



2015

SIPA NEWS



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LETTER FROM THE DEAN

To experience Columbia SIPA is to be engaged with a vibrant community dedicated to making a positive difference in the world. SIPA is a multidisciplinary hub where extraordinary people convene to share their ideas, pursue their passions, and advance the global interest. Students come to SIPA for the exciting social, cultural, and intellectual environment of Columbia University and New York City. Our world-class scholars train future leaders and are among the most respected researchers and practitioners in their fields. And when our students graduate, they join SIPA's exceptional alumni network—nearly 20,000 strong—that includes mayors, CEOs, and top government and nongovernmental leaders. In this issue of *SIPA News*, we hope to give you a few glimpses of the remarkable individuals, stories, and activities that comprise our diverse and dynamic community.

In a year of significant global challenges—from the spread of Ebola to a historic drop in oil prices to the ongoing impacts of the global financial crisis—SIPA actively engaged with the world. Through capstone projects, fieldwork, and international internships, our students applied their skills in hot spots from Sierra Leone to Sudan, Ghana to India, and Iraq to Tanzania. In the classroom, they undertook a rigorous and inspiring curriculum that addressed questions about big data and technology. SIPA students and alumni also contributed to a high-profile report on climate change ahead of major international negotiations, promoted sustainable development in sub-Saharan Africa, and strengthened central banking in Malaysia, among other activities.

SIPA's faculty continued to advance deep scholarship in our core fields and expand into new areas of focus. We welcomed Professor Takatoshi Ito, one of Japan's foremost economists, to the faculty in January, and Reynold Levy, former president of Lincoln Center, is teaching a seminar this spring on the dynamics of leadership. We celebrated the appointment of Professor Arvind Panagariya to the cabinet of Prime Minister Narendra Modi, where he will lead a new government "think tank" offering advice on India's economic transformation. SIPA faculty also published important scholarly research, articles, and a new book on sustainability policy.

SIPA brought many high-profile experts and entrepreneurs to our campus. We were enriched by talks from Eric Schmidt, executive chairman of Google, who shared his thoughts on technology and innovation. Martin Wolf, the *Financial Times'* chief economics commentator, delivered this year's Investcorp Lecture on the 2008 financial crisis. Roberto Azevêdo, director-general of the World Trade Organization, gave the Gabriel Silver Memorial Lecture on multilateral trade. We also heard from Judith Rodin, president of The Rockefeller Foundation; scholars such as Andrew Bacevich; Jorge Castañeda, who delivered the George Ball Lecture; and Patricia Williams, who inaugurated our new Dean's Seminar Series on Race and Policy.

SIPA's research centers continued to solidify their position as go-to resources for thoughtful analysis on critical policy issues, for example, hosting a major conference in Paris on new strategies for growth and contributing to national discussions on oil prices. During a talk by Indian Minister of Finance Arun Jaitley, we also announced the launch of a new Center on Indian Economic Policies that will be formed later this year.

Such an extraordinary year would not have been possible without the support of SIPA's exceptional donors. We owe special gratitude to all those who provided funding for our students and programs, including the new 70 by 70 Campaign, which will ensure that SIPA continues to engage the major public policy challenges of our time. I invite you to explore the many rich dimensions of our work and our community in this issue of *SIPA News*.



A handwritten signature in black ink that reads "Merit E. Janow". The signature is written in a cursive, flowing style.

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

Martin Wolf Discusses 2008 Financial Crisis, Ongoing Recovery

At a lecture on October 13, 2014, Martin Wolf, chief economics commentator for the *Financial Times*, called the financial crisis of 2008 “a gross failure of institutions and economic understanding.” Wolf noted that the errors by economists and policymakers were rooted not in their inability to foresee the economic crisis unfolding, but rather in the underlying cultural myth that crises of this magnitude were impossible.

The crisis, the ongoing recovery, and economic prospects receive extensive treatment in Wolf’s recent book, *The Shifts and the Shocks: What We’ve Learned—And Have Still to Learn—From the Financial Crisis*. In it Wolf argues, “the key macroeconomic trigger [for the economic crisis] was a dramatic fall in real interest rates in the late 1990s and early 2000s and the associated savings glut.” This sent tremendous flows of capital from the developing world to the developed world. Within these latter societies there were, he said, a host of other macroeconomic factors driving the markets.

Wolf acknowledged his book’s ambitious scope in his lecture, noting that he remains unpersuaded by the “new orthodoxy” resulting from policymakers’ response to the crisis. He said that the financial system we have today is still extraordinarily similar to the one that was in place before the crisis.

When asked by an audience member whether fraud caused the crisis, Wolf answered that he thought that acts that were and are legal caused it.

Ultimately, Wolf suggested, the crisis resulted from interconnected macroeconomic and financial shocks that led to failure on a scale that Wolf, like many others, did not think possible.

Dean Merit E. Janow introduced Wolf along with Peter R. Fisher, a senior fellow at the Center



From left to right: Dean Merit E. Janow, Martin Wolf, and Peter R. Fisher

for Global Business and Government at the Tuck School of Business at Dartmouth. Fisher led a discussion with Wolf after the main presentation.

Wolf shared detailed data throughout his talk, including a series of graphs stretching back decades to highlight a long-range economic picture. Before the crisis, the lowest base rate ever offered by the bank was 2 percent; today the rate is one-half of one percent. Clearly, he said, we are in a completely new monetary world.

FACULTY PROFILE

TAKATOSHI ITO JOINS SIPA

Internationally recognized economist Takatoshi Ito, former dean of The University of Tokyo's Graduate School of Public Policy (GraSPP) and former senior official in the Japanese government, joined Columbia University's School of International and Public Affairs (SIPA) as a professor of international and public affairs in January 2015. Ito is also serving as associate director for research at Columbia Business School's Center on Japanese Economy and Business.

Ito, an expert on international finance, macroeconomics, and the Japanese economy, served from 2006 to 2008 as a member of the Prime Minister's Council on Economic and Fiscal Policy. He also held senior positions in the Japanese Ministry of Finance and at the International Monetary Fund. Ito's research has examined capital flows and currency crises, microstructures of foreign exchange rates, and inflation targeting.

"I am enormously pleased that Professor Ito has joined the SIPA faculty and the Columbia community," said Merit E. Janow, dean of Columbia's School of International and Public Affairs. "As a premier school of global policy, SIPA has a deep commitment to attracting leading scholars from around the world. Professor Ito is one of the world's foremost experts on the Japanese economy and international finance. Remarkably, his career has also spanned senior governmental and advisory positions in the Japanese government and international organizations. His insider's view of the Japanese economy will complement our expertise in Latin America, the U.S., and other regions. In addition, Professor Ito can share both high-level policymaking experience and scholarship with our students."

A native of Sapporo, Japan, Ito earned a PhD in economics from Harvard University in 1979. He was a tenured professor at the University of Minnesota and then Hitotsubashi University. He also has held



visiting positions at Columbia Business School, the Kennedy School of Government at Harvard, and other universities, banks, and scholarly institutions in the United States, Australia, New Zealand, Malaysia, and Japan. In 2002 he joined The University of Tokyo, where he served as dean of GraSPP from April 2012 to March 2014.

"I am delighted to join Dean Janow and the world-renowned faculty at SIPA," Ito said. "SIPA is known as a training ground for future leaders in central banks, ministries of finance, and international organizations, and I am pleased to join the School's community of scholars and practitioners."



Left: On September 30, the Center on Global Economic Governance (CGEG) convened the conference “Challenges Facing the World Trade System,” which brought together leading trade economists, legal trade experts, and practitioners from international institutions, including the WTO and the OECD, to shed light on the future of the global trading system. The conference was cosponsored by SIPA, the Program on Indian Economic Policies, and the School of Advanced International Studies at The Johns Hopkins University (SAIS). From left to right: Arvind Panagariya, Jagdish N. Bhagwati Professor of Indian Political Economy at SIPA; Pravin Krishna, Chung Ju Yung Distinguished Professor of International Economics and Business at SAIS; and Jan Svejnar, director of the Center on Global Economic Governance at SIPA

Right: Jagdish N. Bhagwati, University Professor at Columbia University, discusses a paper coauthored with Pravin Krishna.



On March 2, Arun Jaitley, India's finance minister, spoke at SIPA about economic challenges and opportunities for India. From left to right: Columbia President Lee C. Bollinger and Jaitley

PANAGARIYA APPOINTED VICE CHAIR OF NITI AAYOG

Arvind Panagariya, professor of economics and the Jagdish N. Bhagwati Professor of Indian Political Economy at SIPA, has been appointed vice chairman of NITI Aayog (National Institution for Transforming India), a restructured public agency known until January 1 as the Planning Commission of India. Narendra Modi, the prime minister of India, announced the appointment on January 5, 2015. In this cabinet position, Panagariya will work closely with Modi, who will serve as chair of the renamed institution. Officials envision NITI Aayog as a government “think tank” that will provide strategic and technical advice on key issues.

“I congratulate Professor Arvind Panagariya, a leading expert on the Indian economy and international economics, whose global perspective and broad experience will serve him well as vice chairman of NITI Aayog,” said Dean Merit E. Janow of SIPA.

Panagariya, who will take a leave of absence from Columbia University to accept the assignment, has served on the SIPA faculty for a decade. During this period he taught courses on international trade, the Indian economy, and globalization. For spring 2015, just prior to his transition into the new role, he launched a new course titled Topics in Trade, Growth, and Development. His lectures are known for their analytic rigor and clarity.

Panagariya has also served as the director of the Program on Indian Economic Policies at Columbia University, funded by a grant from the Templeton Foundation. Research and books produced by the program, especially the book *India’s Tryst with Destiny* by Jagdish Bhagwati and Panagariya, have been highly influential in shaping the economic-policy debate of the general elections that elevated Modi to the highest office of the country. Panagariya’s most recent book, *Why Growth Matters* (April 2013, Public Affairs)—also coauthored with Bhagwati—won the Eccles Prize for Excellence in Economic Writing and was listed as a best book of the year by the *Financial Times*.

“I am honored by this appointment, and I look forward to working with Prime Minister Modi and policy-makers across India,” said Panagariya.

Panagariya also said he expects to continue to engage with SIPA when such opportunities arise and will resume his work at the School when his assignment is completed.

“Arvind is an important member of the international community of scholars who study and address world challenges at SIPA,” said Janow. “We are proud that he has been selected for this important assignment and look forward to deepening still further our scholarship and engagement with India.”



WTO DIRECTOR-GENERAL ROBERTO AZEVÊDO SPEAKS ON MULTILATERAL TRADING SYSTEM

By Tamara El Waylly

SIPA welcomed WTO Director-General Roberto Azevêdo for the annual Gabriel Silver Memorial Lecture on February 5.

"We are at an important moment in the evolution of the trading arena," said Dean Merit E. Janow in her opening remarks. "We are really honored to have with us the person who can guide this process forward."

The World Trade Organization, which replaced the General Agreement on Tariffs and Trade, has been monitoring international trade and supporting liberalization of trade rules since 1995. Roberto Azevêdo, who assumed the position of director-general in 2013, emphasized the continuing importance of the WTO in the international community.

"It will inevitably continue to be one of the main pillars of global economic government," he said.

The WTO has evolved over the last 20 years into a "very significant, very representative, almost completely universal organization," he added.

Azevêdo attributed the WTO's global influence to what he called its three pillars: dispute settlement, monitoring, and negotiation. He said the WTO has been largely successful in the first two areas but admitted that progress is necessary in the third.

Examining this sometimes problematic issue of negotiation, Azevêdo referred to the Bali Package of 2013 as an example of a multilateral agreement that the WTO actually delivered. But, he said, it has been the only one in 20 years.

Still, Azevêdo maintained, Bali remains a game changer and a testament to WTO's continuing progress.

The Bali package, Azevêdo said, "was not created by a small group of countries and then sold to

the rest. It was actually negotiated among all members.

"The systemic impact [of Bali] is still with us today," he added. "It's a part of the momentum that we feel today at the WTO."

Such momentum is needed to move the Doha Development Agenda, a set of negotiations to address issues in the developing world that have been a point of contention since 2001.

In this, Azevêdo said, the WTO is slowly moving ahead.

"We understand the challenges," he noted. "We are putting aside the instructions from 2008 and looking at the world in 2015."

In response to the creation of "mega deals" negotiated directly between countries, Azevêdo maintains that the WTO will remain relevant. Negotiations start bilaterally, or regionally, before they become multilateral.

"At the end of the day, I believe trade is contagious," he said.

The challenge is harmonizing rules and making them comparable, and in that Azevêdo believes the WTO will play the leading role. Developing



technology, electronics, and intellectual property are also issues that did not exist previously and that the WTO can help standardize.

"We are 20 years old, multilaterally, and we're becoming adults," Azevêdo said. "As adults we have to come to the realization that we can do better. And members feel that we can do better."

Tamara El Waylly MIA '15 concentrated in International Security Policy.

ALUMNA PROFILE

SHAKIRA TEH SHARIFUDDIN ON THE PROGRAM IN ECONOMIC POLICY MANAGEMENT

By Christine Francis, Hannah Milnes, and Samantha Stultz

Shakira Teh Sharifuddin PEPM '11 is currently a senior economist at the Central Bank of Malaysia. During her time at PEPM, she received the 2010 Joint Japan/World Bank Graduate Scholarship. Prior to PEPM, Shakira attended Multimedia University in Cyberjaya, Malaysia, where she graduated with a bachelor's degree in financial engineering with first class honors. Shakira has been working at the Central Bank of Malaysia since 2006 as both an economist and a senior executive.

What can you say about PEPM's diversity?

Never in my life did I imagine making friends from the Caribbean, Latin America, and Europe, because these are such distant places from my home country of Malaysia. I think the best thing about having a diverse class is being able to appreciate different views that different people have based on their nationality or their particular work background.

Many students who join the PEPM program haven't been in school for years. How did you cope with going back to school and changing your lifestyle?

I had been working with the Central Bank of Malaysia before PEPM. In terms of being occupied at school, it was pretty much the same.

Do you have any advice for current and future students?

You shouldn't spend too much time concentrating on one thing and neglecting other subjects. Even when it's a subject that is quite difficult, you have

to tell yourself, "Okay, I need to stop and concentrate on other things as well."

What, for you, were the benefits of the PEPM experience?

PEPM really did expose me to various aspects of economic policymaking. I came to PEPM after spending four years working in the monetary policy department at a central bank, and what I learned, particularly in the macroeconomic classes, clarified the concepts and issues that I came across while working at the Central Bank.

We were able to participate in field trips to the Federal Reserve Bank and the New York Stock Exchange. Also, each year, the program organizes a joint course with the Bank of England's Centre for Central Banking Studies on Inflation Targeting.

Another benefit was the series of guest lectures available to PEPM students. During my time at SIPA, Andrés Velasco and Alan Taylor were invited to speak. PEPM students attended lectures at Columbia given by famous economists like Jeffrey Sachs, Joseph Stiglitz, Robert Mundell, and Kemal Derviş. There were also presentations by alumni and industry players that presented valuable networking opportunities.

Christine Francis is a coordinator in SIPA's Program in Economic Policy Management.

Hannah Milnes CC '16 is majoring in political science.

Samantha Stultz SEAS '18 is majoring in computer science.



CGEG Inaugurates “Strategies for Growth” Conferences in Paris

The Center on Global Economic Governance (CGEG) launched a series of international conferences with an event in Paris on October 5–6, 2014, titled “The Role of the State in Europe in Response to the Economic Crisis and the Quest for Growth.” The conference, part of a three-year research project, “Strategies for Growth: The Changing Role of the State,” focused on how developed and emerging economies dealt with the recent economic crisis and the role of governments and supranational institutions in stimulating economic growth.

Michel Sapin, France’s minister of finance and public accounts, opened the event with a keynote address at the Columbia Global Center in Paris on the evening of October 5. The next day, the conference convened at Sciences Po, with more than 40 international economic experts, including Joseph Stiglitz, Dalia Marin, Jacques Dreze, and Jean Pisani-Ferry, as well as policymakers Leszek Balcerowicz, Miroslav Singer, and Andreu Mas-Colell.

The Center invited two SIPA students to take part in the conference roundtable as discussants: Katherine McGehee MIA ’15 and Oscar Pocasangre MPA ’15, both of whom are concentrating in Economic and Political Development.

“There is a clear need for new theories and studies on how to build and maintain structures of global economic governance,” said Jan Svejnar, director of CGEG and the James T. Shotwell Professor of Global Political Economy. Svejnar will continue his work on policy-oriented research related to economic globalization throughout the project.

Organized in conjunction with the Columbia Global Center in Paris and Sciences Po, the conference and research are part of an initiative by President Lee C. Bollinger to expand the work of Columbia’s Global Centers, which promote and facilitate the collaborative engagement of the University’s faculty, students, and alumni with the world to enhance understanding, address global challenges, and advance knowledge and its exchange.

The second conference will be held at the Global Center in Rio de Janeiro and focus on Brazil and Latin America’s economic landscape and the policies that have contributed to the region’s growth. The final conference will take place at the Beijing Global Center and examine China’s policies and strategies for continued growth, as its economy is reoriented toward domestic demand.



Top: From left to right: Columbia University Professor Joseph E. Stiglitz, former Greek prime minister George Papandreou, and CGEG director Jan Svejnar
Bottom: Jan Svejnar speaking at the Paris conference



ALUMNA PROFILE

OSARETIN OLUROTIMI BRINGS ENTREPRENEURIAL SPIRIT TO SUB-SAHARAN AFRICA

By Sarayu Adeni

Known as *Osas* among her colleagues, Osaretin Osarenren Olurotimi MPA-DP '13 has big plans for helping broaden the economic landscape of sub-Saharan Africa and is taking calculated steps to achieve them. Bringing economic expertise and an entrepreneurial spirit to her native Nigeria, *Osas* spoke with SIPA News about her new ventures, which now also include motherhood.

You've had an eventful year since graduation, including launching a research and consulting firm, Grey Simons Consulting, which offers sustainable development expertise to multiple sectors with the goal of improving life in sub-Saharan Africa. What progress have you made?

The firm is still in its infancy—just like my baby—and right now I am the only staff. Currently, I spend my days conducting research and carefully defining the organization's goals. The next phase will be to create products and undertake the necessary legal steps to incorporate the company in Nigeria.

My goal for the firm is that it will grow to be the leader in research-based advisory services on development issues in Nigeria and, eventually, sub-Saharan Africa.

How will your firm address Nigeria's specific economic needs?

Before I attended SIPA, I had worked as a portfolio risk manager in Guaranty Trust Bank, one of the largest and most respected commercial banks in Nigeria. It exposed me to the limitation of monetary policy in development. For example, agricultural finance guaranteed by the central bank rarely reached small farmers but went to the big and

established farms. However, banks could report that they had met a mandated quota of guaranteed agricultural financing, regardless of the size or state of the farmers receiving it.

I also worked as an economic analyst at an economic research and consulting firm, where we provided analysis of economic facts to key decision makers. The firm's focus was mostly macroeconomics and monetary economics, which provided me with a strong economic base from which to explore development.

The firm I am setting up, in the spirit of the MPA-DP program, extends beyond these economic fields to incorporate thinking from other sectors. The firm will offer expertise in research, strategy, monitoring and evaluation, governance, economic development, and sustainability, especially for corporations in the extractive industries.

Development practice and consulting is definitely a budding field in Nigeria, and I constantly find myself explaining what development consultancy means.

Looking back, why did you choose the MPA-DP program? Did you have a favorite class?

The MPA-DP program offered me the chance to take core economics and statistics classes, along with courses in health, agriculture, energy, and governance. I liked the integrated and practical approach to solving development challenges and the international diversity of the students. I was sold by the pictures and stories of MPA-DP student internships offered on the website!

One of my favorite classes was an elective called Advanced Economics for Development. The class was challenging because it was quite heavy in

mathematical proofs, statistics, and STATA programming. By the end of the class, I had learned how to write STATA codes quite well.

As a Nigerian SIPA student, what was it like for you to see other countries—and even the African continent—from a global perspective?

I served as the cochair for communications for the SIPA Pan-African Network (SPAN). The most interesting aspect of my involvement with SPAN was collaborating with other pan-African student groups to organize Columbia University's African Economic Forum, hosted by the Business School and the African Diplomatic Forum at SIPA. My summer fieldwork was in Chile. Alongside my classmate Carolina Ocampo, I worked with Teck Mining at its Carmen de Andacollo mine to conduct a sustainable development synopsis of Andacollo, a mining community of about 10,000 people. The most striking thing about my internship was how it felt to be an outsider. It was my first time in Latin America, and Chile was my first taste of a country where virtually everybody looked different from me and spoke a different single language.

The experience reinforced the value of compassion toward strangers, and I learned that despite cultural and physical differences, humanity is mostly the same. SIPA taught me to think about big issues and the interconnectedness of everything, so systemic and integrated thinking is an approach I am currently applying.

Sarayu Adeni MPA in Development Practice '15 is interested in youth, development, education, and global media.

A

DATA-DRIVEN WORLD

By Andrew Watkins

In 2012, President Obama's reelection team utilized new methods of data analysis to identify and reach out to potential supporters in key states. Closer to home, former New York City mayor Michael Bloomberg partnered with Alta Bicycle Share, which undertook a massive data analysis program to plan, roll out, and monitor the Citi Bike program in 2013. These highly publicized uses of data analysis programs are among the most visible examples of the rapidly expanding and increasingly dynamic field of data analysis.

As the global marketplace of ideas and business has changed, so, too, has the range of skills required to thrive in a data-driven global workplace. At SIPA, students can choose from a wide array of courses aimed at developing technical skills in areas such as quantitative analysis and modeling techniques. To begin, every SIPA student completes Quantitative Analysis for International and Public Affairs. In this course, the foundations of statistical analysis are honed using STATA, an industry standard data-analysis software. Once this class is completed, students can further develop their analytic capabilities in classes such as Oil and Gas Scenarios and Risk Analysis or Geographic Information Systems for International Studies. In the latter course, students gain a comprehensive understanding of remote sensing technologies as they are used in social applications. Taken in sum, SIPA's data-focused course offerings have been foundations for many SIPA students and alumni as they engage with policy issues the world over.

Li Zhou, a second-year master's candidate at SIPA, spent his summer on the front line of the analytics revolution. He had the opportunity to work as a fellow with a tech start-up called BlueLabs based in Washington, D.C. "BlueLabs was born out of the Obama for America 2012 presidential campaign, where data analytics gave President Obama the edge he needed to win crucial states like Ohio and Florida," Li explained.

"My fellowship was focused on finding ways to apply cutting-edge, big-data methods to the field of international development. I worked closely with colleagues who were data scientists and computer engineers to find solutions that can make international development more effective. We used predictive analytics to optimize the locations of schools to maximize reach, especially to traditionally underserved populations. This was complemented by national and internal statistics derived from big data sources such as mobile phone use, satellite imagery, and social media to better measure economic growth," he added.

SIPA alums are also using data in innovative ways. Elizabeth Lynch, a 2001 SIPA graduate, has used data analysis during her time at Arc Finance, leading the organization's monitoring and evaluation strategy. Arc Finance works with energy companies, microfinance institutions, money-transmitting organizations, and donors to pilot, test, and build new financing models that enable underserved households to gain access to modern, distributed energy. "In addition to our ongoing data collection from our partner organizations, we conduct an annual survey of around 5 percent of our partner company clientele. We then use that data to work with our partners to improve their programs," Lynch said.

Lynch works with recent SIPA alumna Laura Sundblad MPA '14, who is involved in several ongoing projects at Arc. "This summer, I traveled to India to assess the market potential for a new debt fund for financing clean energy loans; now, I am developing a training strategy for our partner organization in Haiti as it expands its agent-based clean energy sales. Data analysis forms each of these initiatives, as we need to give recommendations to our clients that really fit their needs and help them build their business," Sundblad added.

During her time at SIPA, Sundblad served as a teaching assistant for Quantitative Analysis and honed her skills in courses on impact evaluation and cost-benefit analysis. "On any given day at Arc, I might be looking at greenhouse gas emissions reduced due to the adoption of clean technologies, the rate of return on a clean energy investment, or the impact of certain types of training on sales performance. I need to be able assess this data critically and draw meaningful conclusions that are supported by qualitative and secondary research."

The world of data is in constant transition. As a result, it has become increasingly important for public policy practitioners to adapt to what may be frequent and disruptive periods of change. The evolution of data analysis techniques offers the prospect of incredible advances at all levels of public and private decision making. Whether it be conflict mapping technology in Sudan, the analysis of population movements owing to global climate change in Bangladesh, or the modeling of urban settlement programs in New York, the new age of data analysis will continue to help global professionals from SIPA tackle some of the world's most demanding challenges.

Andrew Watkins MPA '15, SIPA News editor, concentrated in International Security Policy and Global Energy Management.

SIPA's data-focused course offerings have been foundations for many SIPA students and alumni as they engage with policy issues the world over.

INAUGURAL DEAN'S PUBLIC POLICY CHALLENGE SELECTS WINNING TEAMS

The inaugural SIPA Dean's Public Policy Challenge reached a milestone on February 19 with the announcement that two winning teams will each receive \$25,000 to support the development and launch of technology-based solutions to urban problems.

The first-round winners were announced at a discussion of "Technology and the City: Democracy, Equity, and Engagement," featuring Minerva Tantoco, New York City's first chief technology officer; VC investor Nick Beim of Venrock; and entrepreneur Ted Bailey of Dataminr. One student team, PaisaBack, will use mobile technology to encourage women in India to get preventive health care, while the other, Terranga, is developing a mobile app to connect travelers worldwide with local residents of the places they visit.

The competition began a year ago, when Dean Merit E. Janow announced the competition to design cutting-edge projects that use information and communications technology and/or data analytics. After an open call for proposals, submissions were winnowed to a group of ten semifinalists in April, then five finalists in October.

Semifinalists and finalists received funding for specialized training and market research, as well as mentorship and guidance from faculty, alumni, and other experts in numerous areas—from building a business model to testing user response and pitching a concept to potential investors.

"The competition guided us through the dynamics of business development, product development, partnerships, and the process of scripting an operational and financial plan," said Swami Ganesan MPA-DP '14, a member of the PaisaBack team that also includes Greg Levin MPA-DP '14 and Ritu Rajan, who will graduate from Columbia Business School this year.

Ganesan said his experience at SIPA had



From left to right: Dean Merit E. Janow, Nick Beim, Ted Bailey, and Minerva Tantoco

connected him with diverse students and faculty, whom he was able to call upon as the challenge continued. "I was able to not only recruit public health, business, and operational advisers, but also build the core team for PaisaBack from friends and classmates who shared a common interest in the intersection of businesses and their social impact."

"Our students and alumni have incredible creativity and drive, and the results of this competition are as impressive as we expected," said Dean Janow. "I hope the process has been as instructive for the participants as it has been for me and our faculty and alumni who have served as advisers along the way."

For the winners, the \$25,000 awards will help them take the next steps toward launching their new enterprises.

The PaisaBack team envisions a mobile

phone-based system that rewards women with redeemable digital points when they participate in health programs and seek preventive health care screenings. Noting that a recent pilot program in India demonstrated a strong demand for the product, Ganesan said the team would strive to develop PaisaBack on a larger scale; he hopes the PaisaBack brand will be "synonymous with a healthy lifestyle" in three to five years.

Terranga's Lindsay Litowitz MIA '14 and Tammy Lewin MPA-MDP '15 are also developing a mobile-phone app. They see opportunity in a convergence of travel trends that includes rapidly growing tourism in developing countries, increased activity by young travelers (who take 200 million trips annually), and a preference for mobile applications.

Terranga will appeal to travelers who want to go off the beaten path, Litowitz said. "It harnesses



From left to right: Ritu Rajan, Swami Ganesan, Greg Levin, Lindsay Litowitz, and Tammy Lewin

the power of travel for social good by connecting locals who share insights into their lives with travelers looking for authentic local experiences,” she added. “In gratitude, travelers help locals’ dreams come true” by making voluntary contributions.

Litowitz and Lewin traveled to Costa Rica and Colombia to do market research as part of the competition. In the next six months, the pair will build the app and return to Colombia to launch it.

“We could not be where we are now without the support of this challenge grant and our advisers at SIPA,” said Lewin. “By testing our model in the field, we learned in depth about the desire of locals to meet with travelers and share their cities, on the ground and in real time.”

“We envision a world made better by travel and travel made more impactful by contributing to the lives of thousands of locals,” said Litowitz.

“I wish PaisaBack and Terranga success in developing their ideas into ongoing concerns and look forward to following them in the months and years ahead,” Dean Janow said. “I also congratulate the other finalists and encourage them and other students to continue with their excellent work that applies new technologies to problems around the world.”

A second round of the Dean’s Challenge Grant, which began in September 2014, is at the finalist phase; winners of this competition will be announced in the University-wide entrepreneurship festival in April.

Dean Janow thanked program sponsors and said SIPA will continue to expand programming at the intersection between tech and policy.

SIPA PROMOTES MULTIDISCIPLINARY RESEARCH WITH CARNEGIE GRANT



Andrew McLaughlin



Herb Lin

SIPA will expand its role as a global hub for research and consultation on technology and policy thanks to a grant from the Carnegie Corporation of New York. Drawing on Carnegie support, SIPA will promote multidisciplinary research in the growing area of cyber policy and Internet governance, bringing together faculty from across the University and engaging them with senior practitioners in both the public and private sectors around the world.

The grant will support SIPA in a variety of areas, including senior fellows and visiting faculty; short-term residencies for practitioners; a University-wide research seminar; a summer grant program for doctoral students and junior faculty; working groups dedicated to U.S. and international cyber

policy and Internet governance research; and annual conferences in 2015 and 2016.

“Because cyber security has become such a highly visible problem for governments, companies, and individuals, the development of cyber policy and governance is a high priority,” said Dean Merit E. Janow. “Thanks to Carnegie Corporation of New York’s generous support, SIPA is expanding its position as a center for research and policy development in this important area.”

SIPA is one of five recipients of \$1 million grants from the Carnegie Corporation, as part of a program designed to improve the flow of research and expertise between higher education and the policy world in the area of global affairs.

“As the hub of global policy studies at Columbia,

SIPA is well-positioned to draw upon world-class thinkers at Columbia University and around the world and bring scholars and practitioners together across disciplines to generate fresh ideas and policy recommendations,” said Dean Janow.

Among other initial activities, the grant will be used to support two of SIPA’s newest scholars—Herb Lin, a senior fellow in cybersecurity, and Andrew McLaughlin, a senior fellow in technology and public policy.

“I’m pleased that the grant will enable us to support work in this area by junior faculty and doctoral students, in particular,” said Vice Dean Miguel Urquiola. “We believe this will help them to engage in policy-oriented projects and work directly with senior practitioners.”

ALUMNA PROFILE

SONYA KUKI DEVELOPS TECH SKILLS TO ADDRESS POLICY ISSUES

Sonya Kuki MIA '14 studied International Security Policy and East Asian Studies while enrolled at SIPA. Then she learned how to code. With financial support from SIPA, Kuki spent last summer bent over her laptop in an intensive certification course in coding and data analysis. The Lede Program, a collaboration between the Journalism School and Department of Computer Science, is designed to give professionals across fields the same investigative tools that cutting-edge data journalists now use to mine and communicate information.

From intelligence collection to conflict prevention, from global health to city management, a new generation of policymakers is moving to the forefront of that analytic work. As data, code, and algorithms transform industry, reshape lives, and reset parameters for responsible citizenship, public sector leaders are learning to access, analyze, and act on huge new volumes of data, changing the way policy decisions are made.

This interview has been edited and condensed.

Why did you apply to The Lede Program?

Computers and data have become so pervasive in our lives, I felt like I needed a comprehensive background. Working at different places, meeting professionals [who were] younger, I found them often to be comfortable with tech in a way that my peers and I weren't. Not just, "I'm really good at PowerPoint"—everybody is. What matters is being able to do real stuff, some kind of scripting, or to have some grasp of what that means.

I myself don't plan to be a data scientist. But it's an incredibly important, complementary skill

set to have and understand, so if and when I work with someone who is a data scientist, or work with information that's based on data science, I'll have a foundation.

How do these tools apply to public policy?

Data technology has taken on not just a support role in policy planning, but an essential role. It's not just something that helps; it's something that everything else is often grounded in. It will have a larger role in decision-making processes.

SIPA wants policy students to have this greater awareness and a more diverse background in data sciences. If you want to study the role of technology and how that affects conflict, you can easily select a set of courses on cybersecurity, on war and technology. [Students can also study digital activism or the role of open data and mobile technology in economic development.] There are tremendous opportunities that SIPA recognizes and is starting to develop.

IR [international relations] is a social science; it's hard to put into numbers. But these techniques help in a way that policy analysis itself can't. Big data adds a component that makes findings a little more exacting or digestible. People can frame arguments a certain way or read articles a certain way; but numbers are universally understood. They have a wider impact.

How did the material in The Lede differ from SIPA course work?

In IR, you're looking at the big picture. You're looking at different dynamics. You're encouraged to ask, "What were the many things that caused this



to happen? How could that be seen from a different perspective?" With policy, there's always a grey area. It's not like math or computer science, where one plus two always equals three. Here, you're asked to examine things using an entirely different creative energy. The thought process you have to apply when learning to code, learning scripting, learning to process data, is entirely different from anything I'd been trained to do. It just made me think in a way I'd never had to think before. But it was good; it was worth it. Technology is always evolving; if you don't keep up with it, it's not going to wait for you.

For more info on The Lede Program, see bit.ly/cjslede or contact jrncomputation@columbia.edu.



GOOGLE'S ERIC SCHMIDT DISCUSSES TECHNOLOGY

By Tamara El Waylly

The best idea does not occur in a linear process. Science and creativity happen when you least expect it—that's the nature of how our minds work," said Eric Schmidt, executive chairman of Google. "Don't manage a community to a standard, manage to the best idea."

In a fireside chat at SIPA on October 30, Schmidt talked about topics addressed in his recent book, *How Google Works*. In her opening remarks, Dean Merit E. Janow said the book is a fascinating look into the Google culture.

"Few companies have had the kind of impact in the tech sector, as well as the world, as Google has," she noted. "Google is changing how we live and work."

Schmidt emphasized the importance of fostering creativity and providing opportunities. "Google has the luxury of being able to hire really, really smart people," he said, responding to the question of whether Google hires only people with technical skills. He insisted that the split is roughly 50–50 between technical and nontechnical people.

"We look for people with great insights," Schmidt said. "You have to be curious."

He emphasized the importance of government and policy. A major issue, according to Schmidt, is the need for immigration reform.

The education system in the United States is also lagging, Schmidt said. Asia poses a "very serious issue" over the next 20 or 30 years because of its investment in education and research.

Another cause for concern that he discussed is the lack of women in the technology sector. "We



“The best idea does not occur in a linear process. Science and creativity happen when you least expect it.”

—ERIC SCHMIDT

AND THE ROOTS OF INNOVATION

have a problem in my industry [where] the percentage of women participating is declining.” He noted that this is particularly confusing, given the phenomenal contributions made by women in many fields of science, including medicine and biology.

“The way to solve this problem is to [look at it] from the standpoint of the woman and to try figure out why women are either not getting into these jobs or not staying in these jobs.” The process is a ladder, Schmidt explained, so in order to address the problem, you have to look at a number

of issues, including child care. He noted that Google enhanced its child care policies to retain female employees.

Dean Janow asked Schmidt to explain the complicated relationship between Google and China, addressing criticism that the company received after agreeing to alter its search function in the country, following pressure from the Chinese government.

There was a debate on the issue, but ultimately Google decided to pull out. “Google is fully blocked in China,” he said. “I would say that’s a bad outcome,

but the important part is that the company made a decision.” The Internet creates issues, said Schmidt, but it is nonetheless an “enormous positive source for keeping governments and citizens honest.”

He also described the positive impact Google and the Internet have had in conflict areas, stating the importance of connectivity in such dire situations. The Internet—along with television and phones—promotes transparency, he added.

“The Internet is this extraordinary force,” Schmidt said, “and I am happy to be a part of that.”

TECHNOLOGY WILL TRANSFORM GOVERNMENT, SAYS WEB ENTREPRENEUR



From left to right: Dean Merit E. Janow, Kevin Ryan, and Jeff S. Merritt

Don't compete with start-ups; only compete with billion-dollar companies," advised Kevin Ryan, the founder and chairman of several New York City-based businesses including Gilt, Business Insider, MongoDB, and Zola.

Speaking at SIPA on February 9, Ryan—who also helped build DoubleClick as president and later as CEO—argued that start-ups have the opportunity to be flexible and innovative, contrasting them with large companies that may face difficulties when trying to adapt to change.

The program, entitled "Disruptive Innovation and New York City," also featured a conversation with Ryan; Jeff S. Merritt, director of innovation in the Mayor's Office of Technology

and Innovation here in New York; and Dean Merit E. Janow.

Ryan discussed how governments—including those in large cities like New York—can better utilize technology to deal with public policy challenges. He also suggested how New York, which has become the East Coast capital for both established and start-up tech companies, can better support the sector.

Ryan argued that while technology has transformed many industries including media, shopping, and entertainment, it has not yet transformed government. He offered examples where technology could help improve life in New York, such as making sure garbage trucks are on the right routes and creating parking

ticket payment apps.

In Ryan's view, procurement and bad management remain two of the biggest hindrances to start-ups aiding government progress. He said that requiring up to a decade's worth of financial statements makes it impossible for start-ups to do business with the state.

Ryan discussed how technology rollouts are now directly affecting administrations, citing the ObamaCare website failures and noting that New York State currently has 53 data centers where three would probably suffice. However, he remains optimistic that the government's approach to technology will change.

"The good news is, these things will happen," he said.

Merritt agreed with the challenges outlined by Ryan and underscored that government can be changed. But, he added, it's critical to ask, "What is the problem I am trying to solve?" Merritt argued that with 325,000 government employees in New York City, there is a large pool of people from whom to draw ideas. However, it is critical to create the right environment for new ideas to emerge, he said.

To create that environment, Ryan said, mayors and governors need to pay attention to the people living and going to school in their cities and states. He commented that if he were Mayor Bill de Blasio, he would invest \$100 million in technology education now to make New York City a true tech powerhouse in the future.

FACULTY PROFILE

LEON BILLINGS AND THOMAS JORLING ON THE ORIGINS OF ENVIRONMENTAL LAW

During the 1970s, the U.S. Congress enacted a series of environmental laws that defined the direction and character of environmental policy in the United States and around the world. In fall 2014, SIPA, The Earth Institute, and the School of Continuing Education joined to offer a unique class about the development of these seminal laws, taught by the writers of the legislation itself.

The class, *Origins of Environmental Law: Regulation and Evolution*, was taught by Leon Billings and Thomas 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). “Sitting with the people who actually wrote these laws with their own pens—this was all well before there were personal computers—[is] a wonderful experience for our students,” said Michael Gerrard, Columbia’s Andrew Sabin Professor of Professional Practice in the Faculty of Law and director of the Sabin Center for Climate Change Law. “It’s

as if we could bring Alexander Hamilton and James Madison to our Constitutional Law class. The laws [Billings and Jorling] wrote are not just artifacts—they are the words that are still on the books and that today’s lawyers and judges are struggling with. I myself have a long list of words, phrases, and commas that I want to ask about.”

The class also provided a blueprint for students wishing to address current bipartisan stalemates in the U.S. Jorling and Billings explored with students the political factors needed to create environmental legislation, in which Congressional leaders work across the aisle to enact a series of

environmental laws. Students were challenged to find ways to break the dangerous pattern that has ossified domestic environmental policy.

“We are thrilled to bring Professors Billings and Jorling to Columbia to access their knowledge on this critical period of the history of U.S. environmental policy,” said Steven Cohen, executive director of The Earth Institute and professor of professional practice in the faculty of international and public affairs. “A key role of government in the emerging field of sustainability management is to develop effective and efficient environmental policies. We need to update our environmental laws and bring them into this century. My hope is that by

looking back to our successful past, we can relearn how to face our environmental future.”

The class provided insight into the legislative and human dynamic in the 1970s versus today and discussed how public policy shapes how environments and organizations are managed. Students had a chance to look at the role of the media, lobbyists, and administration staff and 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.



Left to right: Thomas Jorling and Leon Billings

THE CENTER ON GLOBAL

A Leading Global Platform for Research, Dialogue, and

Since it was founded in 2013, SIPA's Center on Global Energy Policy (CGEP) has been a leading voice in debates on domestic and global energy policy. Its research agenda emphasizes an economic and geostrategic approach to key energy policy issues, including a wide variety of specific studies and topics such as U.S. policy, global energy trends, and regions around the world.

To keep pace with the need for balanced, data-driven research and analysis on critical energy issues, the Center is quickly growing its base of fellows and in-house scholars.

Senior energy leaders who come to the Center as fellows research, write, teach, and otherwise contribute to SIPA's robust and deep intellectual community that is focused on energy issues. Recent additions to the Center's fellows program include Ambassador Carlos Pascual, former special envoy and coordinator for international energy affairs at the U.S. Department of State; Colin Fenton, former global head of commodities research at J.P. Morgan; Adrian Lajous, former CEO of Pemex; Richard Nephew, who served until January 2015 as the deputy sanctions chief at the State Department and lead Iran sanctions negotiator; and Joe Aldy, a Harvard economist and former special assistant to President

Obama on the National Economic Council.

Founding director Jason Bordoff identified the need for an independent energy research institute to advise policymakers while serving in the Obama White House, ensuring that much of the Center's activities focus on developing rigorous, policy-relevant research that is also global in scope. For example, Lajous has published research through the Center on the impact of lower oil prices on the Mexican economy and the potential for crude oil swaps between the U.S. and Mexico. In an issue brief, Robert McNally, a Center fellow and president of the Rapidan Group, examined the interaction of oil production cuts, OPEC's reaction to slowing global demand, and U.S. shale.

In July 2014, a team led by David Sandalow, CGEP's inaugural fellow, conducted interviews on Chinese shale gas policies with individuals from

Senior energy leaders who come to the Center as fellows research, write, teach, and otherwise contribute to SIPA's robust and deep intellectual community that is focused on energy issues.

central and provincial government ministries, state-owned enterprises, independent oil and gas companies, law firms, environmental groups, consultancies, and universities. The team also surveyed the Chinese and English-language literature on the Chinese shale gas sector. Based on the interviews and research, the team produced the working paper "Meeting China's Shale Gas Goals."

The Center also works with external partners



ENERGY POLICY:

Understanding of Our Energy Future

to produce cutting-edge research. In September 2014, Bordoff teamed with Trevor Houser, a partner at the economic consultancy Rhodium Group (RHG) and visiting fellow at the Peterson Institute for International Economics, to prepare a report titled “American Gas to the Rescue? The Impact of US LNG Exports on European Security and Russian Foreign Policy.” The report was released at a major conference with keynote remarks from Rt. Hon. Edward Davey MP, the UK secretary of state for energy and climate change.

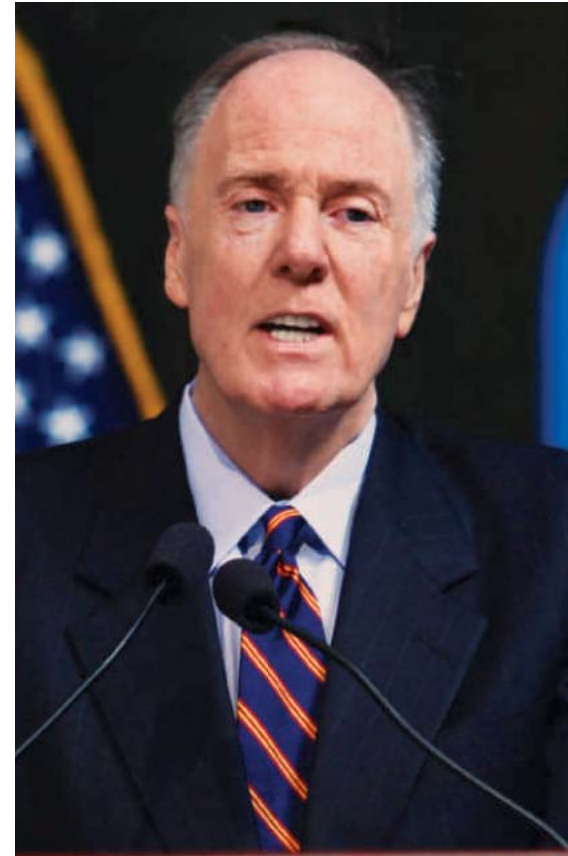
In December 2014, Bordoff partnered with James Stock, a former member of the White House Council of Economic Advisors and a current member of the faculty at the Harvard Kennedy School, to author a policy brief, “The Implications of Lower Oil Prices for the U.S. Economy amid the Shale Oil Boom.” Declines in oil prices are generally seen as an economic windfall for net petroleum importers, like the United States. But as the United States becomes a much larger oil producer, lower prices have created different sets of winners and losers.

On January 21, 2015, the Center hosted Thomas E. Donilon, former national security adviser and a member of CGEP’s Advisory Board. Donilon discussed recent issues in energy geopolitics and national security, including the recent collapse

in global oil prices. His comments keynoted the release of a new Center report, “Navigating the U.S. Oil Export Debate,” a collaboration between CGEP and the Rhodium Group, reviewing U.S. oil export restrictions, exploring their origin, and the impact lifting those restrictions might have on the U.S. and on global markets. Following his talk, Donilon engaged in a moderated discussion with Bordoff about current issues in energy geopolitics.

Current research at the Center includes work on a number of pressing energy issues, including energy sanctions and 21st-century economic statecraft; meeting China’s climate change goals; opportunities and challenges in global natural gas markets; international climate finance; impacts of a lower crude oil price environment; the renewable fuel standard; the future of nuclear power; fossil fuel subsidy reform; and disaster preparedness and downstream supply chain resiliency in the energy sector.

The early years of the 21st century have seen dramatic, irrevocable shifts in the energy world. The Center on Global Energy Policy, through independent, balanced research and events, is uniquely positioned to inform policymakers and energy leaders about the critical economic, geopolitical, and environmental energy issues they—and the world—are facing with greater frequency than ever.



Thomas E. Donilon



SUSTAINABILITY POLICY: HASTENING THE TRANSITION TO A CLEANER ECONOMY

By Kelsie DeFrancia

On February 3, SIPA professors Steven Cohen and William Eimicke and Earth Institute deputy executive director Alison Miller celebrated the release of their new book, *Sustainability Policy: Hastening the Transition to a Cleaner Economy*. Moderated by Curtis Probst MPA-ESP '14, managing director, Rocky Mountain Institute, the authors discussed the critical role of government and public policy in bringing about a sustainable economy, at a book launch and signing hosted by The Earth Institute and SIPA. After a formal panel discussion with a packed audience, the authors signed books and celebrated with a reception of students, faculty, alums, and friends.

Cohen, executive director of The Earth Institute, said the goal of the book is to provide examples and case studies of innovative sustainability initiatives being implemented by governments—at the state, local, and federal levels—and show the importance of public-private partnerships in creating a sustainable economy.

In *Sustainability Policy*, the authors define sustainability management, placing it in the context of the evolution of organizational management, and discuss the growing momentum behind sustainability practices in both well-managed corporations and sophisticated governments. As pointed out by an audience member, sustainability is a growing and noticeable trend, and therefore no organization, and consequently no manager, can ignore the physical dimensions of sustainability. Sustainability management emerged to cope with the 21st-century problems facing the global economy; however, the changes needed to solve the sustainability challenges are so profound that government must partner with the private and nonprofit sectors to ensure progress.

Alison Miller MPA-ESP '11 explained sustainability policy as the incentives and regulations that government can use to spur innovation. She argued for increased government funding for the basic science needed for renewable energy and other sustainable technologies, and explained how the tax system and other financial tools can be



From left to right: Steven Cohen, William Eimicke, and Alison Miller

used to steer private capital toward investment in these areas. Government must develop and enforce rules supporting sustainability, regulating corporate and private behavior to steer the transition. While the private sector has a significant role to play in the transition to a sustainable economy, Miller pointed out that the public and private sectors are equipped for different roles, and that there are specific tasks uniquely suited to government.

Sustainability Policy 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. Examples include market-based tools, such as the production tax credit at the federal level; regulatory failures, such as the BP oil spill; and international examples, including carbon taxes in Finland. State and local strategies are also presented, such as regional cap and trade programs, renewable portfolio standards, and climate adaptation programs.

The authors observe in their book that cities are at the cutting edge of sustainability initiatives, such as New York City and its PlaNYC sustainability plan, and while many of the successful examples are of a regional and local scale, they were all written with

a global application in mind.

William Eimicke, founding director of the Picker Center for Executive Education at SIPA, noted that you can't be well managed if you aren't measuring your sustainability, and it is difficult to manage the transition to a sustainable, renewable economy without measuring and benchmarking progress. Metrics are the key to setting concrete sustainability goals and tracking an organization's progress.

Sustainability Policy describes past efforts to measure and evaluate sustainability initiatives and the status of sustainability reporting in the U.S. and across the globe. The authors outline a role for the federal government in developing a set of generally accepted sustainability metrics and other measures for a green economy in the U.S.

Ultimately, the authors hope this book will serve as a resource for decision makers implementing sustainability. When facing an implementation problem, Eimicke advises, "be encouraged and look for solutions. Look through this book."

Kelsie DeFrancia MPA-ESP '13 is a program manager at The Earth Institute.

SIPA STUDENTS AND ALUMNA PARTICIPATE IN CLIMATE CONFERENCE



In December 2014, a delegation from Columbia, including three SIPA students and an alumna, visited Lima, Peru, to take part in the 20th session of the United Nations Conference of the Parties (COP 20) focusing on climate change.

The students are members of the Columbia University Coalition for Sustainable Development (CUCSD), a student group established in 2012 with the aim of engaging the University-wide community in conversations around sustainable development.

"This year member states are supposed to

agree on the treaty that will replace the Kyoto Protocol at the next conference," said Cassia Moraes MPA-DP '15. "The stakes are high," she added. "Following the recent agreement between the U.S. and China, we have very important political momentum."

The participants who represented SIPA have a diverse range of interests, including agriculture, energy issues, gender, and the impact of climate change on disasters. Joining Moraes at the conference were Douglas Enrique Gómez Mendiburu MPA-DP '15, Cesar Penafiel MIA '15, and alumna Laura Sundblad MPA '14, IF '14.

From left to right: Laura Sundblad, Douglas Enrique Gómez Mendiburu, Cassia Moraes, and Cesar Penafiel



SUSTAINABILITY PHD GRADUATE ADDRESSES THE ECONOMIC RISKS OF CLIMATE CHANGE

A high-profile report on climate change released June 24, 2014, relies on the work of a SIPA PhD in Sustainable Development graduate and two PhD students. Solomon Hsiang PhD '11 is an assistant professor of public policy at the Goldman School of Public Policy at the University of California, Berkeley, and the leader of a team of econometrics researchers, including then doctoral candidate Amir Jina and current doctoral candidate James Rising, in the PhD in Sustainable Development program. Jina received his PhD in 2014 and is currently a post-doctoral scholar in the Department of Economics at the University of Chicago.

The report, "Risky Business: The Economic Risks of Climate Change in the United States," summarizes findings of an independent assessment of the impact of climate change at the county, state, and regional level and shows that communities, industries, and properties across the U.S. face profound risks from climate change. The findings also reveal that the most severe risks can still be avoided through early investments in resilience and through immediate action to reduce the pollution that causes global warming.

Launched in October 2013, the Risky Business Project focuses on quantifying and publicizing the

economic risks from the impacts of a changing climate. Risky Business Project cochairs Michael R. Bloomberg, Henry Paulson, and Tom Steyer tasked the Rhodium Group, an economic research firm that specializes in analyzing disruptive global trends, with an independent assessment of the economic risks posed by a changing climate in the U.S.

Rhodium convened a research team led by Hsiang and climate scientist Dr. Robert Kopp of Rutgers University. Rhodium also partnered with Risk Management Solutions (RMS), the world's largest catastrophe-modeling company for insurance, reinsurance, and investment-management companies around the world. The team's complete assessment, along with technical appendices, is available at Rhodium's website, climateprospectus.rhg.com.

The Risky Business Project is a joint partnership of Bloomberg Philanthropies, the Paulson Institute, and TomKat Charitable Trust. All three organizations provided substantive staff input to the Risky Business Project over the past 18 months and supported the underlying independent research. Additional support for this research was provided by the Skoll Global Threats Fund and the Rockefeller Family Fund. Staff support for the Risky Business Project was provided by Next Generation, an independent 501c3 organization.

Solomon Hsiang PhD in Sustainable Development '11

COLUMBIA VOTING WEEK

Activities Address Issues of Democratic Governance



Columbia Voting Week 2014, a series of talks dedicated to voting and issues of democracy, kicked off with a keynote address from David N. Dinkins, a professor in the practice of public affairs at SIPA who served as New York City's 106th mayor from 1990 to 1993. The week-long series of events and panels featured more than two dozen participants, including Governor Lincoln D. Chafee of Rhode Island and Barham Salih, the former prime minister of the Kurdistan Regional Government of Iraq.

"As voter turnout declines all across our nation and the public becomes more disillusioned with government, nothing could be more important than the work our students have done to organize Voting Week at Columbia," said Ester R. Fuchs, a professor of international and public affairs and political science and director of SIPA's Urban and Social Policy concentration. "A healthy democracy requires an informed and engaged citizenry," she added. "Our students are taking up the challenge with a week of voter registration and political discourse. Voting Week has the potential to turn into a national student movement that reminds the public that it must make democracy work."

Dinkins's keynote address was followed by a panel discussion on running for public office featuring New York State Assemblywoman Nily Rozic; New York City Council member Mark Levine; Jamaal Nelson, senior director for regional impact at Leadership for Educational Equity; and Lincoln Restler, senior policy adviser in the New York City Mayor's Office of Operations. Rhode Island's Chafee spoke on October 8 about the dilemmas of campaigning and governing in the United States.

Other panel topics included political consulting and running elections and political engagement, advocacy, and public policy. The week ended on an international note with remarks by Salih, who discussed building a democracy in a multicultural society with Dipali Mukhopadhyay, assistant professor of international and public affairs at SIPA.

Throughout the week, students from SIPA and Columbia College staffed voter registration areas in Low Plaza and the fourth floor of the International Affairs Building. At SIPA the event series was cosponsored by the Urban and Social Policy concentration and the United States regional specialization.



NASPAA Honors Professor Ester Fuchs and Alumnus Todd Miner

SIPA faculty member Ester Fuchs, a professor of public affairs and political science, was honored with a NASPAA Spotlight Award for "outstanding contributions toward solving public-sector problems." The award reflects Fuchs's work since 2012 to develop and promote the Who's On the Ballot voter information website.

NASPAA—the Network of Schools of Public Policy, Affairs, and Administration—announced the inaugural 10 award recipients on November 5 at its annual conference in Albuquerque, New Mexico. Earlier in the year, the organization had invited its nearly 300 member schools, including SIPA, to nominate faculty or alumni working in the public, nonprofit, and private sectors.

Fuchs was not the only member of the SIPA community honored. The organization also recognized Todd Miner MPA-ESP '11 for "outstanding contributions toward solving public-sector problems." Miner, a director at Friends of Rockaway, helped lead recovery efforts in one of the New York City neighborhoods hit hardest by Superstorm Sandy in 2012.

"The 10 nominees have made great contributions to their communities and demonstrate the ideals of public service," said George Dougherty Jr., a faculty member at the University of Pittsburgh's Graduate School of Public and International Affairs, who chaired the awards subcommittee. "It is a pleasure for us to highlight their contributions."

A DISCUSSION ON RACE AND POLICY WITH PATRICIA WILLIAMS

By Andrew Watkins

In recent years, complex technological innovations have enabled profiling in law enforcement that “preidentifies us and is in tension with some of the jurisprudential models we grow up with,” observed Patricia Williams, a well-known author and the James L. Dohr Professor of Law at Columbia Law School.

Williams’s January 28 talk, “The Death of Contingency: Risk, Race, and Rue”—the first in the new Dean’s Seminar Series on Race and Policy—encouraged listeners to focus attention on understanding the consequences of this change, a fundamental reordering of jurisprudence in New York City and other cities and towns with similar situations.

“We are at a moment where technology, surveillance, and profiling have come together, so that really we look at what you are likely to do rather than what you have done,” said Williams.

Williams also took issue with attempts to apply the scientific method for what she called “proportional policing.”

“To me, the real issue is, (a) the disproportion rather than the proportion of policing and, (b) what is defined as a crime or not given exactly the same facts,” she said. “Approximately 80 percent of African American men between 16 and 24 have experienced unsolicited stops by the New York City police department in New York City. Only 6 percent of those stops led to arrests and only 6 percent of those arrests led to convictions.”

By comparison, Williams said that 10 percent of white young men in the same age group had experienced similar stops.

This discrepancy “is a pattern of discrimination as a matter of policy,” she said. “This is not about the police, it is about the higher-ups.”

Williams also compared her own experience watching the protests in Ferguson, Missouri,

while in France to watching coverage of the Charlie Hebdo attacks while visiting the Midwest. One of the Paris attackers, she said, was inaccurately described by a news reporter as being African American—a gaffe she saw as emblematic of a much deeper problem with the way race can often be reduced to an inaccurate portrait of the person or people being described.

“The malleable stereotyping of [Paris attacker Amedy] Coulibaly reflects, I think, an uneasy vision of ‘blacks’ as well as ‘Africans’ as non-citizens of any state, as noncitizens of any nation, and as always the same no matter where they are,” said Williams.

Williams placed special emphasis on the role of new technology in monitoring people in the United States and around the world—transforming them, she said, into analytic norms with predictive lines determining the arc of life. Unfortunately, she added, people are left little room to change that arc.

“Algorithms for tracking technology are based heavily on American demographic taxonomy,” Williams said. This technology has been promulgated internationally by American police and other officials who travel the world, bringing with them



American techniques of algorithmic analysis. These methods are necessarily broad and can greatly impact the way people are monitored.

The Dean’s Seminar Series on Race and Policy aims to bring leaders in thought and policy to the Columbia community in order to broaden the discussion of race and policy, both nationally and globally. Other speakers in the series include Benjamin Jealous, former president and CEO of the NAACP (April 1) and Henry Louis Gates Jr., Alphonse Fletcher University Professor at Harvard University (April 21).

Rockefeller Foundation President Judith Rodin Speaks on Resilience

By Tamara El Waylly

Judith Rodin, president of The Rockefeller Foundation, visited SIPA on February 25 to speak about her recently published book, *The Resilience Dividend: Being Strong in a World Where Things Go Wrong*.

"The term 'resilience' has become a phrase used around the world in a public policy context, and I really think she's responsible," said Dean Merit E. Janow in her opening remarks. She described Rodin, who is the first woman to lead the foundation and the first woman to have served as president of an Ivy League institution, as a "true pioneer."

Rodin also received a SIPA Global Leadership Award last year.

In his introduction, Provost John H. Coatsworth said that while Columbia and SIPA are often privileged to welcome exceptional scholars, authors, educators, or philanthropic leaders, Rodin is someone who falls into each of those categories.

He credited Rodin with recalibrating the focus of The Rockefeller Foundation to meet the challenges of the 21st century. Alluding to Rodin's new book, Provost Coatsworth said she "challenges leaders to build more resilient cities, to bounce back after crises."

Rodin, who received a PhD in psychology from Columbia, credited the University with whetting her appetite for interdisciplinary work and noted that adaptability "is very much an interdisciplinary concept."

"Why [do] some nations seem

to be able to thrive in the face of adversity when others have thrown in the [towel]?" she asked.

In the 21st century, Rodin said, crisis has become normal. As such, she emphasized, there is a need "to shift the paradigm from recovery and rebound to a much earlier part of the cycle."

According to Rodin, the cycle begins with risk and vulnerability assessment, then planning and readiness.

"Preparation [should not be] fundamentally predicated on the last disaster that occurred," she noted, but cities should plan for any crisis: "every disruption does not have to be a disaster."

Under Rodin, The Rockefeller Foundation spearheaded the 100 Resilient Cities project, which aims to help cities become more resilient in the face of physical, social, and economic challenges.

Resilience is about building capacity, and oftentimes communities understand their problems and are eager to participate in the solutions, she said.

"We don't come with what you should do, we come with a framework about how to diagnose," said Rodin. "Then you're determining what you should do."

According to Rodin, more emphasis should be placed on teaching effective coping strategies. "I do think that coping strategies are mechanisms for safe failure rather than failing



From left to right: Dean Merit E. Janow, Provost John H. Coatsworth, and Judith Rodin

catastrophically," she added.

Janow asked Rodin, who served as the University of Pennsylvania's president from 1994 to 2004, about the role of universities.

"If we are going to expect our students to be civically engaged," Rodin said, "we have to demonstrate what a civically engaged institution is like."

Building resilience is not just about intellectual or financial resources but also about obligation, she noted.

"We really have an obligation, as well as an opportunity to build resilience," said Rodin, "because we have a moral and civic obligation to partner with our neighbors to create more inclusive prosperity, which is really a part of building resilience."

SIPA CONFERENCE ADDRESSES POLICE-COMMUNITY RELATIONS

On February 5, 1999, Amadou Diallo, a 23-year-old man from Guinea, was shot and killed by New York City police officers in the vestibule of his apartment building. On the 16th anniversary of his death, a panel of distinguished guests convened at SIPA for “Improving Police-Community Relations,” a conference focused on the complex and evolving relationship between police officers and civilians in New York City.

SIPA cosponsored the event—part of the Dean’s Seminar Series on Race and Policy—with the Amadou Diallo Foundation (ADF). Dean Merit E. Janow welcomed the audience; Professor David N. Dinkins, the former New York City mayor who has served as ADF’s board chair since its founding, and Diallo’s mother, Kadiatou Diallo, both offered opening remarks.

Ms. Diallo explained how ADF, which honors the memory of her son, can bridge law enforcement and the public. She said, “We are here to increase compassion, find common solutions, and help this city heal.” Ms. Diallo added that she believes that the public needs law enforcement.

The conference’s keynote address was delivered by Brooklyn Borough president Eric Adams, who served as a police officer before entering politics. Adams stressed the need for three different approaches to the issue, calling for people who will “agitate, negotiate, and legislate” to create change.

Referring to events in Ferguson, Missouri, earlier this year, Adams said, “You can’t say black lives



Brooklyn Borough President Eric Adams

matter while burning down black business.” One audience member took exception with this claim, arguing that these issues are being discussed precisely because of the actions that took place in Ferguson. Adams’s counterargument drew on his personal experience: one way to drive solutions, he said, is to “become a cop—that is how change [happens].”

Professor Ester Fuchs moderated the conference panel, through which panelists offered varied and sometimes opposing views. Adams argued for the use of body cameras in policing; others noted that the Eric Garner case in Staten Island did not result in any indictment despite videotaped evidence.

Panelist Graham Weatherspoon, an ADF board member and a former New York City police officer, said he became a police officer because he didn’t want someone else doing a job for which he was better suited. He described how racism and classism remain key considerations but added, “It’s not just happening to black people, it’s also happening to white people. It’s happening to people.”

Norman Siegel, a civil rights lawyer and ADF’s longstanding board treasurer, discussed what he

called three common myths around police brutality: first, that it is a rare occurrence; second, that it is not a race issue; and third, that it is a problem of “a few bad apples.” Siegel argued for legal solutions, including strengthening civilian commissions, extending the statute of limitations of civil rights cases, and establishing an independent statewide prosecutor focused on eliminating police brutality and corruption.

All panelists agreed that work is needed to remediate the police-community relations crisis. Following the event, ADF released a statement calling for progress in five key areas:

- Renewing respect and trust between the NYPD and community residents, especially residents of color
- Removing stereotypes from Police Academy and precinct training
- Creating a statewide permanent independent special prosecutor for allegations of police misconduct
- Increasing racial and gender diversity at the NYPD, particularly in management
- Increasing police precincts’ transparency and resources for community residents

REYNOLD LEVY JOINS SIPA

By Andrew Watkins

In January 2015, Reynold Levy, who served as president of Lincoln Center for thirteen years, preceded by six and a half years as president of the International Rescue Committee and twelve years at AT&T, joined SIPA as an adjunct professor, teaching Dynamics of Leadership.

“Coming to SIPA is like coming home,” said Levy, who holds a law degree from Columbia, as well as a master’s degree and PhD in government and foreign affairs from the University of Virginia. “Coming back to Columbia gives me the opportunity to mix my practical experience with my academic studies in international relations.”

Asked what advice he would give his students, he commented on the need to develop a strong foundation. “If I were a student at SIPA today, I would focus very much on the development of skills and a knowledge base that are transferable across sectors.”

Such skills served Levy well throughout his own career as he presided over some of the country’s most well-recognized organizations in both the public and private sector. “Mine was not a traditional career path,” he

said. Levy also noted that—due to the speed with which whole industries are changing, the adaptation of government, and the sheer number of nonprofits around the world—students today must be able to move between sectors. SIPA, he said, helps cultivate the skills necessary for the complex careers of next century’s leaders.

Levy brings this insight to his current course. His affable, probing lecture style encourages students to draw on assigned readings during a free-flowing class discussion. In moving from leading the world’s largest performing arts center to teaching at a policy school, Levy has had to make changes of his own. Relating his professional experience to the classroom has required him to make choices. “I have to think, to what degree is my experience relevant [in terms of policy], and to what degree is it just telling old war stories,” he said.

One of Levy’s goals at SIPA is to assist in the development of future leaders. There are a number of things he looks for when judging leadership potential. “If you ask, ‘who would be a good leader?,’ I would say look at what they read. Look at whom they

talk to, whom they correspond with, and how they spend their spare time. I would look at their passport—have they traveled? What do they see?”

Asked what challenges he is facing in his own life, Levy said that the work-life balance has always been an issue for him. “I have to be better at self-discipline and not accepting too many things,” he explained. Along with teaching at SIPA, Levy consults for a nonprofit as well as for a philanthropist who is looking to start his own foundation. He is also chairman of the board of the Charles H. Revson

Foundation and a member of the Council on Foreign Relations.

As if that weren’t enough, Levy is also part of the Tony nominating committee, a job that requires him to attend many Broadway shows. On top of all this, he has just finished his fourth book, *They Told Me Not to Take That Job: Tumult, Betrayal, Heroics, and the Transformation of Lincoln Center* (Public Affairs), which will be released on May 12.

For a man of such drive, taking on less may be easier said than done.



SIPA Professors and Students Study Effects and Feasibility of New York City's Green Carts Initiative

In the fall of 2014, SIPA faculty members Ester R. Fuchs, a professor of international and public affairs and political science, and Sarah Holloway, a lecturer in international and public affairs, conducted a study to analyze the effectiveness of New York City's Green Carts Initiative.

At its core, the NYC Green Carts Initiative is a street-vending strategy that aims to change the NYC food landscape, expand economic opportunity, and promote healthy behavior by increasing the availability of fresh produce in areas where access is limited. The initiative was introduced in 2008 by the Mayor's Office of Food Policy and the New York City Department of Health and Mental Hygiene in partnership with the Laurie M. Tisch Illumination Fund. Green Carts is part of a broader city strategy to confront the epidemic levels of diet-related disease in New York City's low-income communities.

Led by Fuchs and Holloway, a team of 11 SIPA students developed its own evaluation model and

research design and collected extensive primary data on neighborhood characteristics, vendor locations and business practices, and customer behavior. The team spent three months locating and interviewing Green Carts vendors between July and September 2013. Interviews were conducted in English, Spanish, and Bengali.

In undertaking the study, Fuchs and Holloway sought to assess the economic viability of Green Carts as small businesses and to consider the role of philanthropy in promoting and supporting innovative public policy. They found that the Green Carts initiative dramatically increased access to fresh produce in targeted neighborhoods, with a reported 166 Green Carts operating across four boroughs between July and October 2013. The Green Carts are all located in neighborhoods with high rates of diet-related diseases and poverty, indicating that the initiative is achieving its goal of reaching communities with unmet needs.

Commissioner of the Department

of Health and Mental Hygiene Mary Bassett said, "To improve the health of New Yorkers, we need to increase the availability of healthier foods while reducing the barrage of unhealthy foods. In neighborhoods where fresh produce is scarce, Green Carts help to ensure that fruits and vegetables are available and affordable for residents."

Fuchs and Holloway's analysis focused heavily on quantitative data measurements centered on consumer buying habits and concerns. They found that 68 percent of customers earn less than approximately 200 percent of the federal poverty level, that 50 percent of customers are "always" or "sometimes" worried about having enough money to buy fresh fruits and vegetables, and that 92 percent said that location and prices are two main reasons for shopping at a Green Cart.

They also studied the feasibility of Green Carts as a long-term business opportunity for owners. Approximately 80 percent of vendors said they considered themselves "very profitable"



or “somewhat profitable,” with 50 percent of all vendors in operation for more than two years. Vendors also reported bright prospects for the future, with 75 percent saying they believed their experience running a Green Cart would help them open a larger business. The initiative has also benefited those who have immigrated to the city, with at least 88 percent of the vendors being foreign born. Of these, Bangladesh, the Dominican Republic, and Mexico were the most

frequent countries of origin.

“This evaluation represents the first comprehensive review of the Green Carts program after six years in operation,” Fuchs said. “This innovative program is a success for both the vendors and the customers. It’s a net gain for public health and a model program for densely populated urban areas elsewhere in the United States.”

The report also identifies several opportunities to enhance the

program. First, Green Carts are not distributed evenly throughout all high-need targeted areas. Some neighborhoods have an abundance of carts, while some have none. The market-based approach, allowing vendors to locate anywhere within the designated zone, does not distribute vendors evenly across the designated high-need areas. Green Carts are located close to public housing in only one borough. This suggests that there may be more opportunities to

reach high-need populations.

“In addition to its direct benefit to New Yorkers, Green Carts demonstrates how philanthropic organizations can play a constructive role in promoting and supporting innovative public policy,” said Laurie M. Tisch, president and founder of the Illumination Fund. “As a program model and as a partnership, Green Carts can serve as a model for other cities that face similar issues.”

STUDENTS AND ALUMS

By Andrew Watkins

Each year, SIPA students travel around the world to put their skills to use. Given the analytical and quantitative skill sets cultivated and honed while studying at SIPA, students often find themselves working directly to confront some of the world's most pressing problems. SIPA students and alums find unique and challenging ways to bridge the gap between academia and practice by uncovering opportunities to effect real change. Sometimes, these opportunities are found in global hot spots racked by violence, political instability, and economic decline. Meet SIPA students and alumni working in some of the world's most complex environments.

ALUMNI

CHASE COLBY MADDEN MIA '14

(South Sudan)

Prior to enrolling at SIPA, Chase Madden worked in Darfur and the transitional areas of Sudan and South Sudan from 2007 to 2012, doing humanitarian relief work and conflict mitigation. Chase is now working with AECOM, a global provider of professional technical and management support services, as the roving program specialist on the USAID Viable Support to Transition and Stability (VISTAS) program in South Sudan. VISTAS aims to identify and implement conflict mitigation activities on a local level that will have a national significance. He is setting up a programming and operations base for AECOM development operations in Malakal, South Sudan. Deeply entrenched political and ethnic tensions within South Sudan sustain a complex and interesting work environment: all work must be done within the United Nations Mission in South Sudan (UNMISS) Protection of Civilians framework in coordination with UNMISS, the International Organization for Migration (IOM), and other international agencies. Chase said, "The four main projects I worked on were setting up an office in Malakal, South Sudan, within the UNMISS humanitarian hub, writing one grant for solar-powered street lights at the UNMISS base in Malakal and another for solar-powered audio and video equipment to be used by the University of Juba, and providing material support to the Malakal Peace and Security Council."

UN vehicles in South Sudan



IN GLOBAL HOT SPOTS

KEVIN JOHNSTONE MPA-DP '14

(Sierra Leone)

With five years of experience in development across the globe, Kevin fit neatly into SIPA's MPA in Development Practice program. During the program, Kevin concentrated his electives on energy, environment, and emergency humanitarian relief. For his summer practicum, he worked with the Sierra Leone Environmental Protection Agency in Freetown, building technical GIS and data collection capacity. "In Freetown, passing screaming ambulances and burial teams in their space suits made Ebola a reality for me. My colleague's only son died of Ebola, and that really brought it home. However, with cases finally trending down, the unique spirit of Freetown is trickling back into the streets." Kevin recently signed a two-year contract with IBIS, a Danish NGO operating across sectors in nine different countries in Latin America and Africa, as the renewable energy policy adviser for a large European Commission-funded project in Sierra Leone. He will work on strengthening renewable off-grid solutions in Kono District as well as scaling up renewable energy initiatives for public institutions across the nation.

Kevin Johnstone on the street in Ghana



STUDENTS

HILDEGUNN STENSVOLD HANSEN MIA '15

(Ghana)

Hildegunn Stensvold Hansen is an MIA student concentrating in International Security Policy. This past summer, she spent two months traveling through the Ghanaian countryside with a security guard of the former Ghanaian president and SIPA students Lexi Britton, Marc Tuozzolo, and Ying Wang. The team researched illegal small-scale gold mining in Ghana for their client, UNDP (United Nations Development Programme). Their aim was to find the basic stakeholders, understand their reasons for being involved, and write a report with recommendations for UNDP. They toured dug-out cocoa fields, interviewing mud-covered youth digging for gold. Hildegunn visited small villages, talking to women selling their produce to the miners. She and her team were also invited to local palaces, where they met chiefs in their traditional garb. "To see and experience the place and the problems you have been reading about makes all the difference in the world. You read about the resource curse, about land being poisoned by mercury, about the disputes between government and traditional authorities, and you make up an opinion about it in your head. But when you go and see for yourself, when you talk to the people involved, you see how complex it is. You see that it is about people, about survival."

SIPA students meeting with Nana Amoatia Ofori Panin II, king of Akyem Abuakwa in Accra, Ghana. Standing from left to right: Hildegunn Stensvold Hansen, Lexi Britton, Ying Wang, and Marc Tuozzolo





Ben Weiss at Safdarjung tomb in Delhi

BENJAMIN WEISS MIA '15

(Delhi, India)

Benjamin Weiss worked in New Delhi last summer, conducting research on Indian foreign and security policy at the Brookings Institution India Center. Ben arrived in Delhi just a few weeks after Narendra Modi took office as the country's prime minister, giving him a firsthand look at the new government's approach to neighboring and regional states like China, Pakistan, Afghanistan, and Iran; its moves to transform India's defense and arms procurement policies; and its initial engagement with the United States. Ben drafted a series of essays and provided research for a forthcoming compilation of policy recommendations for the newly elected government, touching on topics as diverse as revamping the Indian Foreign Service and diplomatic corps, revising New Delhi's nuclear weapons doctrine, improving ties with Beijing, and fostering closer relations with Washington. His article "India's Nukes: Five Questions Modi Should Be Asking" was published by *Foreign Policy* in July.

Ben also helped to arrange a closed-door discussion between U.S. Secretary of State John Kerry, U.S. Secretary of Commerce Penny Pritzker, a slate of high-ranking U.S. diplomats, and prominent Indian members of Parliament, business leaders, government officials, scholars, and activists. The meeting, which took place during the U.S.-India Strategic Dialogue last August, focused on issues of energy, trade, climate change, defense, and broader U.S.-India ties.

ANDY WATKINS MPA '15

(Erbil, Iraq)

On June 6, 2014, Andy flew from New York to Erbil, Iraq. Just four days later, the Islamic State of Iraq and Syria (ISIS) took control of Mosul, Iraq's second most populous city. So began Andy's summer working as an editorial associate with the *Iraq Oil Report* (IOR). IOR serves as a major source of oil and gas news and information for those invested in the Iraq energy market. Andy worked in the company's Erbil office and spent most of his time mapping the movements of ISIS fighters, researching the flows of internally displaced persons and refugees, and charting the impact of these forces on Iraq's oil infrastructure, as well as covering a host of other issues. While in Erbil, Andy was part of a team that helped to uncover and publish data on the realities of ISIS oil smuggling operations throughout Iraq and Syria, political fragility in the government formation process, the plight of those displaced by the fighting, and the economic impact of Iraq's lost oil infrastructure. In covering these topics, he made his way into the mountains of northern Iraq to locate new oil rig operations, traveled to sprawling refugee camps to interview new arrivals, and got to know many people in the energy industry operating in Iraq. "The situation was so dynamic," he said. "We would be following up on particular stories, for example about the closure of the Iranian border or the movement of smuggled oil by ISIS fighters, only to have something happen that would substantially change our focus regarding the overall outline of the issue we were covering." Since returning to New York, he has continued working for IOR as an analyst.

Andrew Watkins near Petra in Jordan



JENIK RADON TAKES STUDENTS BACK TO TANZANIA FOR 2015 CAPSTONE

By Andrew Watkins

In the spring of 2014, Professor Jenik Radon led two SIPA capstone teams—one to Colombia, and the other to Tanzania. “In Tanzania, we partnered with the Prevention and Combatting of Corruption Bureau (PCCB). Our goal was to look at the resource curse and its implications for Tanzania and to try to envision the benefits that natural resources can bring for a nation and its people, rather than just see resources in an emerging nation as a negative and cause of problems,” Radon said.

Corruption, as well as a lack of management and civil service capacity and skills, has prevented many of the gains from the extractives industry from being passed on to local communities as well as the nation at large. “In 2014, we looked at the overall ecosystem of natural resource development and at ways to manage these resources effectively, in particular the significant natural gas discoveries, as well as how to identify areas most susceptible to corruption and to possible misuse by public officials,” Radon noted.

The SIPA team took the lead and drafted a comprehensive, in-depth policy report outlining major economic, social, environmental, and legal issues and crafting policy options for the Tanzanian government. The report highlighted the major structural reforms that were needed, including a revision of the applicable laws governing extractives, the establishment of a natural resource trust fund for the benefit of present and future generations, and the need for focused investment and development programs, especially in education and health.

“Whenever you’re looking at the challenges of development, you have to be able to answer one

critical question: development for whom?” Often, development plans in emerging economies concentrate on immediate demands and neglect the needs of future generations, as well as favor urban development over rural development. As a result, communities directly impacted by extractive development and in need of special support—especially with tailored programs in job training, health care, and other social services—are often overlooked.

“After reviewing the report, the PCCB came back to us and said this is great, but now we need to go further and have specific recommendations that can be implemented. Moreover, we need a schedule for their implementation.” With that, Radon decided to create a second capstone for spring 2015 and build on the foundational 2014 report. “This year we are setting priorities and focusing on two things: the drafting and amending of national legislation and regulations governing extractives, including environment, and the crafting of model community engagement and development agreements with input from local governments as well as the impacted communities.”

“This year, for the Tanzania capstone, we will have about six SIPA students and four students from the Law School,” Radon noted. He added that the combination capitalizes on the global and public interest perspective of the SIPA students and the legal focus of the Law School students.

The 2015 SIPA capstone began its work on Tanzania in January and traveled to Tanzania for field research in March.

Radon explained, “The 2015 capstone will give concrete meaning to the policies set forth in the 2014 report. Specifically, we are going to focus on

The SIPA team took the lead and drafted a comprehensive, in-depth policy report outlining major economic, social, environmental, and legal issues and crafting policy options for the Tanzanian government.

statutory and regulatory enactment and securing community buy-in. The reason is simple: Successful extractive development demands that industry secures not only a legal license but also a social license from the communities in which they operate. If the affected communities do not see any benefits, it will invariably lead to social unrest.”

The growing significance of these efforts, according to Radon, is clear: “Industry is starting to realize that it will suffer if there is no local community development and acceptance.”

JORGE CASTAÑEDA EXAMINES “DISCONNECTS” IN U.S.-MEXICO RELATIONS

By Tamara El Waylly

The relationship between the United States and Mexico has become one of disinterest, said Jorge Castañeda, a former foreign minister of Mexico, who gave this year’s George Ball Lecture at SIPA on October 15.

“Generally, the U.S. cares about Mexico when there are problems, which is most of the time,” Castañeda said. But neither country’s leadership really cares a lot about the other right now, he added. The United States is understandably distracted by events elsewhere, and Mexico is not pushing its agenda with its neighbor to the north.

Castañeda, who was also the George Ball Adjunct Professor at SIPA for fall 2014, served as Mexico’s foreign minister from 2000 to 2003 and attempted to run for his nation’s presidency in 2006, until he was deemed ineligible by Mexico’s Supreme Court.

In opening remarks, Dean Merit E. Janow described Castañeda as a “forceful thinker” who is willing “to take a principled stand even against popular opinion.” Provost John H. Coatsworth, who introduced the speaker, said Castañeda had correctly predicted missteps on the economy by Mexico’s leadership.

Castañeda focused his remarks on bilateral relations around the issues of immigration, drugs, and prosperity, highlighting what he called “disconnects” between the two countries.

“Drugs are a more important bilateral issue between the U.S. and Mexico than any other two countries,” said Castañeda. But, he added, President Obama can only go “so far [in] bothering the Mexicans or anyone else on drugs when the District of Columbia is about to legalize recreational marijuana.”

President Peña Nieto of Mexico, in turn, is “a bit too overwhelmed” to deal even with the legalization of drugs, the process it entails, and the



probable backlash,” he said.

Rather than publically wage a “war on drugs” like his predecessor, Felipe Calderón, Peña Nieto has been “deemphasizing the drug war” rhetorically and diplomatically, Castañeda said, while quietly continuing the same basic strategy, which proved to be disastrous.

“A lot of people died, a lot of people disappeared, [and it] cost a bundle of money.”

Turning to immigration, Castañeda expressed his concern for the crackdown, which, he said, followed pressure from the U.S. government after a perceived spike in unlawful immigration attempts.

People keep trying to cross the border, even

when it is less safe, said Castañeda, who insisted on the importance of immigration reform.

“At the end of the day, the single most important issue for the U.S. on the agenda with Mexico has always been Mexico’s prosperity, or lack of it,” said Castañeda.

Mexican prosperity helps the U.S., one way or another, Castañeda noted, but added, “we have not found a way to place Mexican prosperity on the U.S. agenda.”

In Castañeda’s view, the issues of immigration, drugs, and prosperity are just too important to set aside. “It will come back to haunt both countries,” he said.

PANELISTS LOOK AT SYRIA WAR “FROM THE GROUND UP”

In a discussion of the ongoing conflict in Syria, three scholars examined domestic and regional actors, the role of women, and how rebels view and interact with civilians on the battlefield. The October 20 panel, “The War in Syria: A View from the Ground Up,” was moderated by Dipali Mukhopadhyay, an assistant professor of international and public affairs at SIPA, and sponsored by the Saltzman Institute of War and Peace Studies.

Featured panelists at the event included Adam Baczko, an order, conflict, and violence fellow at Yale University and a PhD candidate in political science at the School for Advanced Studies in the Social Sciences (EHESS, Paris); Nimmi Gowrinathan, an expert on gender and violence, and the creator of *deviarchy.com*; and Michael Shaikh, an independent consultant based in Yangon, Myanmar, who had previously worked in Afghanistan.

Baczko spoke about interactions between different groups in Syria—including the regime, the insurgency, the PKK, and ISIS—and the impact of the conflict on regional actors. He described how the war in Syria has become a site of intense interaction between Iran and Saudi Arabia. Baczko said he thought the war would be the major geopolitical event for neighboring countries for the next decade.

Gowrinathan began her discussion by questioning the popular narrative of the girl from Minnesota or Paris who joins ISIS. She noted the problems of looking at this issue through a Western lens and suggested that—beyond ideology—there was an adventure narrative at play for these women. Rebels may have drawn on feminist liberation narratives, but “these women are not fighting for



Rebels of the Free Syrian Army in rebel-controlled building on July 26, 2013, in the Aleppo countryside, Syria.

women’s rights at this particular moment,” Gowrinathan said. Instead, they are fighting because they are Sunni and because the normal framework of life in conservative areas has been destroyed by war.

Shaikh noted the U.S. congressional authorization to use force in Syria and said that arming the rebels would carry many costs—among them more civilians harmed with advanced weapons, more armed actors, and the issue of what happened to weapons after the conflict ended.

He noted how non-jihadist rebels exhibited

a sense of good-guy exceptionalism and downplayed harm done to civilians because it was not as bad as what the regime has done. There was “a modicum of a civilian protection mind-set,” Shaikh said, adding that rebel groups would participate in training from a group like the Red Cross, if it were tied to a material reward.

All three panelists noted the difficulties in conducting research, with Baczko stating that access to the conflict and parties involved is much different and more difficult today from a year or two ago.

Bacevich Offers Lessons from America's War for the Greater Middle East



On October 28, 2014, Andrew Bacevich, a specialist in 20th-century U.S. diplomatic and military history, professor emeritus at Boston University, and Columbia University's first George S. McGovern Visiting Professor, gave the inaugural George McGovern Lecture at SIPA, entitled "Ten Theses: Lessons from America's War for the Greater Middle East."

Bacevich traced the U.S. involvement to the 1980 Carter doctrine, which declared the Persian Gulf a vital national security interest and called for "the adroit application of hard power" to check the "the disorder, dysfunction, and disarray" prevalent in the Islamic world. Carter did not intend to embark on a war, nor did he anticipate its consequences. However, he "lit a fuse without knowing where it led."

Bacevich argued that Carter and his successors initiated a sequence of military actions that collectively—and in retrospect—are part of a single narrative. As examples, Bacevich cited the 1983 Beirut bombing, the 1993 Blackhawk down debacle, and the 2003 invasion of Iraq. "Look closely enough and the dots connect," he said.

Seeing America's war for the Greater Middle East whole is a prerequisite for learning and developing wiser, more effective policies, Bacevich said. He outlined what he had learned in ten categories:

1. CENTER OF GRAVITY

Bacevich defined a war's center of gravity as "the factor upon which a war's outcome turns"—e.g., the enemy's army, capital, and terrain. In the recent wars, people constituted the center of gravity. What matters most is not killing adversaries but influencing populations.

2. TECHNOLOGY

The U.S. military's belief that its high-tech superiority would win the war proved false. The military did not adapt to what war in the Middle East entails. "Precision air power alone will not destroy ISIS," Bacevich said.

3. STRATEGY

Bacevich described strategy as having become "a lost art." U.S. strategy is reactive and opportunistic, he opined. It should create choices and feasible alternatives. "In lieu of strategy we have platitudes," he added.

4. NATIONAL SECURITY APPARATUS

Bacevich argued that the national security apparatus has become a "sprawling network of institutions" lacking fresh ideas.

5. GENERALSHIP

Bacevich claimed that, though the U.S. knows how to grow first-rate sergeants and captains, it is unable to select and develop top leadership. He specifically cited the inadequacy of senior officers waging current wars.

6. THE U.S. MILITARY SYSTEM

Bacevich argued that the military's intensified action after 9-11 revealed "defects" in the existing military system: it encourages political irresponsibility, is undemocratic and exorbitantly expensive, and doesn't win.

7. THE POLITICAL ECONOMY OF WAR

Too much war has been waged with too few warriors—leading to a dependence on private security firms as well as corruption being committed on a grand scale.

8. HISTORY

Bacevich argued that American history of the Middle East is full of selective memories—especially the triumph of World War II. Students and policymakers need to understand how the modern Middle East came into existence, looking back to the Sykes-Picot agreement, the World War I era pact that began to draw the borders of the modern Middle East.

9. REGIONAL ALLIES

Bacevich made the case that Washington has been counterproductive in its selection of allies. He specifically pointed to Pakistan and Saudi Arabia, which continue to promote Islamic radicalism. He further commented that American and Israeli interests have diverged and that the United States has created unwanted complications for itself through its continued support of Israel.

10. RELIGION

Bacevich argued that religion is a central element in the war with the Middle East that "secularized American elites cannot grasp or are unwilling to accept." American leaders may insist that the United States is not at war with Islam and espouse their "high regard" for the religion. But the war is about religion in some respects, and if a "few hundred million Muslims see it, their seeing it in those terms makes it so." Rather than denying the religious dimension, our leaders should acknowledge that "war can't provide the antidote to the fix we've gotten into."

Bacevich's arguments culminated in a powerful statement: after three decades, it's clear that military power alone "is unlikely to persuade the peoples of the Greater Middle East to share our views of God, freedom, family, identity, and the purpose of life." Looking beyond the military realm, Bacevich said, might provide the biggest lesson that the war with the Greater Middle East has to teach us.

FACULTY PROFILE

JULISSA REYNOSO ON THE RULE OF LAW IN LATIN AMERICA



Julissa Reynoso, the former U.S. ambassador to Uruguay, is a Columbia University-trained lawyer who joined the U.S. State Department in 2009 as deputy assistant secretary for Central America and the Caribbean in the Bureau of Western Hemisphere Affairs. Reynoso stepped down as ambassador in December 2014 and returned to New York to work at the law firm Chadbourne & Parke and teach a new course at SIPA—Seminar on Latin America: Challenges to Progress—on the rule of law in Latin America.

Reynoso's background resonates with many in SIPA's community. She emigrated to the United States from the Dominican Republic at the age of seven. She grew up in New York City's South Bronx and went on to attend Harvard University as an undergraduate, then Cambridge University in England, and then Columbia Law School, from which she graduated in 2001. She spoke with SIPA News about her career, plans for her course at SIPA, and more.

Many of our students would be pleased to work at the State Department or its counterparts in other countries. What path took you there and then, in March 2012, to the ambassadorship in Uruguay?

A lot of intangibles came together to put me where I am.

I was born in the Dominican Republic. When you're an immigrant, you bring an outside perspective—you're always looking abroad for points of comparison. Growing up in New York, a very international city, I was always surrounded by foreign references that conditioned me to think about the rest of the world.

So I always had an interest in international affairs. As a student and later as a professional, I

wanted to make a difference in foreign policy, in human rights abroad, and I was always open to developing new skills and using them to help different organizations and institutions.

But even so I didn't have the [explicit] goal of doing diplomatic work. I came to the State Department only after working on political campaigns—first for Senator [Hillary] Clinton, then presidential candidate Clinton, then candidate [Barack] Obama.

When Senator Clinton became Secretary Clinton, [the administration] asked me to submit my résumé, and I didn't feel awkward, because I had some experience in that area. That's how I ended up at State [as deputy assistant secretary]. From there, I did the work and got completely immersed in problems that helped me understand more of Latin America and more of the U.S. role abroad—how to be a model for positive change and have a positive relationship with countries in the region.

How will the course you'll be teaching at SIPA and Columbia draw on your experience?

Working in the State Department for five years, I've had the chance to evaluate challenges facing countries in Latin America and the Caribbean. For the most part, these countries are doing well in terms of economic indicators and democratic governance. For many of them, the biggest challenge is security—literally personal security, people's sense that their physical well-being is protected.

I've looked at the reasons behind the insecurity and how governments and societies have addressed these challenges. A lot of it has to do with giving people confidence that public institutions will protect them. What kind of mechanisms are effective? In addition to policy it's also a question of law. That's why the course is cross-listed at Columbia

Law School—it deals with the judicial system, and fairness, and a broader concept of justice.

It's an interesting combination of a bread-and-butter policy issue with the question why institutions in these countries that were created to protect citizens are not necessarily doing their job.

How did the opportunity come about to teach at SIPA?

I have relationships with a lot of people at Columbia. I've been in touch with John Coatsworth [Columbia University's current Provost, a former dean of SIPA, and a scholar of Latin America], who was my professor at Harvard, and also my contacts at the Law School.

How do you feel about returning to New York?

My family, my apartment, most of my friends—my roots are in NYC. I've been away five years, but I never really left. I'm a natural New Yorker, I always say.

Living and working in New York, there's so much opportunity to have deep and transformative conversations about the world because of the interaction of people from all over the world—from immigrants to diplomats at the UN. It's a very special place for people to come together and talk about the challenges we face collectively. As a diplomat, as an immigrant, I'm happy to be able to contribute to the pool of know-how.

And I'm really looking forward to being part of the Columbia community again, too. I'm looking forward to having fruitful conversations with students, faculty, administrators, fellow lawyers. I've learned tremendously and believe I can add value to the discussion, and I hope my experience can serve to inform decision making in the future.

RAPHAEL SMITH PRIZE-WINNING ESSAY

A Table for 15, Please

By Lydia Tomkiw



Vietnamese food in the Bronx

I stand outside the 116th subway stop in all kinds of weather—sunshine, rain, and snow. I get there early and wait for everyone else. Exactly at noon, a few other students join me. We stand in a half circle against the main Columbia gates while we shake hands, learn each other's names, and run through the typical SIPA bio: "Hi, I'm Lydia, EPD, IMAC, originally from California." Inevitably, someone calls me on my cell phone. "I'm five minutes away. Please don't leave without

me. I'm hungry." Ten minutes later we are on a train heading to the distant borough of Queens in the neighborhood of Astoria, but really we're heading to a seaside town in Brazil.

When I applied to SIPA, a statistic struck me: more than 50 countries are represented in the student body. My first thought was, "Wow, this will make for fascinating classroom discussions." My second thought was much less academically inclined. "Fifty countries mean 50 different types of

cuisine. That's a lot of amazing food!" Then I began Googling; SIPA must have a food club of sorts, right? When I found out there wasn't one, I did what any student would do—I started a Facebook group, SIPA Eats, with a simple goal: "Five boroughs, three meals a day, thousands of restaurants, two years at SIPA: prepare to eat!" The group has more than 400 hungry members today.

As we switch from the 1 train, our hostess, Isabella, tells me how seriously she has taken her

culinary ambassador role. She had already traveled to Astoria and tried several restaurants to make sure the one she selected for us would meet her own standards for Brazilian food. She also wanted to be sure we would be within walking distance of a Brazilian grocery store, just in case anyone wanted to try to recreate something.

As our group of 14 crowds into Malagueta Restaurant, people are already starting to ask Isabella questions. "What do you recommend? What's a typical Brazilian meal?" Isabella looks at her menu and begins explaining. "*Feijoada*, a stew of beans and meat, is a quintessential Brazilian dish. Or try some seafood: *bobo de camarão*, shrimp with yucca. And if you haven't had a Guaraná soda, you should try that, too." Isabella takes the lead, calls over the waitress, and in rapid-fire Portuguese orders appetizers for the table: *bolinho de bacalhau*, fried cod cakes. While we eat, we talk about the upcoming World Cup that Brazil will be hosting and the *favelas* that were torn down to build stadiums. Before we know it, the meal ends with coconut flan and passion fruit mousse. We head over to the grocery store where Brazilian World Cup gear decorates the window and people stock up in aisles lined with cans of Guaraná.

In a geeky, policy-oriented way, we've eaten our way through the BRIC countries and numerous others as well. Without ever having left New York City, we've journeyed all around the world. In Flushing, Queens, we explored western China by dining on spicy noodles. For dessert, in the basement of Flushing's New World Mall, we went to Taiwan for a shaved mango ice dessert that was, heightwise, larger than one group member's head.

As soon as we got off of the subway in Jackson Heights, Queens, we had to grab a \$1 cup of chai to keep us warm before we started eating our way across India. At the end of the night, our guide left us with a list of other places we had to try in the neighborhood, including a place with Nepalese *momos*, dumplings.

In Brighton Beach, Brooklyn, we traveled across Eastern Europe at Net Cost grocery and then settled in for some tasty Ukrainian *borsch*, beet soup, and *varenyky*, dumplings, at Café Glechik, while the wind gusted wildly outside on a frozen February night. On this night it was my turn to take the lead explaining what to order, and as the revolution continued on the streets of Ukraine, our conversation quickly turned to politics.

In Astoria, Queens, we let our guide order everything for us in Greek, and despite the mounds of food that appeared, we finished without paying more than \$15 per person. In the Bronx, we dived into plates full of Vietnamese *com tam*, broken

rice, and left with steaming cups of Vietnamese coffee sweetened with thick condensed milk.

In Manhattan's Chinatown we had large bowls of Vietnamese *pho*, noodle soup, and wandered into grocery stores full of tropical fruit. On the Upper West Side at El Malecon Restaurant II, we dived into a long Dominican menu of *mofongo*, a fried mashed plantain dish; *sopa de camarones*, a tomato rice soup with shrimp; and plates full of *empanadas*. On the Lower East Side, Professor Anya Schiffrin took us on a walking tour of classic, old New York City with stops at Russ & Daughters; Katz's Delicatessen, for its world-famous pastrami; and Yonah Schimmel's, for sweet and savory knishes.



Knishes on the Lower East Side

By my own calculations, in the course of nine outings and two potlucks, we've eaten in more than 20 different countries. We've also learned how to say *bon appetit* in several languages—a skill that will serve us well in all corners of the globe, including New York.

Lydia Tomkiw MIA '15 concentrated in Economic and Political Development, with a specialization in International Media, Advocacy, and Communications.

RAPHAEL SMITH PRIZE-WINNING ESSAY

THE GIFT OF CAB

By Annette Konoske-Graf

A kind of magic takes place inside taxicabs. If I were to write a book, it would have something to do with the wisdom of taxicab drivers. I'd call it *The Gift of Cab*, or perhaps something less cheesy.

I was living in Santiago, Chile, a lucky 20-year-old teaching English at an all-girls high school in the city. When I wasn't teaching, I was watching translated episodes of *Friends* with the older Chilean woman with whom I lived. This weekend, my sitcom *compañera*—Maruja—was two hours west on the coast, in the colorful, hillside house of a friend in Valparaíso. And I had taken a night bus, south to Puerto Montt and the mystic island of Chiloé, located where the country shatters into a freezing, harsh interplay of water and land.

I remember that the sky hailed as I bought a gray sweater at an outdoor wool market in Puerto Montt.

On my last night in the south, I left my hostel on Calle Miramar to play some pool at the bar down the street. After a few games, I decided to take a taxicab home—even though

the hostel was close, it was late and the hail hadn't let up. I hopped in a *colectivo*, a taxi with a set route, whose driver told me that he would gladly take me to my hostel on Miramar. I stared out the window at the night. Only the occasional amber lamp dimly lit the fishing ships docked in Puerto Montt.

After a few minutes, I realized that we were going in the wrong direction. I asked the driver where we were going. "I'm taking you to Hostel Miramar!" he replied, his eyes on the road. I explained the miscommunication; my hostel was on *Calle Miramar*, it wasn't called Hostel Miramar. My crappy Spanish was probably to blame.

The driver was upset. He hit the steering wheel with both of his hands, and immediately told me he'd have to charge more. As he yelled, his spit clung to whatever surfaces it could find: the steering wheel, the dashboard mirror, his fingers. The stubborn child in me refused to acknowledge my role in the miscommunication. I was tempted to

tell him no, because I thought I had explained perfectly clearly where I needed to go. I stayed quiet, weighing my options. The hail pounded on the roof of the car. There was a profound tension between us. My wool sweater suddenly weighed twice as much as when I bought it.

The only option was compromise. "I don't want to argue," I said, with a timidity that was entirely unnecessary. "How much more do you want me to pay?" He named a price that was equivalent to a dollar. My pride had led me to argue over four quarters in a fishing village. I quickly agreed to his sum.

He told me that he had had an awful week; he felt that his clients and employers were trying to take advantage of him; he held two jobs and couldn't really talk to anyone about his life. Because we had initially driven in the wrong direction, we had a few minutes to learn about each other. Our intimacy was only possible because our interaction began with conflict. We had bared our teeth, so it was easier for us to bare our souls.

When we stopped outside my hostel at Calle Miramar, we hugged. I thanked him for getting me home safely, and for his vulnerability. He didn't charge me the extra dollar. I returned to my room, in the haze of a moment of gratitude, the kind when your heart beats extra slowly, and it feels you could be friends with anyone.

Fifteen minutes later, there was a knock on the hostel door. It was the driver, returning a small bill that I had accidentally dropped on my seat in the car. He had driven back to the hostel—across the city—to return the equivalent of 50 cents. I had initially taken him for an angry, confused taxicab driver. Now I saw that he was someone from whom I could learn all that is important in human connection: honesty and kindness.

I don't even know his name. But I live in New York now, and I think of him every time I climb into the back-seat of a cab.

Annette Konoske-Graf *MIA '15, IF '15, MS Journalism '14*

The Raphael Smith Prize is given in memory of Raphael Smith, a member of the class of 1994 who died in a motorcycle accident while retracing his stepfather's adventure of motorcycling from Paris to Tokyo. The prize, established by his family and friends, is awarded annually to two second-year students for travel articles that exemplify the adventurousism and spirit of SIPA. The winners of this year's contest are Lydia Tomkiw and Annette Konoske-Graf.



DONOR PROFILE

ANN GREGORY

SIPA thanks Ann Gregory MIA '64, PhD '76 for her gift to endow a fellowship for students pursuing the Gender and Public Policy specialization.

"Building financial aid for students is our highest fundraising priority, and we are deeply grateful to alumni like Ann Gregory who help us in this effort," said Dean Merit E. Janow. "This fellowship will ensure that students of modest means continue to have an opportunity to attend SIPA and to advance our collective understanding of policy issues related to gender."

The Sjamsiah Achmad Fellowship is named in honor of one of Gregory's friends, an academic and policymaker. Achmad served from 1988 to 1995 as assistant minister of education at the Office of the State Ministry for the Role of Women in Indonesia, overseeing the establishment of many women's studies programs at Indonesian universities. She had previously served as a senior program officer at the United Nations, and before that led the Bureau of International Relations of the Indonesian Institute of Sciences. Today, Achmad works with various NGOs and advises Indonesia's government on gender policy. She is also a delegate to the current UN Commission on the Status of Women.

Gregory began her academic career as a specialist in Southeast

Asian politics. She later earned an MBA and went on to teach for 25 years at the Faculty of Business Administration at Memorial University of Newfoundland, where she introduced gender and diversity courses and taught in the graduate women's studies program. Gregory is the author of numerous articles and books on topics including risk management and gender in organizations.

"I have long been grateful to Columbia University for providing the funding that enabled me to earn both an MIA and a PhD in political science," said Gregory, whose gift also created a similar fellowship endowment at the Graduate School of Arts and Sciences. "I'm pleased now to be able to help future students to follow a similar path."

Yasmine Ergas, director of the Gender and Public Policy specialization, added thanks for the gift.

"As our specialization completes its second year, the incredible interest among students and alumni alike continues to grow," said Ergas. "This gift endorses our efforts in the most forward-looking way, by supporting the students who will follow the inspiring examples of women like Sjamsiah Achmad and Ann Gregory and shape public policy in the future. I am very grateful to them both for their leadership."



70 BY 70 FELLOWSHIP CAMPAIGN

70 New Fellowships in Celebration of SIPA's 70th Anniversary



SIPA has begun a campaign to secure 70 new fellowships for students as part of a celebration of SIPA's 70th anniversary in the 2016–17 academic year.

Dean Merit E. Janow said the 70 by 70 Fellowship Campaign will have a transformational impact on the SIPA student experience and help achieve the School's core mission of educating students to become global leaders.

"Raising funds for student financial aid is among SIPA's top fundraising priorities," said Dean Janow. "Our friends and alumni know how important this is, and I welcome their help in providing support and encouragement to deserving students who have a potential to make a difference in the world. The Campaign will provide necessary

financial assistance to continue this important legacy of educating future generations of public policy practitioners and leaders."

The 70 by 70 Fellowship Campaign will help bring the best and brightest students to SIPA and serve as a vote of confidence in their potential as scholars and practitioners.

The new fellowships will provide meaningful support ranging in value from half the cost of tuition to the full cost of attendance. They will also cover a period of two years, meaning that entering students are guaranteed funding through Commencement.

Donors may choose to supplement an existing fellowship fund or establish a new one. All new fellowships will be named to reflect donors' wishes.

Donors will also have the chance to meet and mentor fellowship recipients and will be invited to various SIPA events such as the 70th anniversary celebration tentatively slated for spring 2017.

The Campaign offers a range of giving opportunities, including current use and endowed fellowships and will offer matching funds to encourage broader participation and maximize the support available to our students.

For more information about the 70 by 70 Fellowship Campaign, please contact Noelle Bannister, director of development, at 212-851-9802 or nb2704@columbia.edu.

CLASS NOTES

New Developments 2014–15

Compiled by José Hunt

1980

Richard Jones MIA was named to *Barron's* “Top 100” and “Top 1200 Financial Advisors” lists for the tenth consecutive year.

1983

Charles Santangelo MPA was appointed co-chair of the Federal CIO Council Task Force on Shared Services and honored with the 2014 ACT-IAC Government Contributor of the Year Award.

1985

Elizabeth Brady MPA was named senior VP and CMO at The Principal Financial Group.

1986

Cristina Gallach MIA was appointed UN undersecretary-general for communications and public information by UN secretary-general Ban Ki-moon.

1990

Puneet Talwar MIA was appointed U.S. assistant secretary of state for political-military affairs.

1991

Robert M. Scher MIA was named U.S. assistant secretary of defense for strategy, plans, and capabilities by President Obama.

1992

Nellie Gorbea MPA was elected secretary of state of Rhode Island. She is the first Latina to win statewide office in New England.

1993

Toniann Fisher MIA joined Marstel-Day as a senior analyst.

Michele Wucker MIA was named VP of studies for the Chicago Council on Global Affairs.

1994

Hiro Ugaya MIA is the author of *Fukushima's Lost Seasons*.

Cuc Vu MPA was named the head of Seattle's Office of Immigrant and Refugee Affairs.

1995

Jay Chaudhuri MIA was elected chair of the Council of International Investors.

1998

Linda Wagner MPA is the author of *Unearthing the Ghosts: A Mystery Memoir*.

1999

Gyaltshen (Getse) Penjor PEPM was appointed the deputy permanent representative of the Permanent Mission of the Kingdom of Bhutan to the United Nations in New York.

Cris Stephen MIA was appointed coordination officer for the UN Mission for Ebola Emergency Response.

2000

Phillip O. Coffin M.D., MIA was honored with the Junior Investigator Recognition Award at Internal Medicine 2014.

2002

Kim Andreasson MIA is the editor of *Digital Divides: The New Challenges and Opportunities of e-Inclusion*.

2006

Steven Fulop MPA, mayor of Jersey City, N.J., was named one of the Top 40 under 40 Rising Stars by *The Washington Post*.

C. Andrew McGadney MPA was named VP and secretary of Colby College.

2008

Sabrina Rahman MIA was named chief of staff responsibilities at the Federal Reserve Bank of San Francisco.

2009

Lorelai O'Hagan MIA joined ARK Investment Management as chief sales officer.

2010

Andrew Buher MPA was named White House Fellow and included in the *Forbes* 30 Under 30 in Education for 2014.

Yam Ki Chan MIA has been appointed director for international economics for the White House National Security Council.

Jessica Barnes PhD is the author of the new book *Cultivating the Nile* and is an assistant professor at the University of South Carolina.

2011

Alison Miller MPA-ESP was named to *City & State's* list of 40 Under 40 Rising Stars for 2014. With Steven Cohen and William Eimicke, she coauthored *Sustainability Policy: Hastening the Transition to a Cleaner Economy*.

Ethan Phillips MPA is now a senior major gifts officer at the Columbia School of Journalism.

Ramy A. Eid MIA was appointed as Jersey City's first Egyptian-American Municipal Court judge.

Todd Miner MPA-ESP was honored for his work as director of Friends of Rockaway, a nonprofit organization that has helped lead recovery efforts in one of the New York City neighborhoods hit hardest by Superstorm Sandy.

2013

Juan Fernandez-Cuervo PEPM was appointed the Spanish representative at the Asian Development Bank in Manila, Philippines.

Akshay Verma MPA was profiled in *The Times of India* regarding his securing of loans for fish farmers in India.

2014

Sridhar Eswaran PEPM was appointed joint commissioner of income tax at the Intelligence and Criminal Investigation Commission of Mumbai, India.

José Hunt is an administrative assistant in SIPA's Office of Communications and External Relations.

SIPANEWS

VOLUME XXVIII 2015

SIPA News is published annually by SIPA's Office of Communications and External Relations.

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Managing Editor: JoAnn Crawford

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Contributing writers: Sarayu Adeni, Kelsie DeFrancia, Tamara El Waylly, Christine Francis, Annette Konoske-Graf, José Hunt, Hannah Milnes, Samantha Stultz, Lydia Tomkiw, Marcus Tonti, Andrew Watkins

Contributing photographers: Barbara Alper, Eileen Barroso, Susan Cook, Michael Dames, Bruce Gilbert, PRNews Foto/Chadbourne & Park, Lydia Tomkiw, Marcus Tonti, littleny/Shutterstock.com, Dona Bozzi/Shutterstock.com

Design and Production: Columbia Creative

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