

The Role of the State in Economic Growth

October 5–6, 2014

The Center held the first in a series of three Presidential Global Initiative Fund convocations, focused on Strategies for Growth: The Changing Role of the State. The two-day conference, in partnership with the Columbia Global Center in Paris, hosted French Minister of Finance Michel Sapin, along with 35 leading academics, policymakers, and business leaders for a roundtable discussion on the role of government in promoting growth in Europe.

The remaining programs will take place at Columbia’s Global Centers in Beijing and Rio de Janeiro in the spring and fall of 2016.

Europe’s Crisis: Economic and Political Perspectives

October 16, 2014

Martin Wolf, chief economics commentator at the Financial Times, discussed Europe’s crisis from an economic and political perspective, with Victoria de Grazia, Moore Collegiate Professor of History and director of the European Institute; and Jan Svejnar,
cross-country comparisons and global outcomes, discussed policy prescriptions for a range of countries.

Key panelists: Beth Ann Bovino, senior economist, Standard & Poor’s; William Easterly, professor of economics, New York University; Paul Krugman, op-ed columnist, The New York Times; Dani Rodrik, Albert O. Hirschman Professor in the School of Social Science, Institute for Advanced Study.

2015 Leaders in Global Economic Governance: Europe: The Current Situation and the Way Forward
April 15, 2015
Dr. Wolfgang Schäuble, German minister of finance, delivered CGEG’s 2015 Leader in Global Economic Governance Lecture, addressing the current crisis in the Eurozone and past and present European fiscal policies and labor dynamics and presented a vision of moderate, sustained growth for a future Europe. His speech was followed by a panel discussion with leading Columbia faculty, including Alessandra Casella, Nobel Laureates Edmund Phelps and Joseph Stiglitz, and CGEG director Jan Svejnar.

The Management of the Norwegian Petroleum Wealth—Avoiding the Resource Curse
April 15, 2015
CGEG hosted the Norwegian Minister of Finance Siv Jensen for a talk about Norway’s Sovereign Wealth Fund, the largest in the world. Minister Jensen discussed the fund’s fiscal policy and governance framework, long-term investment strategy, and environmental, social, and governance criteria.

Inequality and Polarization
April 17, 2015
CGEG hosted a panel discussion on economic inequality and political polarization with speakers Howard Rosenthal, professor of politics at NYU and CGEG senior research fellow; Sharyn O’Halloran, George Blumenthal Professor of Political Economy, SIPA; Wojciech Kopczuk, associate professor at SIPA; University Professor Joseph Stiglitz; and CGEG director Jan Svejnar.
The SIPA Center on Global Energy Policy (CGEP) was established to improve the quality of energy policy and dialogue by providing cutting-edge, clear analysis and recommendations to address today's most pressing energy challenges. To foster informed dialogue and provide independent analysis, the Center produces policy-relevant research, convenes global leaders, and trains the next generation of energy thought leaders, executives, and policy officials.

Rapidly Building a World-Class Team

CGEP has attracted leading policymakers and scholars as well as former private sector executives to join its rapidly growing world-class team. New additions this year include:

- **Dr. Joe Aldy**, former special assistant to President Obama on the National Economic Council
- **Dr. Nicola de Blasio**, former vice president of R&D international development at Eni S.p.A. and visiting scholar with the MIT Energy Initiative
- **Colin Fenton**, former global head of commodities research at J.P. Morgan
- **Dr. Cheryl Martin**, former acting director of the Advanced Research Projects Agency-Energy at the U.S. Department of Energy
- **Richard Nephew**, former principal deputy coordinator for sanctions policy at the U.S. Department of State
- **Leslie Palti-Guzman**, director of global gas, Rapidan Group
- **Dr. James Stock**, former member of the President’s Council of Economic Advisers

Global Leader for Policy-Relevant Convenings

CGEP has evolved into a leading convener of energy events and discussions in New York City and around the world. Public events are webcast live, available for download as podcasts, and engage a global online audience through social media. This year, international events were organized in Turkey, Israel, and Brazil. Other select events included:

**Future Trends in Energy and Geopolitics**
- September 2, 2014
- Keynote speaker: Ben van Beurden, chief executive officer, Royal Dutch Shell plc

**China Energy 2020**
- September 11, 2014
- Zhang Guobao, former vice chairman, National Development and Reform Commission and former director of the National Energy Administration of China; Chen Weidong, chief energy researcher, Energy Economics Institute, China National Offshore Oil Corporation; and others

**The Energy and Climate Nexus**
- November 7, 2014
- Nobuo Tanaka, president, Sasakawa Peace Foundation and fellow, CGEP; Dr. Klaus Lackner, director, Center for Negative Carbon Emissions, and professor, School of Sustainable Engineering and the Built Environment, Arizona State University; Ted Noordhaus, Breakthrough Institute; and Ethan Zindler, head of policy analysis, Bloomberg New Energy Finance

**Impacts of the Oil Price Drop**
- December 9, 2014
- Helima Croft, managing director and chief commodities strategist, RBC Capital Markets; Adrian Lajous, fellow, Center on Global Energy Policy and former CEO, Pemex; Guillermo Mondino, managing director and head of Emerging Markets Economics and Strategy, Citi Research; Dr. Stephen Sestanovich, Kathryn and Shelby Cullom Davis Professor, Columbia SIPA, and former State Department ambassador-at-large for the former Soviet Union; and Jan Stuart, managing director and head of Global Energy Research, Credit Suisse

**Outcome of the Iranian Nuclear Negotiations and Outlook for U.S. Policy**
- March 30, 2015
- Richard Nephew, program director, Economic Statecraft, Sanctions, and Energy Markets, CGEP; Dr. Gary Samore, executive director for research, Belfer Center for Science and International Affairs, Harvard Kennedy School, and president of United Against Nuclear Iran; Gary Sick, senior research scholar, Middle East Institute, Columbia University

**Energy Innovation and National Security**
- April 21, 2015
- Ray Mabus, U.S. secretary of the Navy

**A Conversation with the Co-Chairs of the UN Climate Negotiations**
- April 22, 2015
- Ahmed Djoghlaf and Dan Reifsnyder, co-chairs of the ongoing negotiations in the United Nations Framework Convention on Climate Change
2015 Columbia Global Energy Summit
April 28, 2015
Keynote speakers included Gina McCarthy, administrator, U.S. Environmental Protection Agency; Dr. Jason Furman, chairman, White House Council of Economic Advisers; and Governor John Hickenlooper, State of Colorado

Trusted, Policy-Relevant Research
Center research projects include rigorous and data-driven analysis drawn from real-world experience, along with specific, actionable policy recommendations. CGEP also produces policy briefs to ensure that its work is clear and accessible—to policymakers, the media, and the public—to inform rapid, present-day decisions that have both immediate and long-term impacts. Select publications from this year include:

- The Renewable Fuel Standard: A Path Forward (April 2015)
- The Renewable Fuel Standard: A Path Forward (April 2015)
- Oil Shock—Decoding the Causes and Consequences of the 2014 Oil Price Crash (April 2015)
- A Sanctions Approach to “Plan B” for the Iran Nuclear Problem (March 2015)
- U.S. Crude Oil Exchanges with Mexico (February 2015)
- Navigating the U.S. Oil Export Debate (January 2015)
- American Gas to the Rescue? (September 2014)
- 12 op-eds on topics ranging from economic sanctions and the Russia-Ukraine crisis to the future of President Obama’s climate agenda and the renewable fuel standard

Training the Next Generation
The Center is committed to attracting top-tier global talent and training future scholars, policymakers, and industry executives. It engages students across a range of programs, including:

Research Assistantships
Graduate research assistants are engaged in energy issues from multiple perspectives—economics, finance, national security, and environment, broadening their understanding of complex, interrelated energy issues.

Support for Student Events
This includes the CU Energy Symposium, SIPA’s Energy and Environment concentration annual gala, and student-only roundtables, among others.

Women in Energy Program
This initiative provides programming to support female graduate students entering energy and energy-related fields through networking, site visits, and events. Discussions with senior leaders included Audrey Zibelman, chair, New York Public Service Commission; Dymphna van der Lans, chief executive officer, Clinton Climate Initiative at the Clinton Foundation; and Melanie Kenderdine, counselor to the secretary and director, Office of Energy Systems and Analysis, U.S. Department of Energy. In recognition of the importance of the program, the Alfred P. Sloan Foundation awarded CGEP a two-year seed grant to scale up its activities.
IN 2014–2015, THE PICKER CENTER TRAINED OVER 250 EXECUTIVES REPRESENTING MORE THAN 20 COUNTRIES. PARTICIPANTS TRAVELED from Brazil, China, France, Ghana, India, Malaysia, Nigeria, Panama, Spain, and beyond to receive training in the areas of macroeconomics, finance, and public policy management. This year the Picker Center celebrated the 11th anniversary of its long-standing partnership with the 92nd St. Y and the Ford Foundation in training nonprofit managers across the globe. In addition to its recurring programs, the Picker Center designed an additional custom program for the Inter-American Development Bank as well as several new programs with Minsheng Academy in Beijing, the Environmental Protection Department of Hangzhou Province, and the Mayor’s Office of Rio de Janeiro.

Technology and Innovation in the Public Service Conference

The Picker Center held a major international conference on July 13 and 14 on Technology and Innovation in the Public Service, uniting leading scholars and practitioners from city government in Rio de Janeiro, New York City, Mumbai, and Beijing.

The two-day event featured opening remarks by SIPA Dean Merit E. Janow and Professor Safwan Masri, executive vice president of the Columbia Global Centers, as well as speakers from across the Columbia network and various international public management experts. Professor Saskia Sassen delivered the keynote luncheon address on issues faced by global cities and the role of technology in this context.

The conference featured five new audiovisual case studies from the Picker Center’s Case Collection, filmed on location in Brazil, India, and the United States (see below).

For more information on cases, speakers, and to watch the full conference stream, visit the conference website: www.sipagovtech2015.org

Picker Center Case Collection

As part of the Global EMPA project, the Picker Center Digital Education Group has produced a series of audiovisual case studies, which focus on issues of public sector management and innovation around the world. Developed as part of a President’s Global Innovation Fund Award project, the cases highlight the use of big data, sustainable practices, and public-private partnerships in the areas of public health, education, and urban governance. They consist of both traditional written case studies and audiovisual films and allow students to connect through important issues.

In 2014–2015, the Picker Center produced case studies on the use of “Big Data” in New York City government, including interviews with NYPD Police Commissioner William Bratton and leading experts; “Digital India,” with Jagdish Bhagwati, University Professor of Economics, Law, and International Relations at Columbia; “Public-Private Partnerships for Green Spaces in NYC” with Steven Cohen, executive director of The Earth Institute and a professor in the practice of public affairs at Columbia; “eDoctors” on health reform and the potential for remote medical services; and “Schools of Tomorrow?” a comparative case looking at school reform and the charter school movement in NYC, Rio de Janeiro, and Mumbai, India.

The cases in the collection have been used both in online classes as part of the Global EMPA program and also in face-to-face classes at SIPA. In 2015–2016, the Picker Center Digital Education Group plans to continue to work with leading SIPA faculty to develop and produce new cases in the collection.
CREATED TO PROMOTE UNDERSTANDING OF THE “DISASTROUS CONSEQUENCES OF WAR UPON MAN’S SPIRITUAL, INTELLECTUAL, and material progress,” the Arnold A. Saltzman Institute of War and Peace Studies continues to be one of the leading research centers on international relations in the United States.

Research Highlights

Members of the Institute were engaged in a number of new projects in 2014–2015.


Robert Jervis and Gregory Mitrovich began a new sponsored project, “Culture in Power Transitions: Sino-American Conflict in the 21st Century.” Partnering with the University of Notre Dame and the Central European University, Budapest, Hungary, their three-year project examines how the United States and China will use “culture” as a means to advance their security interests and wage their hegemonic competition in the 21st century.


Jack Snyder and Rajan Menon embarked on a new sponsored project, “Rimlands, Buffer Zones, and Great Power Rivalries,” which explores the competition between Russia and other great powers, including Ukraine, Moldova, and Afghanistan.


Selected Events

**ISIS in Iraq, Syria, and the U.S.: A Discussion on the Growing Regional and Global Threat**

September 12, 2014

Austin Long, assistant professor of international and public affairs, SIPA; Stuart Gottlieb, adjunct professor of international and public affairs, SIPA. Moderated by Colin F. Jackson, assistant professor, U.S. Naval War College

**The Crisis in Ukraine and Its Implications for International Relations**

September 23, 2014

Panel discussion with Alexander Dynkin, director of the Institute of World Economy and International Relations (IMEO) in Moscow and adviser to the prime minister of Russia (1998–1999); Robert Jervis, Adlai E. Stevenson Professor of International Politics, Department of Political Science; Valerii Kuchynskyi, adjunct professor...
of international and public affairs, SIPA; formerly permanent representative of Ukraine to the United Nations; Kimberly Marten, Ann Whitney Olin Professor of Political Science, Barnard College. Moderated by Jack Snyder, Robert and Renee Belfer Professor of International Relations, Department of Political Science

The War in Syria: A View from the Ground Up

October 20, 2014

Nimmi Gowrinathan, visiting professor, Colin Powell Center for Global and Civil Leadership, City College; Adam Baczkko, PhD candidate, School for Advanced Studies in the Social Sciences (EHESS, Paris); Michael Shaikh, human rights and political affairs consultant; Dipali Mukhopadhyay, assistant professor of international and public affairs, SIPA

Inaugural George McGovern Lecture: Ten Theses: Lessons from America’s War for the Greater Middle East

October 28, 2014

Andrew Bacevich, Boston University, inaugural George McGovern Fellow, SIPA

Book Talk: Rebel Music: Race, Empire, and the New Muslim Youth Culture

October 29, 2014

Hisham Aidi, author and lecturer in international and public affairs, SIPA. Moderated by Stuart Gottlieb, adjunct professor, SIPA

Sixth Annual Kenneth N. Waltz Lecture in International Relations: Why American Restraint Makes Sense in a World Going to Hell

October 30, 2014

Barry Posen, Ford International Professor of Political Science, Massachusetts Institute of Technology

NSA 101

November 12, 2014

David Shore, deputy chief, Media Leaks Task Force, National Security Agency. Discussant: Peter Clement, visiting professor, SIPA

Syria: From Revolution to Civil War

November 21, 2014

Adam Baczkko, PhD candidate, School for Advanced Studies in the Social Sciences (EHESS, Paris) and Gilles Dorronsoro, professor of political science, Sorbonne

U.S. Intelligence: The National Intelligence Council and Global Trends

February 11, 2015

Gregory Treverton, chairman, National Intelligence Council, Office of the Director of National Intelligence; Suzanne Fry, director, Strategic Futures Group, National Intelligence Council, Office of the Director of National Intelligence; Peter Clement, visiting professor, SIPA

Book Talk: Cutting the Gordian Knot of Economic Reform

February 26, 2015

Johannes Urpelainen, associate professor of political science

Book Talk: Blue on Green

March 23, 2015

Elliot Ackerman, author. Moderated by Dipali Mukhopadhyay, assistant professor, SIPA

The Future of War and Armed Conflict: How Technological Change Is Altering the Nature of Conflict in the 21st Century

April 9, 2015

Yasmin Green, head of strategy and operations, Google Ideas; Shane Harris, author and senior correspondent, The Daily Beast; Alec Ross, senior fellow, SIPA; Ari Wallach, founder and CEO, Synthesis Group, adjunct professor, SIPA; Matthew Waxman, Liviu Librescu Professor of Law, faculty chair, Roger Hertog Program on Law and National Security, Columbia Law School

Book Talk: Peaceland: Conflict Resolution and the Everyday Politics of International Intervention

October 16, 2014

Séverine Autesserre, associate professor of political science, Barnard College; Jack Snyder, Robert and Renée Belfer Professor of International Relations, Department of Political Science

Top: Andrew Bacevich, inaugural George McGovern Fellow; bottom: Séverine Autesserre, associate professor of political science, Barnard College
SIPA HAS CONTINUED TO EXPAND AND deepen the activities of the Tech & Policy @ SIPA initiative, which was launched last year. The initiative cuts across SIPA’s core subject areas and draws upon faculty from across Columbia University. In addition, it engages a broad network of experts in government, the private sector, and the non-governmental communities.

By creating workshops and courses on new digital technology, nurturing organizations that are building novel, tech-based solutions to pressing policy problems, and supporting cutting-edge policy research, SIPA is further establishing itself as an interdisciplinary hub of global engagement and research on technology and public policy.

CURRICULUM

SIPA has launched new courses and workshops on important technology and policy issues and technology-related skills. These courses include a colloquium on “Technology and the Future of Governance and Public Policy”; “Internet Technology, Economics, and Policy”; “Communications Policy in the Digital Age”; “Dynamics of Cyber Power and Conflict”; “Data Visualization and Infographics”; “Technology Solutions for Development and Social Change”; “Technology, National Security, and the Citizen”; and “Programming for Entrepreneurs.”

PROMOTING MULTIDISCIPLINARY RESEARCH

With support from the Carnegie Corporation of New York, SIPA is supporting collaboration with faculty across Columbia and with scholars and practitioners from around the world on critical issues in Internet governance and cybersecurity policy.

SIPA welcomed several experienced research scholars and practitioners in cybersecurity and Internet policy, including Dr. Herbert Lin of Stanford University; Andrew McLaughlin, a former deputy chief technology officer at the White House; Alec Ross, the former special adviser for innovation to Secretary of State Hillary Clinton; and Jason Healey, a cyber conflict expert with experience at the Defense Department and Air Force, Goldman Sachs, and the White House.

SIPA is supporting the research of six junior faculty and PhD students working on topics such as the impact of high-speed broadband on an American city, “patriot hackers,” cooperation in cyberspace, and other topics.

DEAN’S PUBLIC POLICY CHALLENGE GRANT

Inaugurated in spring 2014, the Dean’s Public Policy Challenge Grant promotes the use of information and communications technology and/or advanced data analytics to find solutions to urban problems around the globe. The program involves a year of intensive support and coaching from a community of mentors and experts, culminating in a monetary award in the total of $50,000 to the winning student teams.

The winners of the competition’s first round were PaisaBack, a program that uses mobile technology to strengthen urban health care policy initiatives in India, and Terranga, a peer-to-peer mobile app that enables underemployed locals to become tour guides for international travelers in Latin America. These student-led teams gave presentations on their projects at an event on February 19. In April 2015, the winners of the second round were announced at Columbia’s University-wide Entrepreneurship Festival. The winners were RemitMas, a money transfer service for Latino immigrants, and Spokey, a hub for organizations to turn their vacant spaces into unique venues in New York City.

EVENTS AND CONFERENCES

SIPA welcomed a number of guests ranging from Silicon Valley entrepreneurs to New York City officials to share their experiences and challenges working at the intersection of technology and public policy. Some highlights include:

A Fireside Chat with Eric Schmidt

October 30, 2014

Eric Schmidt, the executive chairman of Google, participated in a discussion that revolved around his new book, How Google Works, and the importance of government and policy in creating the environment for innovation to occur.

The Future of Internet Governance

November 24, 2014

Fadi Chehade, CEO and president of the Internet Corporation for Assigned Names and Numbers (ICANN), reviewed the changing Internet governance landscape and looked ahead to likely shifts.

Disruptive Innovation and New York City

February 9, 2015

Kevin Ryan, one of New York’s most successful tech entrepreneurs, and Jeff S. Merritt, SIPA alumnus and director of innovation in the Mayor’s Office of Technology and Innovation in New York City, discussed how governments can better utilize technology to deal with public policy challenges.

Technology and the City: Democracy, Equity, and Engagement

February 19, 2015

Dean Merit E. Janow announced the winners of the first round of the Dean’s Public Policy Challenge Grant—PaisaBack and Terranga—and moderated a discussion with Minerva Tantoco, New York City’s first technology officer; Nick Beim, a partner at Venrock and leading technology investor in pioneering internet companies; and Ted Bailey, founder and chairman of Dataminr.

The E15 Initiative on Digital Economy

May 13, 2015

SIPA hosted the first in a series of meetings of the World Economic Forum’s E15 initiative, which convenes world-class experts and institutions to examine the challenges and opportunities that the growth of the digital economy creates for trade and development.

Conference on Internet Governance and Cyber Security

May 14–15, 2015

The conference brought together nearly 100 leading scholars, policymakers, entrepreneurs, legal experts, technologists, and corporate executives. Panels discussed issues including privacy, big data and the Internet, digital trade and cross-border data flows, the future of multistakeholder Internet governance, and cyber risks in the financial sector.

Multidisciplinary Workshop on Cyber Security

June 22–24, 2015

SIPA and Stanford University’s Center for International Security and Cooperation brought together leading academics, influential policymakers, legal experts, technologists, and corporate executives to discuss and develop a forward-looking research agenda for resolving key cyber-related challenges.
Top, from left to right: Dean Merit E. Janow; Nick Beim, partner at Venrock; Ted Bailey, founder and chairman of Dataminr; and Minerva Tantoco, New York City’s first technology officer, speaking at the event “Technology and the City: Democracy, Equity, and Engagement”
Middle left: Eric Schmidt, executive chairman of Google, and Dean Merit E. Janow
Middle right: Fadi Chehade, CEO and president of the Internet Corporation for Assigned Names and Numbers (ICANN)
Bottom, from left to right: Ritu Rajan, Swami Ganesan, Greg Levin, Lindsay Litowitz, and Tammy Lewin, winners of the inaugural Dean’s Public Policy Challenge
DIVERSITY IS A KEY STRENGTH OF SIPA, ONE THAT INFORMS OUR STUDENTS’ EXPERIENCE AND STUDY OF POLICY ISSUES AROUND the world. As we embrace our international diversity, we also acknowledge other equally important differences such as race, gender, and sexual orientation. Mindful of this, SIPA has formally committed to address these issues in ways that help our students to become better leaders. To this effect, two main initiatives were launched in 2014-2015 at SIPA.

Diversity Task Force
The Diversity Task Force was convened by Dean Merit E. Janow to support the efforts of SIPA faculty, staff, and student organizations in fostering a community at SIPA that is welcoming, respectful of individual and group differences, and representative of our society. The Task Force advises the dean and her leadership team on efforts to support greater diversity at SIPA on a range of topics, including improving recruitment of students of color, identifying scholarships for students from historically underrepresented communities to attend SIPA, and addressing specific concerns of students of color in career planning.

Dean’s Seminar Series on Race and Policy
In January 2015, SIPA inaugurated the Dean’s Seminar Series on Race and Policy to engage prominent authors, commentators, and academic leaders in an ongoing public seminar about race, injustice, and public policy. The Dean’s Seminar Series is a forum for thoughtful discussion and engagement by the SIPA community and, more broadly, seeks to address challenges related to race and public policy, nationally and globally.

Inaugural Lecture—The Death of Contingency: Risk, Race, and Rue
January 28, 2015
Patricia Williams, James L. Dohr Professor of Law at Columbia Law School
In her talk, Patricia Williams encouraged listeners to focus attention on understanding the consequences of the complex technological innovations that have enabled profiling in law enforcement that “pre-identifies us and is in tension with some of jurisprudential models we grow up with,” which represents a fundamental reordering of jurisprudence in New York City and places like it.
Improving Police-Community Relations
February 5, 2015
Dean Merit E. Janow, Mayor David N. Dinkins, Brooklyn Borough President Eric Adams, and Kadidiatou Diallo were key speakers at an event cosponsored by the Amadou Diallo Foundation (ADF) focusing on the relationship between police and civilians in New York City. Professor Ester Fuchs moderated a panel featuring Diallo, Dinkins, and ADF board members Norman Siegel and Graham Weatherspoon.

At the Intersection of Tech and Social Impact
April 1, 2015
Ben Jealous, former president of the NAACP

Ben Jealous discussed how technology could be used to solve lasting social problems and emphasized the importance of entrepreneurship. “We have to stop seeing entrepreneurship as something you do after college,” he said. “We have to see it as training people in high school. Obviously college helps. [But] most of the smartest people I know never finished college, and we need to understand that.”

Student Programming

Fall Orientation Workshop on Multicultural Competence
August 27, 2014

Diversity Symposium: Policies and the Politics of Diversity
November 14, 2014
Cosponsored with SIPA’s Admission Office

Spring Orientation Workshop on Diversity
January 14, 2015

Racial Justice Leadership Institute Workshop
February 20, 2015

SIPA students participated in interactive training designed to build a clear understanding and language around diversity, equity, equality, racism, and justice.

Screening of “Selma”
April 13, 2015
Cosponsored with the Office of University Life

ALMOND, DOUGLAS


BARKAN, ELAZAR


BORDOFF, JASON


CALVO, GUILLERMO


CLARIDA, RICHARD


COHEN, STEVEN

Understanding Environmental Policy, 2nd ed. New York: Columbia University Press, 2014

COJOĆ, DORU (RICKNE)

DE LA GARZA, RODOLFO

DENNING, GLENN

DOYLE, MICHAEL


EIMICKE, WILLIAM B.

FUCHS, ESTER


GERRATANA, EMANUELE

GROLL, TOM

ITO, TAKATOSHI

KOPCZUK, Wojciech


LAGUNES, PAUL

MACLEOD, W. BENTLEY


MARTIN, SCOTT

McGILL, EUGENIA

MURILLO, MARIA VICTORIA
“The Fading Kirchner Era.” Current History 114, no. 769 (February 2015).


MUTTER, JOHN

OCAMPO, JOSÉ ANTONIO


OKIHIRO, GARY

ORLOVE, BEN


PANAGARIYA, ARVIND


PREWITT, KENNETH


ROBB, RICHARD
“If you tax the 1 per cent it is the middle class who will suffer.” Financial Times, Op-ed. (online and print editions), May 15, 2014.

RÖELL, AILSA


SALOMONS, DIRK

SESTANOVICH, STEPHEN

“Coming Soon: The Other Lyndon Johnson.” Politico Magazine (March 7, 2015).

STARK, DAVID

SVEJNAR, JAN


SVEJNAR, JAN

“Coming Soon: The Other Lyndon Johnson.” Politico Magazine (March 7, 2015).

STARK, DAVID

SVEJNAR, JAN


YANG, ALAN

CAREER STATISTICS

2014 Master of International Affairs (MIA) Employment Statistics

EMPLOYMENT OVERVIEW

<table>
<thead>
<tr>
<th></th>
<th>Total Reporting</th>
<th>Percentage of Total Reporting</th>
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<tbody>
<tr>
<td>Total Graduating</td>
<td>238</td>
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<tr>
<td>Total Reporting</td>
<td>198</td>
<td>100%</td>
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<tr>
<td>Employed/Further Study</td>
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<td>87.4%</td>
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<tr>
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ALUMNI EMPLOYMENT BY SECTOR

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<thead>
<tr>
<th>Sector</th>
<th>Total Reporting</th>
<th>Percentage of Total Employed</th>
<th>Median Salary</th>
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<tr>
<td>Public Sector</td>
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<tr>
<td>Private Sector</td>
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<tr>
<td>Nonprofit Sector</td>
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<td>17.9%</td>
<td>$65,000</td>
</tr>
<tr>
<td>Further Study</td>
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<td>1.7%</td>
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2014 Master of Public Administration (MPA) Employment Statistics

EMPLOYMENT OVERVIEW

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<th>Percentage of Total Reporting</th>
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<tr>
<td>Total Graduating</td>
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<tr>
<td>Total Reporting</td>
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<td>100%</td>
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<tr>
<td>Employed/Further Study</td>
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<td>Not Seeking Employment</td>
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<tr>
<td>Seeking Employment</td>
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<td>9.9%</td>
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ALUMNI EMPLOYMENT BY SECTOR

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<tr>
<th>Sector</th>
<th>Total Reporting</th>
<th>Percentage of Total Employed</th>
<th>Median Salary</th>
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</thead>
<tbody>
<tr>
<td>Public Sector</td>
<td>110</td>
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<tr>
<td>Private Sector</td>
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<td>Nonprofit Sector</td>
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<td>Further Study</td>
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<td>1.6%</td>
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SIPA AT A GLANCE
2014–2015

SIPA ENROLLMENT BY ACADEMICS DEGREE

<table>
<thead>
<tr>
<th>Program</th>
<th>Count</th>
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<td>MIA</td>
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<td>MPA</td>
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<td>EMPA</td>
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<td>MPA-DP</td>
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<td>GPPN Dual Degree</td>
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<tr>
<td>MPA-ESP</td>
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<td>PEPM</td>
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<tr>
<td>Columbia Dual Degree</td>
<td>48</td>
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<tr>
<td>Total Students</td>
<td>1,315</td>
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SIPA ENROLLMENT BY GENDER

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<th>Gender</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Female</td>
<td>56.5%</td>
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<tr>
<td>Male</td>
<td>43.5%</td>
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SIPA ENROLLMENT BY CITIZENSHIP

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<th>Citizenship</th>
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<tr>
<td>United States</td>
<td>51%</td>
</tr>
<tr>
<td>International</td>
<td>49%</td>
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<tr>
<td>Number of Countries Represented</td>
<td>103</td>
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</tbody>
</table>

Top: SIPA Graduation Ceremony, May 21, 2015
Bottom, from left to right: Olivia Owre-Bell, Lili Gao, and Casey Furr at the Fall Welcome Back Reception for returning SIPA students
## ALUMNI

<table>
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<tr>
<th>Total Alumni</th>
<th>19,356</th>
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<tbody>
<tr>
<td>Number of Countries</td>
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## LARGEST CONCENTRATION OF SIPA ALUMNI

<table>
<thead>
<tr>
<th>Location</th>
<th>Alumni</th>
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</thead>
<tbody>
<tr>
<td>New York Metro</td>
<td>6,393</td>
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<tr>
<td>Washington, D.C.</td>
<td>2,076</td>
</tr>
<tr>
<td>San Francisco Metro</td>
<td>689</td>
</tr>
<tr>
<td>Japan</td>
<td>534</td>
</tr>
<tr>
<td>Los Angeles Metro</td>
<td>491</td>
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<tr>
<td>United Kingdom</td>
<td>353</td>
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<tr>
<td>China</td>
<td>255</td>
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<tr>
<td>Mexico</td>
<td>211</td>
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<tr>
<td>France</td>
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<td>South Korea</td>
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<td>Canada</td>
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<td>India</td>
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<td>Germany</td>
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<td>Turkey</td>
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<td>Hong Kong</td>
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<td>Colombia</td>
<td>96</td>
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# STATEMENT OF ACTIVITIES

Fiscal Year ended June 30, 2015

## REVENUE (IN THOUSANDS)

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EDUCATIONAL REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition</td>
<td>58,931</td>
<td>60,992</td>
</tr>
<tr>
<td>Other Education Related Receipts</td>
<td>1,944</td>
<td>2,306</td>
</tr>
<tr>
<td>Application and Class Fees</td>
<td>325</td>
<td>325</td>
</tr>
<tr>
<td><strong>Subtotal—Educational Revenues</strong></td>
<td>61,200</td>
<td>63,622</td>
</tr>
<tr>
<td><strong>GRANT REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Grants</td>
<td>593</td>
<td>1,365</td>
</tr>
<tr>
<td>Government Grants</td>
<td>198</td>
<td>286</td>
</tr>
<tr>
<td>Grant Indirect Cost Recovery</td>
<td>88</td>
<td>177</td>
</tr>
<tr>
<td><strong>Subtotal—Grant Revenues</strong></td>
<td>879</td>
<td>1,828</td>
</tr>
<tr>
<td><strong>CURRENT USE GIFTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Giving</td>
<td>921</td>
<td>926</td>
</tr>
<tr>
<td>Other Current use</td>
<td>5,661</td>
<td>6,047</td>
</tr>
<tr>
<td><strong>Subtotal—Current Use Gifts</strong></td>
<td>6,582</td>
<td>12,142</td>
</tr>
<tr>
<td><strong>INVESTMENT INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SIPA Endowment Income</td>
<td>4,047</td>
<td>4,622</td>
</tr>
<tr>
<td>Non-SIPA Endowments Allocated to SIPA</td>
<td>848</td>
<td>1,222</td>
</tr>
<tr>
<td><strong>Subtotal—Investment Income</strong></td>
<td>4,895</td>
<td>5,844</td>
</tr>
<tr>
<td>Funds Transfer to SIPA from Other Columbia Units</td>
<td>3737</td>
<td>3,186</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>77,294</td>
<td>86,623</td>
</tr>
</tbody>
</table>
## EXPENSES (IN THOUSANDS)

### DIRECT EXPENSES

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2014</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and Faculty Support</td>
<td>18,844</td>
<td>19,664</td>
</tr>
<tr>
<td>Scholarships and Stipends</td>
<td>10,166</td>
<td>12,690</td>
</tr>
<tr>
<td>Student Services</td>
<td>4,695</td>
<td>4,745</td>
</tr>
<tr>
<td>General and Financial Administration</td>
<td>3,822</td>
<td>4,571</td>
</tr>
<tr>
<td>Information Technology</td>
<td>1,859</td>
<td>2,052</td>
</tr>
<tr>
<td>External Affairs and Fundraising</td>
<td>2,158</td>
<td>2,201</td>
</tr>
<tr>
<td>Research</td>
<td>530</td>
<td>1,174</td>
</tr>
<tr>
<td>Major Equipment</td>
<td>12</td>
<td>93</td>
</tr>
<tr>
<td>Other Instruction Related Expenses</td>
<td>3,660</td>
<td>8,104</td>
</tr>
<tr>
<td><strong>Subtotal—Direct Expenses</strong></td>
<td><strong>45,746</strong></td>
<td><strong>55,294</strong></td>
</tr>
</tbody>
</table>

### TRANSFERS OUT OF SIPA TO OTHER COLUMBIA UNITS

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2014</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers to Central University</td>
<td>16,146</td>
<td>16,850</td>
</tr>
<tr>
<td>Transfers to the Arts and Sciences</td>
<td>7,383</td>
<td>7,419</td>
</tr>
<tr>
<td>Budget Allocations to Other Columbia Units</td>
<td>368</td>
<td>530</td>
</tr>
<tr>
<td>Other Transfers</td>
<td>751</td>
<td>397</td>
</tr>
<tr>
<td>Transfers to Plant (Construction/Renovation)</td>
<td>696</td>
<td>5,440</td>
</tr>
<tr>
<td>Transfers to Endowment (Recapping/(Decapping)</td>
<td>(92)</td>
<td>(74)</td>
</tr>
<tr>
<td><strong>Subtotal—Transfers Out of SIPA</strong></td>
<td><strong>25,252</strong></td>
<td><strong>30,562</strong></td>
</tr>
</tbody>
</table>

### TOTAL EXPENSES

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2014</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Increase/Decrease</strong></td>
<td>6,296</td>
<td>767</td>
</tr>
<tr>
<td><strong>Beginning Fund Balance</strong></td>
<td>19,507</td>
<td>25,803</td>
</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>25,803</td>
<td>26,570</td>
</tr>
</tbody>
</table>
Dean Merit E. Janow welcomes SIPA’s honorees and special guests to the Global Leadership Awards Gala: The Future of Cities on April 16, 2015. From left to right: Rob Speyer, Tishman Speyer; Lan Yang MIA ’96, Sun Media Group; Eric Garcetti MIA ’95, mayor of Los Angeles; Ed Skyler, Cit; Dean Janow; and Eduardo Paes, mayor of Rio de Janeiro.

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We are deeply appreciative of the alumni and friends of SIPA, whose support of the School’s initiatives sends a clear message: you are invested in the advancement of our school and our students, and in the policy contributions that SIPA makes worldwide. This year brought the launch of the 70 by 70 Fellowship Campaign, a new initiative that will secure 70 new fellowships in celebration of the SIPA’s 70th anniversary during the 2016–2017 academic year. Gifts to the 70 by 70 Campaign, the SIPA Fund, and the Global Leadership Awards Gala support fellowships for deserving SIPA students who have the capacity to change the world. Thank you for your continued support.

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A SIPA student captures a moment during the International Fellows Program luncheon.
Dean Merit E. Janow speaks at the fifth anniversary of the revitalized International Fellows Program.
Dean Janow congratulates Maëlis Carraro MIA ’15 and the team of RemitMas for winning one of the Dean’s Public Policy Challenge Grants at the SIPA Fellowship Luncheon.
George Hollendorfer MIA ’01 speaks with current SIPA student Caroline Chung MIA ’16 at the SIPA Fellowship Luncheon.

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Angel Vasquez MPA ’15 remarks on how he will use his SIPA degree to help policymakers close the achievement gap in the U.S. public schooling system at the Global Leadership Awards.
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Chunyu Yu MPA '03
Judie Yu MIA '96
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Christopher K. Zavelo MIA '80
Andrej Zdrok MIA '01
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Allan Jianjun Zhang MIA '95
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