



# ANNUAL REPORT 2009-2010



COLUMBIA | SIPA

School of International and Public Affairs

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## LETTER FROM PRESIDENT BOLLINGER

**THIS PAST YEAR WAS ONE OF THE MOST CONSEQUENTIAL AND EXCITING YEARS IN THE ILLUSTRIOUS HISTORY OF COLUMBIA'S SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS. THE SCHOOL'S FIRST ANNUAL REPORT, THEREFORE, COMES AT A PARTICULARLY APPROPRIATE TIME.**



The 2009–2010 academic year marked the first year that SIPA operated as an independent professional school at Columbia and the third year of John Coatsworth's stewardship of the School as dean. This past fall, John led SIPA's enactment of a comprehensive curriculum reform and unveiled a new strategic plan to advance the School's mission through 2015.

To capture what is truly happening at SIPA today, however, it is necessary to consider the many strong assets already in place: a combination of faculty excellence, international character, and interdisciplinary scholarship that reflects and enhances the reach of Columbia's larger academic community.

SIPA is at the forefront of defining what it means to be a global university, from its contribution to our World Leaders Forum, to its expanding partnerships through the Global Public Policy Network with leading schools in Europe and Asia, to its student body of more than 100 different nationalities. SIPA's International Fellows Program, now in its 50th year, is challenging students to employ historical, analytical, and practical approaches to remedy international problems, strengthening the commitment to cross-disciplinary scholarship that, together with its global reach, makes SIPA unique in the field of public policy education.

Graduates of SIPA apply their rigorous education and training in countless ways. Some produce groundbreaking policy-related research, some devote their talents to public service, some take up the causes of not-for-profit organizations, and some are leaders in the private sector.

Regardless of their chosen careers, each of them at different times and in different ways relies directly on the skills and insights they have acquired at SIPA, and their success and the contributions they make to society will be greatly enhanced as a result.

Lee C. Bollinger  
President

## LETTER FROM DEAN COATSWORTH

**SIPA'S MISSION IS TO EMPOWER OUR STUDENTS TO SERVE THE GLOBAL PUBLIC INTEREST. OUR GOAL IS TO FOSTER ECONOMIC GROWTH, SUSTAINABLE DEVELOPMENT, SOCIAL PROGRESS, AND DEMOCRATIC GOVERNANCE BY EDUCATING PUBLIC POLICY PROFESSIONALS, PRODUCING POLICY-RELATED RESEARCH, AND CONVEYING THE RESULTS TO THE WORLD.**



In a year defined by natural and man-made disasters, global financial instability, a deep and lingering recession, terrorism, and war, optimism about the future is difficult to find. At SIPA, however, optimism abounds. Our school is training leaders and problem solvers, people discovering and learning about new solutions to global dilemmas every day.

To create a more peaceful and equitable world, today's professional public policy schools must provide the 21st-century classrooms and resources needed to create nimble decision makers, equipped with superior analytical knowledge and well-honed practical skills. SIPA's faculty of distinguished scholars and experienced, globally connected practitioners prepare students to think innovatively by creating learning environments that foster intellectual debate and marry groundbreaking research with real-life experiences.

Nearly half of SIPA's students are citizens of countries other than the United States, making SIPA one of the most global of public policy schools. While our students come from all around the world, they share certain qualities: intense curiosity about the world, a great desire to challenge the status quo for the better, and the ability to listen and learn from other points of view. The knowledge that students gain at SIPA, combined with these qualities they share and their unique talents, make them outstanding team players and emerging leaders.

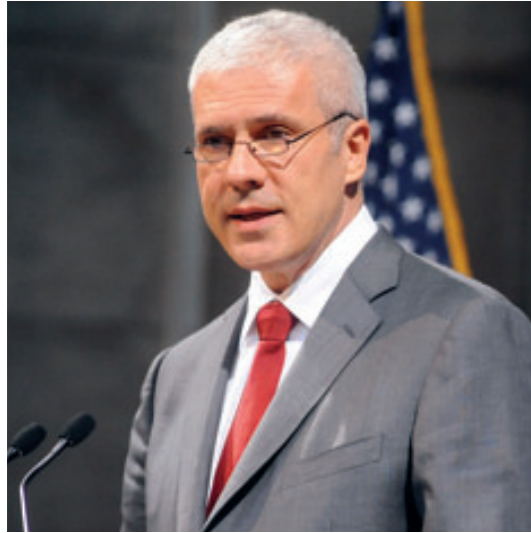
As this annual report shows, the academic year 2009–2010 transformed SIPA in ways large and small. On July 1, 2009, SIPA achieved the long-sought goal of academic and financial autonomy as an independent professional school. We retain our close ties to Columbia's Arts and Sciences faculty through joint appointments and courses open reciprocally to SIPA and Arts and Sciences students, but now have the tools we need to plot our own future. I look forward to sharing with you our new strategic plan in the coming academic year that capitalizes on this change.

SIPA's faculty and staff also completed work this past year on steps to implement a comprehensive curriculum reform with the new cohort of students entering in fall 2009. Eight new full-time faculty brought new strength to our already distinguished complement of scholars and practitioners.

Finally, with so much going on, SIPA undertook to produce its first published Annual Report, the document you are reading right now. It is because of you—our students, faculty, alumni, and supporters—that these pages are brimming with accomplishments and great promise for the future.

John H. Coatsworth  
Dean

# 2009–2010 IN REVIEW



## SEPTEMBER

MPA in Development Practice enrolls its first class.

SIPA launches the Global Mayors Forum with Mayor Boris Johnson of London and Mayor Michael Bloomberg of New York City.

Cristina Fernández de Kirchner, president of Argentina, addresses the University as a guest of the World Leaders Forum.

President Boris Tadić of Serbia visits as a guest of the Harriman Institute and participates in the World Leaders Forum.

Kofi Annan addresses the World Leaders Forum as SIPA's Gabriel Silver Memorial Lecturer.

## NOVEMBER

SIPA hosts Syed Mustafa Kamal, mayor of Karachi, Pakistan, as part of the Global Mayors Forum.

U.S. Senator Charles Schumer, Jeffrey Sachs, director of Columbia University's Earth Institute, and Martin Lipton, founding partner of Wachtell, Lipton, Rosen & Katz, talk to SIPA alumni and friends about the financial crisis.

## DECEMBER

First meeting of the International Fellows Program task force, appointed by Dean Coatsworth and chaired by David Ottaway (IF '63, PhD '72) to help raise \$5 million to revitalize the program and secure its future.

## JANUARY

Six SIPA students and Elisabeth Lindenmayer, director of SIPA's United Nations Studies Program, are caught in Port-au-Prince, Haiti during the earthquake. Before being evacuated, the group works with doctors and nurses from Partners in Health to care for seriously injured victims.

## FEBRUARY

U.S. Congressman Charles Rangel, Philadelphia Mayor Michael Nutter, and local leaders discuss the impact of President Obama's policies on the economic challenges in the New York-New Jersey-Pennsylvania region as part of the annual David Dinkins Leadership and Public Policy Forum.

A SIPA student group responds to the 8.8-magnitude earthquake that struck Chile by monitoring and mapping emergency response efforts. From its situation room on campus, 75 student volunteers used digital technology and crisis mapping tools available through the Web-based platform Ushahidi to aid earthquake relief efforts.

## MARCH

SIPA Pan-African Network, a student-run organization, hosts the 7th Annual African Economic Forum, "Africa Turning Golden: How a Continent Is Moving Forward."

Nicolas Sarkozy, president of France, delivers a keynote address as part of the World Leaders Forum.





**APRIL**

SIPA's student-run Energy Association and the Business School's Energy Club co-host the 5th Annual Energy Symposium to inform students who will develop and execute solutions to current energy challenges. The keynote address is given by John Hess, chairman and CEO of Hess Corporation.

SIPA's 10th Annual Global Leadership Awards dinner honors Fareed Zakaria, editor of *Newsweek International*, Ngozi Okonjo-Iweala, managing director of the World Bank, and Partners in Health.

SIPA celebrates its success in raising \$5 million to permanently endow and relaunch the International

Fellows Program. The event features Professor Richard Gardner and members of the International Fellows Program task force.

**MAY**

SIPA alumni return to campus for the School's annual Alumni Day, which includes opening remarks from Bill de Blasio, New York City public advocate, and a keynote address by Dr. Jay Levy, co-discoverer of the AIDS virus, HIV.

SIPA launches a dual degree program with Fundação Getulio Vargas's Escola de Administração de Empresas de São Paulo in São Paulo, Brazil as part of SIPA's effort to expand its network of global partners.

More than 700 students participate in SIPA's graduation ceremony at Riverside Church.

A SIPA alumnus donates \$2 million to SIPA to help establish a SIPA-based center or institute for global economic governance. The center will bring together leading scholars in economics, political science, business, and law from across Columbia University. When established, the center will foster new research, convene discussions among thought leaders, and follow up with targeted meetings and publications designed to influence both policy decisions and the institutions that make them.

The Hertog Global Strategy Initiative kicks off with an

address from Dr. Hans Blix, Swedish diplomat and chair of the Weapons of Mass Destruction Commission. The 2010 program focuses on nuclear proliferation and the future of world power.

**JUNE**

Portuguese energy company EDP (Energias de Portugal) makes a multiyear gift to SIPA to support new teaching, research, lectures, and conferences.

*Left to right: Cristina Fernández de Kirchner, Boris Tadić, Kofi Annan—participants in the World Leaders Forum; Jay Levy speaks at Alumni Day; Nicolas Sarkozy addresses the World Leaders Forum; Fareed Zakaria, Ngozi Okonjo-Iweala, and Paul Zintl, of Partners in Health, receive SIPA's 10th Annual Global Leadership Award.*





# DEGREE PROGRAMS AND CURRICULUM



SIPA BRINGS TOGETHER THE SCHOLARLY AND PRACTITIONER WORLDS in a variety of academic settings. Whether through degree programs, conferences, research institutes, or short executive training programs, all of SIPA's educational endeavors draw on the best current research in public policy and the outstanding practical experience of its faculty and students.

2009–2010 marked the debut of SIPA's revised curriculum for the Master of International Affairs (MIA) and Master of Public Administration (MPA). In response to suggestions from alumni and employers about the skills critical for success, SIPA now offers additional courses on management. The changes create a greater cohesiveness in the MIA and MPA cores, defining a set of analytical and managerial skills that all graduates will share. The new curriculum reduces the number of concentrations to six and adds minor fields, called "specializations," that include regional or area studies as well as management, media, advocacy, and communications, advanced policy and economic analysis, applied science, and international organization.



## DEGREE PROGRAMS

### PHD IN SUSTAINABLE DEVELOPMENT

The purpose of the PhD in Sustainable Development is to create a generation of scholars and professionals equipped to deal with some of the most crucial problems in the world today. By combining elements of a traditional graduate education in social science, particularly economics, with a significant component of training in the natural sciences, the program's graduates are uniquely situated to undertake serious research and policy assessments with the goal of sustainable development. The program includes a set of rigorous core requirements, but also provides students with the flexibility to pursue in-depth research in a broad variety of critical policy issue areas.

### MASTER OF INTERNATIONAL AFFAIRS

The Master of International Affairs (MIA) curriculum is designed to develop international affairs professionals who understand the increasingly complex issues that transcend national boundaries. The curriculum has six components: core, concentration, foreign language requirement, electives, internship, and a consultancy workshop in the last semester. An internship, usually performed during the summer after the first year of course work, provides hands-on experience in the area of concentration.

### MASTER OF PUBLIC ADMINISTRATION

The Master of Public Administration (MPA) curriculum, with its emphasis on applying analytic tools to

real-world issues, qualifies graduates for positions requiring management skills and depth in an analytic or substantive policy area. This curriculum draws on SIPA's vast international resources to address a wide variety of local and national level policy issues in a comparative and international context. The curriculum has five components: core, concentration, electives, internship, and a consultancy workshop in the final semester.

### PROGRAM IN ECONOMIC POLICY MANAGEMENT

The Program in Economic Policy Management (PEPM) is a 14-month MPA degree program that provides promising mid-career policymakers with the skills to design and implement economic policy in market economies, with a strong

emphasis on the economic challenges of developing countries. The program is designed to convey the practical lessons of economics, finance, and management science through an intensive study of actual policy successes and failures.

### EXECUTIVE MPA

The Executive Master of Public Policy and Administration (EMPA) program is designed for the experienced and determined professional who is looking for a superior and practical graduate program but cannot take the time out to pursue full-time study. The program trains professionals to be competent and sophisticated public managers by incorporating broad questions of public affairs and the specific analytical, managerial, and communication skills of

## ANISA KHADEM NWACHUKU PhD in Sustainable Development Candidate ('10)

SIPA and Columbia University began offering the PhD Program in Sustainable Development in 2004. Anisa Khadem Nwachuku, a 2010 candidate for the PhD in Sustainable Development, is preparing to begin work in the Social Sector Office of McKinsey & Company. Nwachuku was also instrumental in the creation of SIPA's MPA in Development Practice program and worked as a teaching fellow with the program's first matriculated class. She is a NSF-IGERT fellow in International Development and Globalization.

Nwachuku says she wanted a dedicated graduate degree in the field of development from a program whose curriculum demonstrated rigor and intellectual heft, at a school with excellent faculty and a stellar reputation.

"My long-term professional aspiration is to apply what I have learned in service to others and participate in the wider discourse on sustainable development along the way. During the PhD program, I have acquired a deeper understanding of the most pressing sustainable development issues, our accumulated understanding of potential solutions, and an appreciation for the range of expertise we have to integrate in order to ensure our future well-being and prosperity."

**JOHN DANDOLA (MPA '10)**  
Senior Internal Investigation  
Supervisor, NYPD



In May of 2009, an off-duty New York City police officer was shot and killed in Harlem by a fellow officer. The victim had apparently drawn his gun and was chasing a suspect he discovered breaking into his car, when a second on-duty officer noticed the pursuit and took action. The incident resulted in one of the most troubling and tragic events a police department could encounter: an officer killing a fellow officer. In the aftermath, John Dandola was one of the NYPD's primary investigators.

John Dandola is a 2010 graduate of SIPA's Executive Master of Public Administration program and a senior internal investigation supervisor with the New York Police Department. When officers in the NYPD discharge their weapons, or are suspected of various acts of misconduct, Dandola and his unit investigate whether NYPD employees have complied with regulations governing the public safety sector. In addition, he has been working on experimental policy design intended to prevent departmental corruption.

Dandola began at SIPA after serving in the U.S. Army for more than a decade and subsequently has been with the NYPD for nearly 12 years. His professional hopes are to move into a senior policymaking role within the NYPD's citywide emergency preparedness division.

Dandola says his SIPA experience has presented an unparalleled opportunity to put academic work into practice, solving problems using the most recent statistical and analytical methods.

"SIPA developed my analytic and technical ability to examine data and make effective policy decisions based on those conclusions. SIPA's real-world focus encourages a more comprehensive approach to making cities safer; taking best practices and incorporating them into what we do at the NYPD ... That expertise has allowed me to develop a quantitative model to measure the preponderance of police misconduct and develop a counter-corruption management system that could be implemented citywide ... Not only did my SIPA education give me a new perspective toward our everyday mission and the technical competencies necessary to move to the forefront of my profession, but it also provided me with an international perspective needed to fight crime, corruption, and terrorism in a global city like New York."

management and policy analysis into its curriculum. Graduates are equipped to pursue careers in local, state, and federal government, nonprofit organizations, and private corporations and financial institutions that deal with today's public policy issues.

**MPA IN ENVIRONMENTAL SCIENCE AND POLICY**

The MPA in Environmental Science and Policy (ESP)

combines Columbia University's hands-on approach to teaching public policy and administration with pioneering thinking about the environment. Graduates of the program are prepared for leadership positions in local, state, and federal government agencies, as well as in nonprofit organizations and the environmental divisions of private corporations. They are well suited for the roles of analyst, manager,

and translator of scientific knowledge, and for designing cost-effective programs and implementing policies.

**MPA IN DEVELOPMENT PRACTICE**

The 22-month MPA in Development Practice is designed to train aspiring practitioners to understand and manage approaches to sustainable development challenges. This rigorous, cross-disciplinary academic

program emphasizes the cultivation of critical knowledge, skills, and attributes of an effective professional in developing societies.

**DUAL DEGREE PROGRAMS**

To draw on the resources of Columbia University and institutions around the world, SIPA offers a number of dual degree opportunities. Depending on their program of study at SIPA, students can apply for dual degrees



with Columbia's graduate schools of Business, Law, Journalism, Public Health, Social Work, Architecture, Planning, and Preservation, Arts and Sciences, and the Jewish Theological Seminary. Each program leads to the award of two professional degrees.

Dual degree programs are offered with partner institutions around the world: the London School of Economics and Political Science (LSE), Sciences Po in Paris, the Lee Kuan Yew School of Public Policy at the National University of Singapore, the Hertie School of Governance in Berlin, the Fundação Getulio Vargas's Escola de Administração de Empresas in São Paulo, Brazil, and the University of Tokyo's Graduate School of Public Policy. The program awards the relevant SIPA degree and a degree from the partner institution at

the end of a unified two-year study program.

**CONCENTRATIONS**

In its revisions of the curriculum in 2009–2010, SIPA streamlined the number of concentrations from 19 to 6. The new concentrations, which serve as “majors” for MIA and MPA students, define the substantive policy areas in which SIPA already has a comparative advantage and expects to focus its energies in the coming years. The reduced number of concentrations enables the School to deepen the resources offered to its students in these fields and guide the recruitment of outstanding new faculty. All students choose one concentration consisting of five courses:

**Economic and Political Development**, Professor José Antonio Ocampo, Director

**Energy and Environment**, Professor Steven Cohen, Director

**Human Rights**, Professor Elazar Barkan, Director

**International Finance and Economic Policy**, Professor Merit E. Janow, Director

**International Security Policy**, Professor Richard K. Betts, Director

**Urban and Social Policy**, Professor Ester R. Fuchs, Director

**SPECIALIZATIONS**

Students also choose a specialization consisting of three courses to develop a skill or area of specialized knowledge to pair with their policy concentration:

**Advanced Policy and Economic Analysis Applied Science International Media, Advocacy, and Communications International Organization Management Regional specializations: Africa; East Asia; Europe; Latin America; Middle East; Russia, Eurasia, and Eastern Europe; South Asia; United States**

**CO-CURRICULAR PROGRAMS**

Gender Policy  
Humanitarian Affairs Program  
International Conflict Resolution Program  
United Nations Studies Program





CAPSTONE WORKSHOPS SERVE AS THE CULMINATING EDUCATIONAL EXPERIENCE FOR NEARLY ALL STUDENTS, allowing them to apply their skills and knowledge to a real-world issue. Students are organized into small teams and assigned a substantive, policy-oriented project with an external client. Clients include public agencies, international NGOs, multinational organizations, and major firms in the private sector. The student teams work under the supervision of a faculty expert and address a carefully defined problem posed by the client. Each team produces an actionable report that is intended to effect real change. Capstone workshops give students the opportunity to refine their skills and knowledge, make positive contributions to the world, and gain valuable experience for postgraduate employment.

# CAPSTONE WORKSHOPS





## BRINGING ENERGY TO RURAL GHANA

### WINNER, 2010 LEOUS/PARRY AWARD FOR PROGRESSIVE SUSTAINABILITY

A student team from SIPA's International Energy Management and Policy Track received the 2010 Leous/Parry Award for Progressive Sustainability for its workshop seeking to increase access to energy in rural Ghana. The award was created by two SIPA alumni, J. P. Leous and Neal Parry (MPA '06), to support interdisciplinary approaches to protecting the environment

and promoting sustainable development.

The spring workshop was based on the understanding that one-third of the world's population lacks access to energy services, that there are deep concerns about a sustainable and secure supply of energy, and that populations with the lowest access to modern energy stand to suffer the most

from climate alterations and greater competition for scarce energy supplies. The group worked with three clients: E+Co, Grameen Ghana, and the International Finance Corporation's Lighting Africa Project.

The students explored several projects in Ghana, seeking to achieve a greater understanding of the role of energy in development,

environment, and business activities in developing countries. The projects ranged from providing cooking and solar power equipment to customers to development of an energy lending portfolio with a microfinance institution in rural Ghana.

In judging the entries for the Leous/Parry Award, Professor Glenn Denning, associate director of the Center for Globalization and Sustainable Development at The Earth Institute, noted that they all addressed the call to examine a social or political problem, highlight its environmental roots, and present a solution.

**“The Ghana energy proposal stood out for a variety of reasons. . . The team effectively demonstrated sound prior research of the issue and options, and the impact of the team will extend potentially beyond Ghana and have relevance to much of sub-Saharan Africa.”**

**Glenn Denning**

**“The opportunity to meet and interact with local entrepreneurs on the ground was the most valuable learning experience. This helped me re-frame how I view the energy and development challenge. I now realize how important it is to find innovative ways to provide access to finance for both entrepreneurs and end users.”**

**Audrey Desiderato (MIA '10)**



## SELECT CAPSTONE WORKSHOP CLIENTS

- Acumen Fund
- Booz Allen Hamilton
- Catholic Relief Services
- Clinton Global Initiative
- Congressional Research Services
- Endeavor
- Environmental Defense Fund
- Family Health International
- Inter-American Development Bank
- International Rescue Committee
- International Trade Centre
- Millennium Challenge Corporation
- Natural Resources Defense Council
- The Nature Conservancy
- New York City Office of Management and Budget
- Pepsico South American Foods
- UNICEF
- UNMAS
- United Nations
- U.S. Department of Defense
- U.S. Mission to the United Nations
- West Harlem Environmental Action, Inc.
- Women's Refugee Commission and Norwegian Refugee Council
- World Bank

## BUILDING A COMMUNITY THROUGH BANKING

**“I chose this workshop because I was interested in the unique model of community development banks in Brazil, as well as microfinance. The experience was one of the most enriching and challenging things I did at SIPA. We had an amazing team and great client relationship, which made the whole project that much more rewarding. It was eye-opening and inspiring to work with an organization that has done so much to empower and shift the lives of the poor in Brazil.”**

Hama Makino (MIA '10)

Students in the Economic and Political Development concentration gain practical experience by engaging in cutting-edge development efforts often involving international fieldwork. Students assist clients on a wide variety of assignments in international development, which allow them to explore the intersection of development concerns with human rights, corporate social responsibility, humanitarian affairs, public health, and environmental policy.

One of the workshops sought to improve access to credit and banking services in Latin America in hopes of spurring development in low-

income areas. Six students worked with Brazil's Instituto Palmas, a nongovernmental organization that manages a network of more than 40 community development banks throughout 10 states in Brazil. The students developed a system to help Instituto Palmas track and evaluate the social and economic impact of the banks and communities they serve.

**“The team’s performance was impressive. Instituto Palmas is unlike most microfinance institutions—our community development banks offer a wide range of services beyond the financial field, which could make it more difficult for the students to achieve the project’s original goals. They accepted the challenge and were motivated to work even harder.”**

Joaquim Melo, Director, Instituto Palmas





## REVITALIZING NEIGHBORHOODS IN NEWARK, N.J.

The many abandoned homes across the city of Newark, New Jersey—neighborhoods hit hard by foreclosures—represent a disaster and an opportunity. The rise in abandonment means displaced families, destabilized communities, and a greater likelihood of vandalism and crime. At the same time, empty homes offer opportunities to local residents in need of work—residents who could become part of an effort to secure, maintain, patrol, and manage abandoned properties. The City of Newark’s Department of Economic Development engaged the SIPA student team to develop an economically viable

way to secure abandoned and foreclosed properties while using local workers, especially former offenders, to perform the work.

“Our Capstone workshop was a formidable experience from start to finish, and the most rewarding team experience I had during my time at SIPA. The subject matter—new territory for the entire team—provided a motivating backdrop of endless discovery. As a team, we were constantly learning and teaching one another. Most enriching were the offline discussions that took place on the way home from Newark when we would collectively process and

synthesize new information, pushing our analysis one step further every time,” said Myrna Atalla (MPA ’10).

The students proposed a five-year plan, where the City of Newark would create and operate a nonprofit cooperative to administer housing. The “Newark Property Management Cooperative” would include a board comprised of representatives from local community development corporations, to ensure community buy-in, an inventory of properties, and lower marketing costs.

**“The City of Newark is extremely grateful for the willingness of the SIPA team to lend its expertise and energy to attempt to solve a complex and difficult problem. The city is currently working with housing advocates to continue to refine the plan developed by the SIPA team. The final presentation by the SIPA students was attended by community development corporations from around the city and served as an excellent momentum-builder to begin to build support for the project.”**

**Michael Meyer, Newark Director of Housing and Real Estate**

**“Embarking on my post-SIPA career, I take away the need to establish a healthy, open, and accountable work environment from the very outset of any project. When the well-being of the team is considered a priority by managers, high-quality work seems to flow organically.”**

**Myrna Atalla (MPA ’10)**

# CAPSTONE WORKSHOPS

# FACULTY



SIPA'S 2009-2010 FACULTY INCLUDED 72 FULL-TIME PROFESSORS AND LECTURERS AND 205 ADJUNCT SCHOLARS AND PRACTITIONERS.

SIPA's full-time faculty are leading scholars in their fields, and most hold joint appointments in various social science departments, such as Economics and Political Science, as well as The Earth Institute. They include senior practitioners such as a former mayor of New York City, a Nobel Prize winner in economics, the current chair of the NASDAQ Board of Governors, and a former director of the U.S. Census. These faculty have helped shape SIPA's research agendas and curriculum, distinguished themselves in research and leadership in the policy world, and produced scholarship in a wide variety of subjects, including international relations, economics, democratization, elections, demography, and social policy.





## FACULTY IN THE CLASSROOM

SIPA's outstanding faculty staff a curriculum that in 2009–2010 included more than 450 courses, supplemented by nearly 1,000 courses that can be taken as electives throughout Columbia. The faculty, the School, and the University offer students an innovative graduate

education energized by the dialogue between the academic and the policy world. Each year, SIPA recognizes the outstanding teaching of faculty who have excelled in the classroom.

For 2009–2010, SIPA recognized Francisco Rivera-Batiz and Paola

Valenti with the School's annual Distinguished Teaching Award. The awards are offered in two categories—Professor Valenti won for courses with enrollment of 45 students or more, for teaching “Economics for International and Public Affairs”; Professor Rivera-Batiz won for courses

with fewer than 45 students, for teaching “Development Economics.”

Each was selected by students through an online ballot that featured 10 nominees in each category. The nominees were the top performers in the quantitative portion of course evaluations.



**“I use economic modeling—both theory and econometrics—as a background for discussion of controversial policy issues. Unless students have a solid framework to analyze socioeconomic problems, they cannot seriously examine alternative approaches ... My own professional experience in developing countries, from Mongolia to El Salvador, provides me with a unique perspective that I bring to the classroom. But I also learn from SIPA students. They often have extensive experiences themselves.”**

**Francisco Rivera-Batiz**



**“I really felt that the students and I grew together over the course of the semester. Economics is a required class, and some students felt overwhelmed at first ... The challenge is to keep the class rigorous, make it as interesting and accessible as possible, and demonstrate how economics affects the students’ everyday life ... It’s important to make them realize they can do it.”**

**Paola Valenti**

**Francisco Rivera-Batiz** is a professor of economics and education at Columbia University’s Teachers College and affiliate professor at SIPA, teaching in the Program for Economic Policy Management (PEPM) and the Executive MPA program. In almost 20 years as a faculty member at Columbia, he previously served as director of PEPM, director of the Latino Studies Program at the University, and director of the Institute for Urban and Minority Education. Holding a PhD in economics from MIT, Professor Rivera-Batiz is an expert on development economics, international macroeconomics, the economics of education, and immigration policy issues.

**Paola Valenti** is an economist with expertise in development economics, applied econometrics, applied microeconomics, and economics of antitrust and intellectual property.

She specializes in industries such as pharmaceuticals, medical devices, industrial chemicals, consumer products, food, and computer hardware and software. Professor Valenti previously served as a consultant at NERA Economic Consulting, developing economic research and quantitative analysis, and has worked as a consultant for the World Bank’s Human Development Network and Social Protection Group.

#### **ADJUNCT FACULTY**

SIPA has more than 200 part-time instructors, nearly all of whom teach courses on specialized subjects related to students’ professional careers or supervise Capstone workshops. Adjunct faculty members usually hold full-time positions in their fields of expertise and bring the latest knowledge and skills from the field to the classroom. This

provides SIPA students the opportunity to benefit from the real-world and field experience offered by the adjunct instructors.

**Stephen Goldsmith**, an adjunct professor, will teach “Public Management: Social Innovations” in fall 2010 and previously taught the “Portfolios” course in SIPA’s Executive Master of Public Administration program (EMPA). He is a nationally recognized expert on government management, reform, and innovation. In April 2010, Professor Goldsmith was appointed deputy mayor for operations by New York City Mayor Michael Bloomberg.

Professor Goldsmith served as chief domestic policy advisor to President George W. Bush during the 2000 presidential campaign and later as special advisor to President Bush on faith-based and not-for-profit initiatives. He served two terms as mayor of

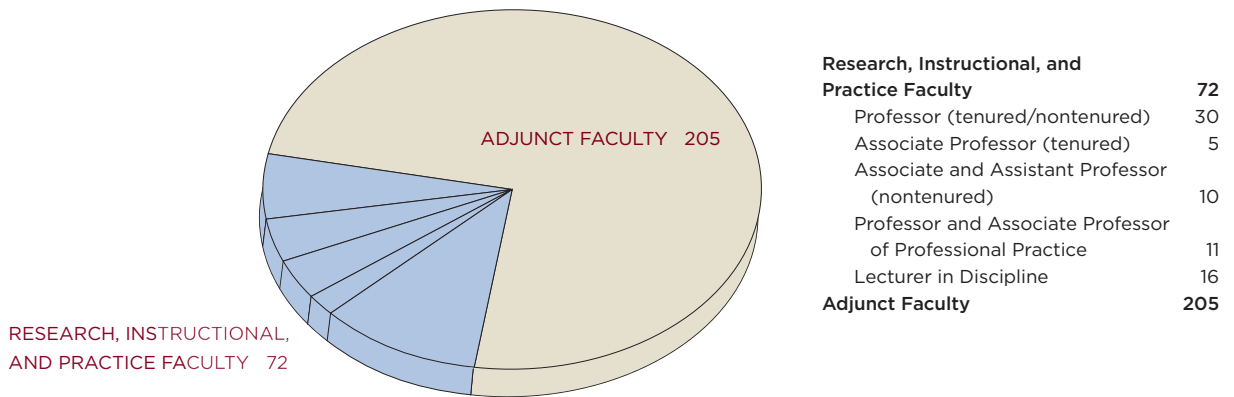
Indianapolis, from 1992 to 2000, where he earned a national reputation for his innovations. Professor Goldsmith is the author of several books, most recently *The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good*. He has taught at Harvard’s Kennedy School of Government and is former chair of the Corporation for National and Community Service.



“It is important to me that students of public policy understand the importance of breaking out of a rigid bureaucracy. The public sector can be so much more effective when workers and neighbors have the discretion to do what they know is right. I teach empowerment; empowering a workforce and a community can reap huge gains in productivity.”

Stephen Goldsmith, Deputy Mayor for Operations,  
City of New York

### SIPA FACULTY



SCOTT BARRETT, Lenfest-Earth Institute Professor of Natural Resource Economics

GLENN DENNING, Professor of Professional Practice in the Faculty of International and Public Affairs and Associate Director of the Center for Globalization and Sustainable Development at The Earth Institute

SWATI DESAI, Associate Professor of Professional Practice in the Faculty of International and Public Affairs

JEAN-MARIE GUÉHENNO, Arnold Saltzman Professor of Professional Practice in the Faculty of International and Public Affairs

AUSTIN LONG, Assistant Professor of International and Public Affairs

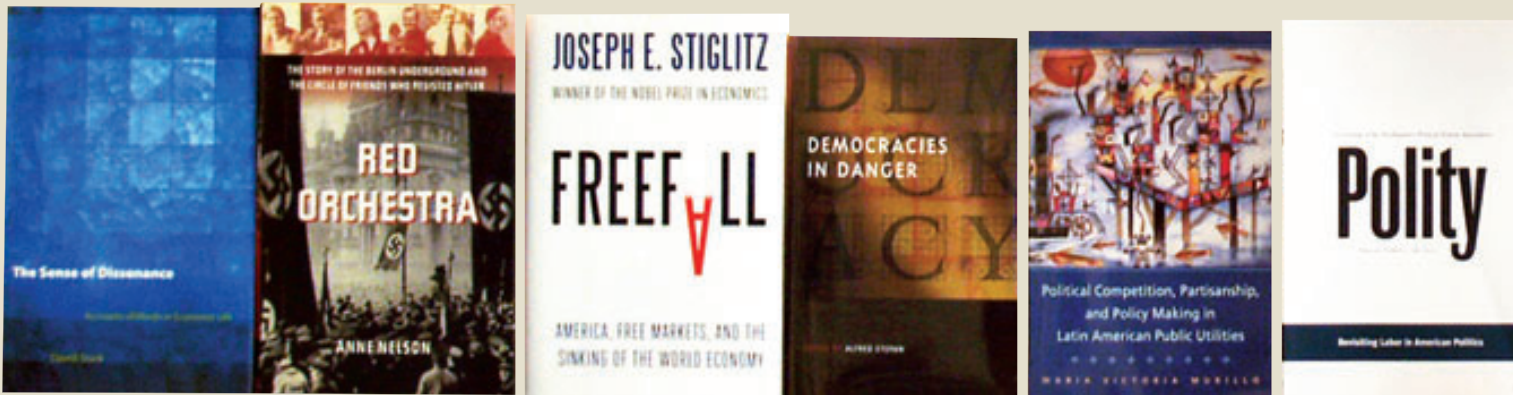
EUGENIA MCGILL, Lecturer in Discipline in International and Public Affairs

BARBARA NUNBERG, Professor of Professional Practice in the Faculty of International and Public Affairs

ANYA SCHIFFRIN, Lecturer in Discipline in International and Public Affairs

# new faculty 2009–2010





## FACULTY PUBLICATIONS

In 2009–2010, SIPA faculty published dozens of books, articles, and reports in a wide range of disciplines:

**Douglas Almond.** “Lingering Prenatal Effects of the 1918 Influenza Pandemic on Cardiovascular Disease,” with Caleb Finch, Eileen Crimmins, Bhashkar Mazumder, and Kyung Park. *Journal of Developmental Origins of Health and Disease*, October 2009. Professor Almond and his co-authors find that people exposed to the H1N1 strain of influenza while in utero are more likely to have cardiovascular disease later in life.

**Scott Barrett.** “Contrasting Future Paths for an Evolving Global Climate Regime.” *Global Policy*, January 2010. Professor Barrett and co-author Michael Toman explore two concepts of potentially increasing cooperation among nations

in battling climate change: the establishment of targets and timetables, and loosely coordinated smaller scale agreements.

**Rodolfo de la Garza.** *Beyond the Barrio: Latinos in the 2004 Elections*. University of Notre Dame Press, 1st edition, 2010. Professor de la Garza analyzes the mobilization of Latino voters at the state and national levels during the 2004 campaign and the efforts of Latino communities to influence electoral outcomes.

**Stuart Gottlieb.** *Debating Terrorism and Counterterrorism: Conflicting Perspectives on Causes, Contexts, and Responses*. CQ Press, 2009. Professor Gottlieb edited original essays addressing urgent questions surrounding terrorism, such as nuclear weapons, poverty, suicide tactics, Islam, democracy, and civil liberties.

**Robert Jervis.** *Why Intelligence Fails: Lessons from the Iranian Revolution and the Iraq War*. Cornell University Press, 2010. Professor Jervis examines the politics and psychology of two of the more spectacular intelligence failures in recent memory: the mistaken belief that the regime of the Shah in Iran was secure and stable in 1978, and the claim that Iraq had active WMD programs in 2002.

**Wojciech Kopczuk.** “Earnings Inequality and Mobility in the United States: Evidence from Social Security Data since 1937,” with Emmanuel Saez and Jae Song. *Quarterly Journal of Economics*, February 2010. Professor Kopczuk and his co-authors utilize data from the Social Security Administration to study the evolution of inequality and mobility in the United States.

**Robert Lieberman.** “Ironies of State Building: A Comparative Perspective on the American State,” with Desmond King. *World Politics* 61, July 2009. Professor Lieberman and his co-author challenge prevailing assumptions about the American State. They reject the conventional distinctions between strong and weak and activism and inactivism as no longer adequate to the modern reality of the expansive and extensive American State.

**Austin Long.** “Small Is Beautiful: The Counterterrorism Option in Afghanistan.” *Orbis*, Foreign Policy Research Institute, February 2010. Professor Long examines the option of shifting U.S. strategy from protecting the Afghan population and building the central state, to focusing on preventing Afghanistan from again becoming a haven for al-Qaeda.



**Maria Victoria Murillo.** *Political Competition, Partisanship, and Policy Making in Latin American Public Utilities.* Cambridge University Press, 1st edition, 2009. Professor Murillo examines policymaking and regulation in the Latin American electricity and telecommunication sectors.

**John Mutter.** "Climate Change, Evolution of Disasters and Inequality." *Human Rights and Climate Change.* Cambridge University Press, 2010. Professor Mutter and co-author Kye Mesa Barnard examine the highly variable effects of climate change and increasing disasters on economic development and human rights, and the debates now taking place within the spheres of science, politics, economics, and civil society.

**José Antonio Ocampo.** *Time for a Visible Hand: Lessons from the 2008 World Financial Crisis,* with Stephany Griffith-Jones and Joseph Stiglitz. Oxford University Press, USA, 2010. Professor Ocampo and his co-authors aim systematically to understand current major problems, its governance, and in its links to global economic imbalances, and present proposals to try to ensure a more stable, equitable, and growing world economy.

**Kenneth Prewitt.** "The U.S. Decennial Census: Politics and Political Science." *Annual Review of Political Science,* June 2010. Professor Prewitt, director of the 2000 Census, looks into the politics behind the production of Census statistics.

**Dirk Salomons.** "On the Far Side of Conflict: The UN Peacebuilding Commission as Optical Illusion." *United Nations Reform and the New Collective Security,* edited by Peter G. Danchin and Horst Fischer. Cambridge University Press, 1st edition, 2010. Professor Salomons examines the UN's 2005 establishment of the Peacebuilding Commission, arguing that its creation, intended as reform, may actually increase bureaucracy and hinder postconflict reconstruction and development.

**David Stark.** *The Sense of Dissonance: Accounts of Worth in Economic Life.* Princeton University Press, 2009. In work, as in other areas of life, it is not always clear how one's worth is determined. Professor Stark argues firms would often be better off if they allowed multiple logics of worth.

**Alfred Stepan.** *Democracies in Danger.* Johns Hopkins University Press, 2009. Professor Stepan gathers leading experts to examine the threats to the stabilization and consolidation of new governments established during the third wave of democratization in Latin America, Eastern and Central Europe, Africa, and Asia.

**Joseph Stiglitz.** *Freefall: America, Free Markets, and the Sinking of the World Economy.* W. W. Norton, 2010. Professor Stiglitz offers a solution to the financial crisis, based on restoring the balance between markets and government, addressing the inequalities of the global financial system, and demanding more good ideas (and less ideology) from economists.

**Ion Bagdan Vasi.** "Civil Liberty in America: The Diffusion of Municipal Bill of Rights Resolutions after the Passage of the USA PATRIOT Act," with David Strang. *The American Journal of Sociology* 114, May 2009. Professor Vasi and his co-author argue that the Bill of Rights campaign's success lies in the ability of groups with different beliefs, agendas, and traditions to combine around a common goal.

**Dorian Warren.** "Labor in American Politics: Continuities, Changes and Challenges for the 21st Century." *Polity,* May 2010. Professor Warren focuses on continuities and changes in labor politics since the publication of J. David Greenstone's *Labor in American Politics,* and challenges facing the politics and study of the labor movement today.

# STUDENTS



APPLYING TO SIPA CAN BE, AND OFTEN IS, A LIFE-CHANGING DECISION. It is also a decision that can change the lives of millions of people around the globe—people who are touched in ways big and small by the work of SIPA students, alumni, faculty, and supporters.

## ADMISSIONS

Applicants for admission to SIPA's master's programs hail from an extraordinary variety of academic and professional backgrounds. The ideal candidate has a mix of passion, creativity, commitment, previous excellence, and promise—an individual who will contribute to the SIPA community in unique ways through an activist mentality and strong work ethic. The average age of incoming students is 27, with most applicants possessing several years of professional experience. They come from all branches of government in the United

States and abroad, private-sector employers, nongovernmental organizations, and the military. A very small number of applicants are considered and admitted directly from undergraduate programs.

The 2009 application and admission cycle reflected global events as well as individual decisions. With the financial and economic crisis still roiling in 2009, careers in public service gained in stature and popularity. While applications for a Master of International Affairs (MIA) were down slightly, applications for the Master

of Public Administration (MPA) program were up nearly 20 percent. Much of that increase can be attributed to SIPA's new MPA in Development Practice program. Strong interest in the program yielded 160 applications for 25 spots. Other SIPA programs also saw increases in 2009: the Program in Economic Policy Management, the Program in Environmental Science and Policy, and the Executive Master of Public Administration program.

In 2009, SIPA introduced changes to improve the application and admissions

process. Scores from the Graduate Record Examinations (GRE) are now required for admission to the full-time, two-year MIA and MPA programs. Applicants can apply for an international dual degree program as part of the initial application process to SIPA rather than wait until they have enrolled in the MIA or MPA program. In addition, applicants can now upload unofficial transcripts to complete the application process online and submit official transcripts after they are admitted and pay an enrollment deposit.





# 114

SIPA STUDENTS HAIL FROM 114 DIFFERENT COUNTRIES

## COVER THROUGH THE EYES OF THE COMMUNITY IN BIHAR, INDIA



FOR HER SPRING 2010 CAPSTONE WORKSHOP, Allison Boehm (MIA '10) and five team members visited Bihar, India, to examine the impact of the Bihar Rural Livelihoods Project. The project, funded by the World Bank and administered by the Government of Bihar, is intended to improve the livelihoods of rural poor communities and enhance their social and economic opportunities.

To accomplish this, the program works to help women achieve financial stability through savings, loans and repayment, and ongoing economic activity. The Bihar Rural Livelihoods Project engaged the SIPA Workshop in Development Practice to assess its effectiveness so far and provide recommendations for improvement. The team also included Deborah Delmar, Deepika Narasimhan, Mera Eftaiha, Charis Idicheria, and Estelle Raimondo.

“We had just started interviewing three program volunteers in a village (with help from our translator) when it seemed the entire village turned out to see what was going on. It was a lesson in how you cannot always control the environment and how those changes can affect the interview. We learned that our mere presence can change the process of conducting research.”

- |                        |             |                       |
|------------------------|-------------|-----------------------|
| Afghanistan            | Guatemala   | Qatar                 |
| Albania                | Guinea      | Romania               |
| Angola                 | Guyana      | Russia                |
| Antigua and Barbuda    | Haiti       | Rwanda                |
| Argentina              | Honduras    | Sao Tome and Principe |
| Australia              | Hong Kong   | Saudi Arabia          |
| Austria                | Hungary     | Scotland              |
| Azerbaijan             | India       | Senegal               |
| Bangladesh             | Indonesia   | Serbia                |
| Belgium                | Iran        | Sierra Leone          |
| Belize                 | Iraq        | Singapore             |
| Bhutan                 | Ireland     | Slovak Republic       |
| Bosnia and Herzegovina | Israel      | South Africa          |
| Brazil                 | Italy       | South Korea           |
| Bulgaria               | Ivory Coast | Spain                 |
| Burkina Faso           | Jamaica     | Sudan                 |
| Burma                  | Japan       | Sweden                |
| Cambodia               | Jordan      | Switzerland           |
| Cameroon               | Kazakhstan  | Taiwan                |
| Canada                 | Kenya       | Tajikistan            |
| Chile                  | Kyrgyzstan  | Tanzania              |
| China                  | Lesotho     | Thailand              |
| Colombia               | Liberia     | Trinidad and Tobago   |
| Comoros                | Lithuania   | Tunisia               |
| Croatia                | Malawi      | Turkey                |
| Czech Republic         | Malaysia    | Turkmenistan          |
| Denmark                | Mauritania  | Uganda                |
| Djibouti               | Mexico      | Ukraine               |
| Dominican Republic     | Morocco     | United Arab Emirates  |
| Ecuador                | Nepal       | United Kingdom        |
| Egypt                  | Netherlands | United States         |
| Ethiopia               | New Zealand | Uruguay               |
| France                 | Nicaragua   | Uzbekistan            |
| Gambia                 | Nigeria     | Venezuela             |
| Georgia                | Norway      | Zaire                 |
| Germany                | Pakistan    |                       |
| Ghana                  | Paraguay    |                       |
| Greece                 | Peru        |                       |
|                        | Philippines |                       |
|                        | Poland      |                       |
|                        | Portugal    |                       |

**FELLOWSHIPS**

SIPA attracts the best students and the brightest minds from around the world, regardless of their financial circumstances. Enrolling top students is critical to the School's success, which is why SIPA offers a wide variety of fellowships and financial support—funding that does not need to be repaid. This support is tied to the student's academic performance, experience, and, where possible, need.

In 2009–2010, SIPA's fellowship budget was \$7.5 million—about 14 percent of SIPA's total budget and the second largest direct expense after faculty salaries. About 17 percent of SIPA's first-year class receives fellowship support. First-year awards range

AWARD PER SEMESTER	TEACHING ASST.	DEPT. RESEARCH/ PROG. ASST.	READER
Tuition credit	\$12,500	\$8,100	\$4,700
Stipend	2,500	-	-
Salary	5,000	2,400	1,300
Total	\$20,000	\$10,500	\$6,000

from \$15,000–\$30,000, do not require a service commitment, and are granted based on the strength of the admissions application.

SIPA fellowships for continuing students are linked to an instructional position (teaching or research assistant) or an administrative position (program assistant). There are also many endowed and external fellowships available to students. Students apply

for second-year support during their first year, with awards granted based on academic performance and the student's service to the School. Approximately 50 to 75 percent of SIPA students who apply for a fellowship for their second year receive an award. In 2009–2010, there were 179 instructional fellowships awarded and 55 administrative fellowships awarded. The amount ranged from \$6,000 to \$20,000.

**FOREIGN LANGUAGE AND AREA STUDIES FELLOWSHIP**

The Foreign Language and Area Studies Fellowship is open to graduate students at Columbia University who are U.S. students or permanent residents and concentrate in modern foreign languages and related international or area studies. The fellowships are awarded by a University-wide committee, require

**ANAHI AYALA IACUCCI (MIA '10)**  
New Media Consultant, Ushahidi



After an earthquake devastated parts of Chile in February 2010, a group of students volunteered to help. From their home base at SIPA, thousands of miles from the relief zone, the group used digital technology and online mapping tools available from Kenya-based Ushahidi to monitor and plot emergency incidents in Chile. Ushahidi is a new technology that uses “crowd sourcing” to map crisis information sent by text message, e-mails, and Twitter feeds. Second-year SIPA student Anahi Ayala Iacucci organized and directed the student volunteers' efforts throughout the spring.

A native of Italy, Iacucci graduated from SIPA in May 2010 with a Master of International Affairs, concentrating in human rights. Prior to SIPA, she had worked on human rights issues from Italy to Africa, from Mexico to the disputed Palestinian territories. Just a few weeks after graduation, Iacucci went to work for Internews Network in Kenya, where she has been working as a new media consultant on their Ushahidi platform for media and conflict-related issues.

“What I love about technology is that it allows us to do things that we normally cannot. Or things that require a lot of time and resources to do manually ... But what I really love about technology: it is the realization of ‘empowerment.’ Instead of giving people what they don't have, technology allows people to do things the way they want ... From Africa to the entire world, Ushahidi is a tool that can empower people in developing and developed countries to have a voice, to express their opinion, to make a difference. The power of Ushahidi lies in the power of the people using it.”

the continued study of the language and area, and provide \$18,000 in tuition credit plus a \$15,000 stipend for the academic year.

**INTERSCHOOL FELLOWSHIPS**

Interschool fellowships are need-based awards for U.S. citizens or permanent residents, and are administered through Student Financial Services. Any Columbia University student who meets the very specific eligibility requirements can apply.

SIPA participates in several programs to ensure U.S. military veterans are well represented in the student body. For many years, SIPA has hosted Foreign Affairs Officers (FAO) from the U.S. Armed Forces and works to tailor the study schedule to meet FAO program needs. SIPA also participates in the Yellow Ribbon program, which matches SIPA fellowship awards.

**ENDOWED FELLOWSHIPS**

Thanks to the generosity of alumni and friends who have provided endowments over the years, SIPA is able to provide a wide variety of additional fellowship support to students. As part of the application and selection process, SIPA awards many students funding from endowed fellowships based on merit, field of study, and, when possible, on the applicant's need.



Lisa Anderson Scholarship Fund  
 Julius Blocker Scholars Program Fund  
 Sharon and James Broadhead Fund  
 Brown-Meyers Fellowship Fund  
 Robert M. and Buena H. Chilstrom Fellowship Fund  
 Andrew W. and Dorothy Cordier Fellowship Fund  
 Joanne Toor Cummings Fund  
 Annette Fox Fellowship Fund  
 Georgiadis-Moscahlaidis Fellowship Fund  
 Global Leaders Fellowship Fund  
 Dr. John N. Hazard Fellowship Fund  
 Ralph O. Hellmold Fellowship Fund  
 Investcorp Scholarship Fund  
 Ranjit Jayanti Fellowship Fund

Everett Kelsey Memorial Fellowship Fund  
 Karen J. Klitzman Memorial Fellowship Fund for the Elimination of Terrorism and Resolution of Conflict  
 John W. Kluge Fellowship Fund  
 Robert I. Kopech Fellowship Fund  
 Joseph Kraft Fellowship Fund  
 Robert Legvold Fellowship Fund for Graduate Studies  
 Mr. and Mrs. Leiser Krieger Scholarship Fund  
 Leitner Family Fellowship Fund  
 Jorge Paolo Lemman Fellowship Fund  
 Charles and Marie Lippey Fellowship Fund  
 David Lipschultz Fellowship Fund  
 Walter N. Maguire Fellowship Fund  
 Marber Family Fellowship Fund

The Most Honorable Bapsy Marchioness of Winchester Award in Human Rights and Fundamental Freedoms  
 Mosse-Noble Fellowship Fund  
 David Ottaway Fellowship Fund  
 Dasturdaza Doctor Jal Pavry Award for International Peace and Understanding  
 Dr. Robert Randle Fellowship Fund  
 Julie Rasmussen Fellowship Fund  
 Jeffrey L. Schmidt Fellowships  
 Rachel L. Spear Fellowship  
 Joan Edelman Spero Fellowship Fund  
 C. V. Starr Scholarship Fund  
 Alice Stetten Fellowship Fund  
 The Anna Lord Strauss Fellowship



**CAREER SERVICES**

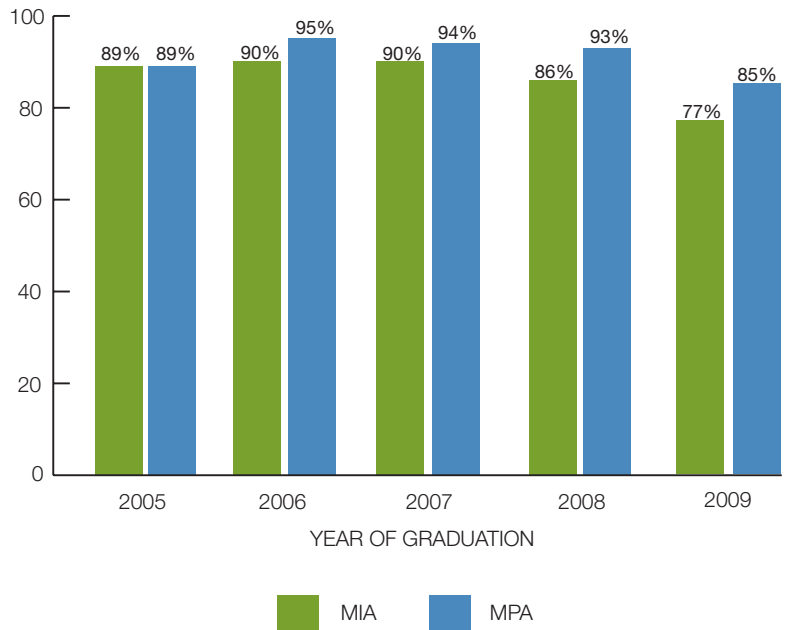
After leaving the halls of SIPA and the campus of Columbia University, SIPA graduates go on to successful careers in all corners of the United States and the world. Their opportunities range from roles within government and public agencies, to private enterprises such as consulting, finance, law, nonprofit foundations, and NGOs.

The Office of Career Services at SIPA assists students in their search for internships and employment, and is dedicated to providing life-long services to SIPA alumni. The Office of Career Services provides the tools students need to manage their professional development successfully, through employer outreach, career education, and career counseling. Tools include SIPA's online alumni directory and career advisory program, where successful alumni mentor students and fellow alumni. Other tools are SIPA's jobs database and individual career counseling. In addition, the Picker Fieldwork Abroad Fund provides scholarship stipends to students who go abroad to pursue summer internships.

**GRADUATION EMPLOYMENT RATE**

The Office of Career Services surveys students about their employment status in April, just before graduation, and again six months later. Typically, between 30 and 40 percent of students are employed by the time they graduate. Over the past two years, during the global recession, the spring employ-

**SIX-MONTH EMPLOYMENT RATE**



ment rate for MIA graduates dropped nearly 12 percent, to 25.3 percent. The same rate for MPA graduates dropped nearly 10 percent in 2009 to 33.5 percent, but rebounded slightly in 2010.

SIPA observed more activity in hiring in spring 2010. However, the private sector, especially finance, banking, and consulting, remained cautious. More companies had restrictions on hiring and are only now beginning to show increased activity.

**SIX-MONTH EMPLOYMENT RATE**

Six months after students left SIPA, surveys conducted in late 2009 indicated a decrease in private sector employment and an increase in public sector employment over the previous year. The drop in private sector jobs is a direct reflection of the economic conditions in

finance and consulting, and hits MIA graduates harder since they traditionally seek employment in these areas. Meanwhile, the federal government has increased hiring in recent years to replace staff expected to retire over the next few years.

Historically, a substantial proportion of MPA graduates seek employment in the public sector.

With opportunities lacking in the private sector, more MIA graduates migrated to nonprofits. Some of the MIAs who previously might have secured positions in the private sector sought positions at international organizations.

In an effort to manage these employment trends, especially in the financial and consulting fields, SIPA's Office of Career Services

has begun targeting boutique firms and opportunities in the public and nonprofit sectors. The School has also conducted targeted outreach efforts to alumni working in federal agencies.

In summary, the percentage of MIAs employed six months after graduation was down about 10 percent in 2009; the MPA employment rate was down about 8 percent. The decrease reflects the state of the overall economy, with a high national unemployment rate.

### CLASS OF 2009 EMPLOYMENT BY SECTOR: MIA

	Total Reporting	% of Total Employed	Median Salary
<b>PUBLIC SECTOR</b>	75	37%	\$55,000
U.S. Government	32	16%	55,000
Multilateral Organizations	26	13%	55,000
Foreign Government	15	7%	55,000
State/Local Government	2	1%	55,250
<b>PRIVATE SECTOR</b>	70	34%	70,000
Consulting	24	12%	65,000
Finance/Banking	24	12%	75,000
Other	22	11%	67,500
Law	0	0%	-
<b>NONPROFIT SECTOR</b>	59	29%	45,000
Nongovernmental Organizations	21	10%	45,000
Foundations/Institutions	14	7%	55,000
Research/Think Tank	12	6%	40,800
University/Education	8	4%	45,000
Public Interest/Advocacy	4	2%	47,500
<b>FURTHER STUDY</b>	1	0%	

### CLASS OF 2009 EMPLOYMENT BY SECTOR: MPA

	Total Reporting	% of Total Employed	Median Salary
<b>PUBLIC SECTOR</b>	65	45%	\$55,000
Foreign Government	33	23%	55,000
State/Local Government	15	10%	55,000
Multilateral Organizations	12	8%	45,000
U.S. Government	5	3%	73,100
<b>PRIVATE SECTOR</b>	38	27%	78,000
Consulting	13	9%	88,000
Finance/Banking	12	8%	67,500
Other	12	8%	75,000
Law	1	1%	100,000
<b>NONPROFIT SECTOR</b>	35	24%	53,500
Public Interest/Advocacy	9	6%	45,000
Research/Think Tank	9	6%	45,000
Nongovernmental Organizations	7	5%	45,000
Foundations/Institutions	5	3%	65,000
University/Education	5	3%	71,500
<b>FURTHER STUDY</b>	5	3%	

### INTERNSHIPS

Internships are an integral part of the student experience at SIPA. Internships have spanned the globe, from the United Nations to the World Bank, from the U.S. Department of State to the Korean Consulate General, from Chrysler to Sony. Most students complete their internships during the summer break between their first and second year, but some work on internships during the academic year. Students are required to work a minimum of 120 hours in an internship position for 1.5 credits and can earn up to three internship

credits. Many work beyond the three-credit maximum on a noncredit basis for the additional experience.

One of SIPA's many internship clients is Acumen Fund, a nonprofit global venture fund that uses entrepreneurial approaches to address global poverty. Nishant Shah (MIA '10, and a Kluge Fellow) worked in Acumen Fund's Pakistan office in Karachi. He says the internship offered him the opportunity to learn from what Acumen Fund does well and illustrated what he needed to focus on during his second year at SIPA.

"As a summer portfolio associate, I assisted with a joint venture between Acumen Fund and a local health care technology company. This company was attempting to utilize a cross-subsidy model to establish franchised tele-healthcare centers throughout Pakistan, and I worked on the creation of a business plan and advised on supply-chain strategy, operations, and risk analysis/mitigation.

"I had been a long-time fan of Acumen's work, so the opportunity to work for them and broaden my understanding of South Asia

was attractive. I learned much about Pakistan, its business environment, what it takes to run a successful and high-impact social enterprise, the social venture capital space in general, and its place in the broader world of international development.

"I also learned a lot about the importance of relationship management with clients. The experience was invaluable and will prove useful wherever I end up in my career."

## SELECT INTERNSHIP CLIENTS

Bank of New York Mellon  
Booz and Co.  
Carnegie Moscow Center  
Central Intelligence Agency  
Citigroup  
Clinton Global Initiative  
Condé Nast  
Council on Foreign Relations  
Credit Suisse  
Deloitte Consulting, LLP  
Environmental Protection Agency  
ExxonMobil  
Goldman Sachs  
Government of Pakistan  
Grameen America  
Human Rights Watch  
International Labor Organization  
Millennium Cities Initiative  
National Endowment for Democracy  
The Nature Conservancy  
New York City Government  
Open Society Institute  
Oxfam India  
PepsiCo  
Search for Common Ground  
Standard and Poor's  
Sony Pictures  
United Nations  
UNICEF  
U.S. Department of Commerce  
U.S. Department of State  
Women's World Banking  
World Bank

“For my summer internship, I completed an evaluation of the American Refugee Committee’s (ARC) Camp Management program in Northern Uganda. I visited the ARC’s 14 internally displaced people’s camps in Gulu and a nearby district. I conducted various interviews to produce a report outlining the necessary livelihood and social protection programs to help the IDPs to sustain themselves in order to leave the camps. It was an intensive experience that allowed me to learn a lot in a short time period and reminded me again about the challenges of working in the humanitarian field.”

*Donna Chu, MIA '09, Economic and Political Development*

“I spent the past summer working in the Power Division of the San Francisco Public Utilities Commission (SFPUC), on its municipal community power program, CleanPowerSF. I researched and began the draft of a request for proposals for the city’s effort to develop renewable energy sources and increase energy efficiency within the City and County of San Francisco. I also had the opportunity to conduct in-depth research on California energy policy and regulation, and to work with experts on electric utility issues.”

*Shannon O'Rourke, MPA '10, Environmental Policy Studies*

“During the summer of 2009, I interned at Primary Care Development Corporation (PCDC) in New York City. PCDC is a not-for-profit community development institution that helps health centers in low-income and medically underserved areas of the city as well as New York State obtain affordable financing and consulting services to maintain or expand and improve their operations. I worked on the external affairs and development team writing grant proposals and press releases, helping plan the annual gala fund-raising event, and revamping their new Web site.”

*Libby McCardle, MPA '10, Social Policy*

“I did two summer internships last summer. The first was in Jordan with International Solutions Group, where I conducted a conflict assessment study of Jordan with another SIPA student. We worked almost entirely independently and had a challenging summer that was a great learning experience. My second internship was as a dialogue facilitator for the American Mideast Leadership Network’s U.S.-Syrian Grassroots Diplomacy Program. I co-facilitated dialogue sessions between American and Syrian students in Damascus.”

*Magdalena Pampillo, MIA '10, International Energy Management and Policy*



# HAITI: WITNESSES TO A DISASTER



*James Taylor (MIA '11) comforts a child in the hours after the earthquake.*

**AS THE EYES AND HEARTS OF THE WORLD TURNED TO HAITI** after the devastating earthquake of January 12, 2010, the disaster brought into sharp focus the work of many SIPA students, teachers and alumni. Six students, a member of SIPA's faculty and two staff from The Earth Institute were in Port-au-Prince, Haiti, when the earthquake struck. The story of their work, the providence of their survival, and their humanitarian response in the aftermath were a testament to the ideals and values of the entire SIPA community.

For the second year in a row, Elisabeth Lindenmayer, director of SIPA's United Nations Studies Program, escorted a group of students to Haiti—Annika Allman, Gabrielle Apollon, John Burnett, Megan Rapp, Gerald Stang, and James Taylor. All were there to learn more about the impoverished nation, see the issues affecting residents first-hand, and examine the impact of private sector investment on social and economic development.

On Tuesday, January 12, the group had left a meeting at the International Development Bank and was getting out of the van at their next destination, the United Nations Development Programme. That is when the earth shuddered and the building in front of them cracked. "Megan actually said, 'We're going to die! We're going to die!'" Annika Allman said during a group interview upon their return. "I don't remember that," Rapp responded softly. "The moment the earth started shaking, I knew how bad it was going to be."

For three days, the six students tended to the wounded, looked after lost children, and helped dig out the dead. Professor Lindenmayer worked to get everyone home.

Finally, on January 15, the group caught a ride with a United Nations medical helicopter to the Dominican Republic and flew home to emotional reunions with family and classmates.

"The tragedy that hit this country is unimaginable," said Lindenmayer. "I cannot begin to describe the misery and the tragedy that we have seen. We lost many of our UN colleagues. It's probably the biggest loss that the UN has ever seen." Upon her return to SIPA, Lindenmayer organized a panel discussion and fund-raiser, reflecting on the disaster and a way forward. "In the space of just a few years, Haiti has seen a food crisis, civil unrest, change in government, hurricanes, cyclones, the financial crisis, and now an earthquake."

As the people of Haiti continue to struggle after the earthquake, nearly 20 SIPA students and alumni ventured to Haiti for the summer of 2010, or longer, to help provide basic necessities like access to medical care and clean water. Among them was Rapp (MIA '11), returning to Haiti for the first time since January and reuniting with James Julien, a young man whom she had cared for in the hours after the earthquake.

"As I drove up to the street corner where we were meeting, my heart raced with nerves and emotions. When I saw James, his little mother, and older brother, I leapt out of the car. We hugged and our eyes were filled with tears. His mother could not stop hugging and kissing me. His brother kept saying thank you and that I was an angel. James was quiet, polite, and incredibly grateful. We exchanged stories and recounted the nightmare of January 12 and the events that followed."

# FINANCE



IN 2009–2010, THE SIPA BUDGET UNIT, WHICH CONSISTS OF THE SCHOOL ITSELF AND ITS THREE AFFILIATED RESEARCH INSTITUTES AND CENTERS, the Saltzman Institute of War and Peace Studies (SIWPS), the Center for International Conflict Resolution (CICR), and the Center for Energy, Marine Transportation and Public Policy (CEMTPP), had a total budget of approximately \$58 million, with about 80 percent of revenue derived from tuition.

This was the first year for SIPA as an autonomous professional school within Columbia University. While maintaining close ties with the Arts and Sciences, SIPA now has the financial and academic independence to develop its own priorities in recruiting faculty, setting enrollment targets, and developing new programs. In the past, SIPA transferred about half of every tuition dollar to the Arts and Sciences, much of it paying for University common costs

and other taxes. Beginning in 2009–2010, SIPA was directly billed for University common cost charges (\$13.1 million) and transferred a predictable annual contribution to the Arts and Sciences that reflects the access that SIPA students continue to enjoy to Arts and Sciences courses (\$8.9 million). As SIPA acquires new instructional resources, its financial support for the Arts and Sciences is expected to fall to a smaller share of its budget.

As with many institutions, 2009–2010 was a period for SIPA to take stock after the financial crisis. While market declines had an impact on SIPA's endowment, the effect on the total financial picture was minimal because endowment income is a relatively small percentage of the budget—less than 10 percent. In addition, 2009–2010 was a successful year for new gifts, which softened the impact of the crisis on the endowment.

SIPA's largest expense is faculty salaries and support—approximately one quarter of total revenue. The second greatest direct expense is Scholarship and Stipends, \$7.5 million in 2009–2010. These funds are used to attract the best and brightest students from around the world. This figure does not include salaries paid to student employees, more than \$1 million in 2009–2010.

## REVENUES

Overall the cost of tuition increased by 4.2 percent from 2008–2009 to 2009–2010; the revenue increase net of that for all programs was 1.7 percent. This was consistent with the School’s goal of keeping enrollment flat. (See chart on page 30.)

The biggest revenue increase in percentage terms was in the PhD in Sustainable Development program, which is fully funded by the School from the Scholarship and Stipends budget. Net of tuition increase, revenues were up 23.6 percent due to a slightly larger entering class (six students versus four the year before) and several students staying on for a sixth year.

Grant revenue was down 37 percent in 2009–2010, largely due to the expiration of a one-year grant to a faculty member in the SIWPS. In general, grant revenue is restricted to supporting an individual faculty member’s research project and has little impact—other than Indirect Cost Recovery (ICR) revenue—on SIPA’s operating budget. In this particular circumstance, a SIWPS faculty member had a \$1.3 million grant from the Booz Allen Hamilton Institute in 2008–2009. Eighty percent of the funds were spent on hiring a consultant, which resulted in a large blip upward in both revenue and expenses. It was a

one-year project that had no expectation of being renewed.

The decline in current use gifts reflects \$800,000 received but not posted to the SIPA budget unit by the end of 2009–2010. The funding is for CICR and will be posted in 2010–2011, resulting in a substantial increase in 2010–2011 gift revenues.

The growth in Non-SIPA Endowments Allocated to SIPA Use is attributable to new faculty whose endowments are held by other University units.

## EXPENSES

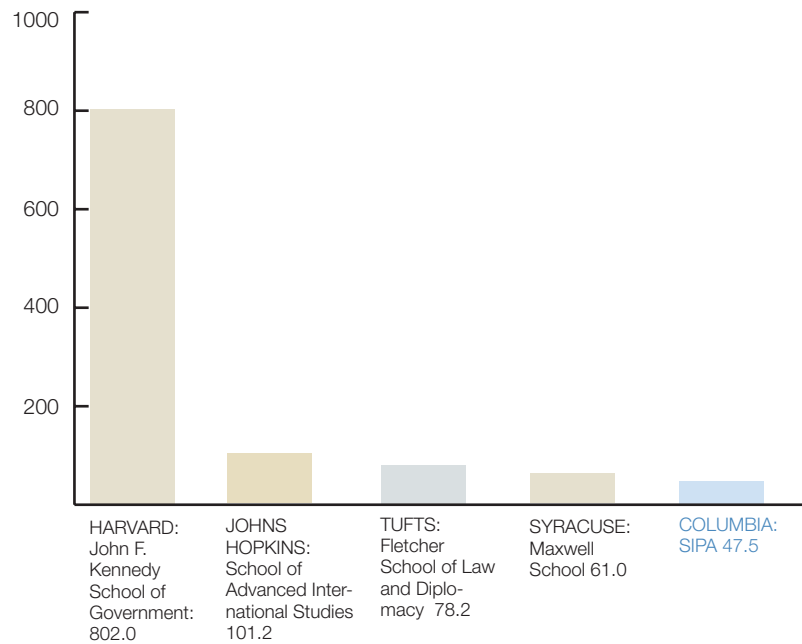
### Instructional and Faculty Support

Part of the increase in Instruction and Faculty Support (IFS) is due to a change in accounting practice. When the Department of International and Public Affairs (DIPA) was a unit of the Arts and Sciences, the DIPA staff and the DIPA support accounts were coded as a General and Financial Administration (GFA) expense. SIPA codes the DIPA staff and the faculty support expense allocations as an Instructional and Faculty Support cost. This added about \$275,000 to IFS and reduced GFA by the same in FY10.

Instructional costs did increase substantially in 2009–2010, mainly

## PEER ENDOWMENTS:

As of June 30, 2009 (in millions US\$)



because of the addition of new faculty, including Scott Barrett, Glenn Denning, Swati Desai, Jean-Marie Guéhenno, Austin Long, Barbara Nunberg, and an accounting faculty position the School shares with the Graduate School of Business. Costs included salary and fringes, research, and setup accounts, as well as housing and relocation expenses. Additionally, a large number of adjunct class sections were added mostly to staff the new workshop sections.

### GROWTH IN INFORMATION TECHNOLOGY

Most of the increase in Information Technology

spending (IT) was due to more spending in Officer of Administration salary and fringes. While SIPA was a part of the Arts and Sciences, the salary of SIPA IT’s director was funded as an instructional and faculty support cost from the DIPA faculty allocation. Once SIPA assumed the expense, the cost was shifted to an IT account. The remaining increase in cost is the result of adding one part-time position to the unit and filling vacancies. Spending on minor equipment also increased.



**STATEMENT OF ACTIVITIES** *For the Fiscal Year Ended June 30, in Thousands*

	2010	2009
<b>REVENUES</b>		
<b>Educational Revenues</b>		
Tuition	46,957	44,338
Other Education Related Receipts	1,643	1,661
Application Fees	241	259
Subtotal—Educational Revenues	48,841	46,258
<b>Grant Revenue</b>		
Private Grants	1,205	1,969
Government Grants	386	589
Grant Indirect Cost Recovery	117	158
Subtotal—Grant Revenues	1,708	2,716
<b>Current Use Gifts</b>		
Other Gifts	2,346	3,186
Annual Giving	595	585
Subtotal—Gifts	2,941	3,771
<b>Investment Income</b>		
SIPA Endowments	2,836	2,894
Non-SIPA Endowments Allocated to SIPA Use	1,507	1,193
Subtotal—Investment Income	4,343	4,087
<b>Fund Transfers to SIPA from Other Units</b>	543	278
<b>TOTAL REVENUES</b>	<b>\$58,377</b>	<b>\$57,111</b>
<b>EXPENSES</b>		
<b>Direct Expenses</b>		
Instruction and Faculty Support	14,432	12,386
Scholarship and Stipends	7,520	7,606
Student Services	3,725	3,352
General and Financial Administration	1,622	1,968
Information Technology	1,335	958
External Affairs and Fund-raising	1,273	1,247
Research	947	2,019
Major Equipment	13	6
Other Instruction Related Expenses	2,546	2,217
Subtotal—Direct Expenses	33,414	31,774
<b>Transfers Out of SIPA</b>		
Transfers to Central University	13,194	12,560
Transfers to the Arts and Sciences	8,940	8,875
Transfers to Plant (Construction/Renovation)	7	73
Budget Allocations to Other Units	274	276
Transfers to Endowment (Recapping Funds)	233	160
Other Transfers	20	-
Subtotal—Transfers Out of SIPA	23,068	21,944
<b>TOTAL EXPENSES</b>	<b>\$56,482</b>	<b>\$53,718</b>
<b>OPERATING INCREASE/DECREASE</b>	<b>\$1,895</b>	<b>\$3,393</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$11,665</b>	<b>\$8,272</b>
<b>ENDING FUND BALANCE</b>	<b>\$13,560</b>	<b>\$11,665</b>

This statement is intended to present a managerial view of SIPA and has not been prepared according to generally accepted accounting principles (GAAP).

# DEVELOPMENT

## SIPA FUND-RAISING

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Strictly Legal*	\$3,417,664	\$2,995,921	\$3,639,864	\$9,045,367	\$9,131,650	\$6,963,118
Totals						
Annual Fund	176,151	348,585	266,139	347,890	387,439	417,509
Awards Dinner	304,245	553,650	572,787	359,060	197,640	166,886

\*Strictly legal totals include matching gifts and exclude premiums (i.e., amounts paid for goods or services associated with fund-raising efforts).

SIPA's development program works to build the School's Annual Fund and its major and principal gifts programs. SIPA also hosts an annual Global Leadership Awards Dinner. One hundred percent of the gifts to the School's Annual Fund and Awards Dinner, as well as a large number of the major and principal gifts to the School, are in support of financial aid for deserving SIPA students. Other key

areas for which SIPA actively raises support include new faculty positions, research institutes, special programs, and internship support.

SIPA has experienced an unprecedented level of fund-raising success over the past three years. In 2009–2010, SIPA received a single pledge of \$4.5 million, which at the time was the largest pledge from a living donor in the School's history. SIPA

also celebrated a banner year in terms of Annual Fund success, with 1,322 donors (approximately 8 percent of SIPA's addressable alumni population) giving more than \$417,000. The data in the above chart reflect dollars actually gifted to SIPA and does not include pledges.

Although 2009–2010 was SIPA's best year from a major and principal gift pledge perspective, the

total reported figures for 2008 and 2009 are higher because in 2008, a large bequest intention was partially realized with a payment of \$3.5 million, and in 2009, a large pledge of \$3 million was paid in full. Note that the figures reported above do not include the monies raised by and for the regional institutes, which were part of the SIPA budget unit until June 30, 2009.



“It has been my privilege to have served as an active member of the SIPA alumni community for many years. As a volunteer and member of the School's Advisory Board, I have had the good fortune to work closely with SIPA's talented faculty and administration, and to forge new friendships with many of my fellow alumni. Most rewarding, however, has been the opportunity to meet and mentor both current students and recent graduates of the School. United in their commitment to make the world a better place, their ambitions are inspiring and their energy infectious. They provide a welcome reminder of why, in the past, each of us chose to attend SIPA, and a compelling opportunity to invest in an even brighter future.”

*Roger Baumann (IF '84, MIA '85) serves as a managing director in the private equity group at J.P. Morgan Asset Management. He is a member of SIPA's Advisory Board, chair of the School's Alumni Council, and a recipient of the 2010 Columbia Alumni Medal, the Alumni Association's highest honor for distinguished service to the University.*

# DONOR LIST

## \$100,000–\$999,999

Anonymous donors  
Estate of Julius G. Blocker  
Carnegie Corporation of New York  
EDF–Électricité de France  
International N.A. Inc.  
EDP–Energias de Portugal, S.A.  
Foundation Center for Energy, Marine  
Transportation and Public Policy  
Irish Aid  
LF Foundation, Inc.  
Italian Ministry for Environment, Land  
and Sea  
Henry Luce Foundation  
David B. Ottaway, IF '63  
Smith Richardson Foundation  
Maurice Samuels, IA '83  
Veolia Environnement

## \$25,000–\$99,999

Anonymous donor  
Amy Levine Abrams, MIA '81, IF '81/  
Abrams Foundation  
William Vincent Campbell/  
William V. Campbell Foundation  
Alexander Georgiadis, MIA '85/  
Krinos Foods Canada Ltd.  
Anuradha T. Jayanti/Rev Trust of  
Anuradha Jayanti  
Peter Neill Marber, MIA '87/  
Marber Family Charitable Fund/  
Halbis Capital Mgmt  
Jeffrey L. Schmidt, IF '79,  
CERT '79/Jeffrey L. Schmidt  
Fellowship Charitable Trust  
Shell International Petroleum B V  
The World Bank

## \$10,000–\$24,999

Georgia Adams, MIA '83 and Charles  
Adams, MIA '83  
Roger R. Baumann, IF '84, MIA '84  
and Julie Baumann  
Matthew Boyer, MIA '94  
Michael James Brandmeyer, MIA '95,  
IF '95  
Arminio Fraga  
Richard S. Goldberg  
Sylvia A. Hewlett and Richard S. Weinert/  
Center For Work-Life Policy, Inc.  
Donald Loyd Holley, MIA '59  
Rober Kopech, MIA '77  
James Luikart, MIA '72 and  
Amira Luikart  
Juan Navarro/Exxel Group Inc.  
Brett A. Olsher, MIA '93  
Barbara Helen Reguero, MIA '86/Barbara  
& Keith Barbara Family Fund  
The Rockefeller Foundation  
Juan A. Sabater  
Arnold A. Saltzman/Saltzman  
Foundation, Inc.

Brent Scowcroft  
Joan E. Spero, MIA '68  
The Starr Foundation  
Bela Szigethy, IF '80, MIA '80  
Michael D. Tusiani/Poten & Partners, Inc.

## \$5,000–\$9,999

Pamela Casadoumecq, MIA '89  
Raymond G. Chambers/  
MCJ Amelior Foundation  
Robert Meade Chilstrom, MIA '69, CERT  
'69 and Buena H. Chilstrom  
Lisa Maria Coleman, MIA '85  
Richard and Jana Fant/The Fant  
Foundation  
Financial Women's Association of NY  
Educational Fund  
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Foundation  
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Lucio A. Noto  
Bonnie M. Potter, MIA '73  
Julie Lynn Rasmussen, MIA '90, IF '90  
Melinda Wolfe/Wolfe Inadomi Fund

## \$2,500–\$4,999

Norton and Ann Bell  
Laurence Dara Berger, IF '70  
Center for Advanced Studies on  
Terrorism, Inc.  
Gina Eichner Cinali, MIA '88, IF '88  
John William Dickey, MIA '92  
Mary S. Ginsberg, IF '78, MIA '78  
George Franz Hollendorfer, MIA '01  
Marietta Angela Ries Lavicka, MIA '94  
Claudette Mayer, MIA '76, IF '76  
Jonathan Simon  
Gregory A. Stoupnitzky, MIA '80  
Enzo Viscusi  
Frank C. Wong, MIA '82

## \$1,000–\$2,499

Betty W. Adams, MPA '04/  
Buoi Fund  
Lisa S. Anderson, CERT '76  
Reed David Auerbach, IF '81,  
MIA '81  
Magzhan Muratovich Auezov, MIA '98  
Wensley Barker, MIA '98  
Michael Paul Benz, MPA '10  
Robin L. Berry, MIA '78  
Kim Christopher Bradley, MIA '83  
Elizabeth Cabot, MIA '98 and  
Blake Cabot  
Linda K. Carlisle, MPA '81  
Leo M.F. Chirovsky  
John and Patricia Coatsworth  
Larry Rodney Colburn, MIA '90  
Michael C. Creadon, MPA '96  
John J. Curley, IF '63 and  
Ann C. Curley

Troy J. Eggers and Susan K. Glancy  
Peter D. Ehrenhaft, MIA '57  
Ivy Lindstrom Fredericks, MIA '98  
Michael William Galligan, IF '83, MIA '83  
Richard N. Gardner  
Lawrence D. Glaubinger  
Anthony C. Gooch, MIA '05, IF '05/  
Anthony C. Gooch Fund  
Neal H. Harwood, MIA '61  
Ralph O. Hellmold, IF '63, MIA '63  
Andrew William Higgins, MIA '91 and  
Patricia M. Higgins  
Peter Alexander Hofmann, MIA '86/United  
Way of Central and NE Connecticut  
Jingdong Hua, MPA '03  
Constance L. Hunter, MIA '94  
Douglas R. Hunter, MIA '73  
Nadia M. Jabri, MIA '98  
Anisa Kamadoli Costa, MIA '98/  
Tiffany & Co.  
Allison C. Kellogg, IF '72, MIA '72  
Karen Young Knapp, MPA '94/  
Karen and Frank Knapp Fund  
Arthur Wayne Koenig, MIA '70  
Monish Kumar, MIA '95  
Stephanie Beth Wolk Lawrence,  
MPA '93/Boston Foundation  
Sandra Shahinian Leitner, MIA '76  
Ziad Khalil Makkawi, MIA '86  
Christopher James Manogue,  
MIA '98  
Sherwood G. Moe, MIA '48  
Mahnaz Moinian, IF '06, MIA '06  
Thomas John Monahan, MIA '85  
Mark David O'Keefe, MIA '95 and  
M. Guadalupe Granda, MIA '95  
Kenneth Prewitt  
Vikram Raju, MIA '97 and  
Madeleine Chapman  
Clyde E. Rankin, IF '74  
Richard G. Robb  
Vuslat Sabanci, MIA '96 and  
Ali Ismail Sabanci  
Jose M. Sanz Magallon  
Kirk P. Schubert, MIA '82  
Karen Scowcroft, MIA '84, IF '84  
Saurin Dinesh Shah, MIA '97  
and Sara Elise Borden, MPA '95  
Samuel R. Sharp, MPA '99  
Mary C. Solomon/Mary & David  
Solomon Family Fund  
Alfred C. Stepan, IF '65  
Mana Nabeshima Tokoi, MIA '91  
Yuko Usami, MIA '77  
Paul A. Volcker  
Yonghua Wang, MIA '01  
Jerry Chan Yoon, MIA '01  
Arthur M. Yoshinami, MIA '80

## \$500–\$999

Patrick Kenehan Archambault,  
MIA '99  
Arlene Renee Barilec, MIA '84  
Jillian Barron, MIA '88  
Stefan Robert Benn, MIA '95  
Maureen R. Berman, MIA '73  
Thomas Lynch Bindley, MPA '03  
James L. Broadhead, IF '63  
Kate A. Bullinger, MIA '94  
Mary W. Carpenter, MIA '51  
David C. Chaffetz, MIA '80, IF '80  
William Yui-Wai Chan  
Karen A. Collias  
John J. Costonis, IF '64  
Gregory Deeds  
Marc P. Desautels, MIA '66  
David N. Dinkins  
Thomas John Durkin, MIA '87,  
CERT '87  
R. Anthony Elson, IF '64, MIA '64  
Kashiyo C. Enokido, MIA '78  
Jennifer Ann Enslin, MIA '02  
Robert Mark Finkel, MIA '88  
Kirsten Alysum Frivold, MPA '03  
Shelly Louise Gardeniers, MIA '96  
Gary W. Glick, CERT '72  
Jose Eugenio Gonzales, MIA '93  
Erin S. Gore, MPA '97  
John A. Grammer, MIA '63  
Haakoon Hall House  
Teresa Misty Hathaway, MIA '89  
Mark M. Jaskowiak, IF '77  
Edward Van K. Jaycox, MIA '64,  
CERT '64  
Horace P. Jen, MIA '93, CERT '93  
Zhaohui Jin, MIA '02  
Andrea Lynn Johnson, MIA '89  
Elizabeth Lynn Katkin, MIA '92, IF '92  
George A. Kellner  
Jessie McClintock Kelly, MIA '07  
Joachim W. Kratz, MIA '58  
Thomas Dale Kuczmariski, MIA '75,  
IF '75 and Susan S. Kuczmariski, IF '74,  
MIA '74  
Jirawat Sophon Lewprasert, MIA '84  
Dallas D. Lloyd, MIA '58  
Douglas Michael Margossian, MIA '07  
Kathryn L. McCormack, MIA '95  
Shalini Mimani  
Catherine Mulder, MIA '81  
Glenn Paul Orloff, MIA '88  
Carol Jean Patterson, MIA '76,  
CERT '76  
Lucie Colvin Phillips  
Henrietta B. Pons, MIA '64/  
Henrietta B. Pons Trust  
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George W. Simmonds, CERT '52  
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Laila Festini Srouji, MIA '05



David James Tsui, MPA '01  
Daniel B. Tunstall, MIA '68  
Frederic Joseph Vagnini, MIA '89  
Joseph L. Vidich, MIA '80  
Gavin Conrad Wellington, MPA '95

**\$250-\$499**

Simon K. Adamiyatt, MIA '81,  
CERT '81  
Jo Anne Chernev Adlerstein, IF '75  
Sanford Antignas  
Morten Arntzen, MIA '79, IF '79  
Isabelle Jacqueline Aussourd, MIA '02  
Roshma A. Azeem, MPA '04  
Paul Bauer, MIA '96  
Robin M. Beckett, IF '77  
Thomas H. Boast, MIA '72  
Patrick Francis Bohan  
Carolyn B. Boldiston, MPA '89  
Joan Copithorne Bowen, MIA '67  
Daniel F. Burton, MIA '81  
Allen L. Byrum, MIA '72  
Eric David Cantor, MIA '05  
Dale Christensen, MIA '71 and  
Patricia Hewitt, MIA '71  
William Michael Clancy, MPA '98  
Dale S. Collinson, IF '62  
Nuno Miguel C. Crisostomo, MIA '01 and  
Sonia Virginie Bujas, MIA '92, CERT '92  
Derrin Culp, MIA '07  
Michael DiGrappa, MPA '86  
Simon Parish Dodge, MIA '90  
Ugen Dorji, MIA '99/Royal Monetary  
Authority of Bhutan  
Judith Ann Edstrom, MIA '72, IF '72  
Can Vahit Eksioglu, MIA '01  
Cornelia Mai Ercklentz, MIA '08  
Hugo Presgrave Faria, MIA '88, CERT '88  
and Gabrielle S. Brussel, MIA '88  
Rhonda L. Ferguson-Augustus,  
MIA '79  
Melissa Scott Flournoy, MPA '85  
Jacqueline Frank, MIA '05/  
Frank Pictures, Inc.  
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Larry S. Gage, IF '71  
John C. Garrett, IF '66/Garrett Family  
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Omar M. Gharzeddine, MIA '95  
Heidi Gifford-Melas, MPA '91  
Sol Glasner, MIA '76, CERT '76  
Lisa G. Goldschmidt, MPA '04  
John M. Gorup  
Stephen Mark Grynberg, IF '89  
Maureen-Elizabeth Hagen, MIA '83,  
CERT '83  
Bruce Kirkwood Harris, MIA '92  
Rex S. Heinke, IF '74  
Warren E. Hewitt, MIA '50  
Katherine Hale Hovde, MIA '89 and  
Kenneth Kulak  
Thomas N. Hull, MIA '73, IF '73,  
CERT '73  
Ellen Marjorie Iseman, MPA '07

Erik Jacobs, MIA '85, IF '85 and Laura J.  
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R. Jakobson Foundation  
Morton L. Janklow/Janklow  
Foundation  
Michone Trinae Johnson, MPA '96  
Brian John Kennedy, MPA '04  
Steve S. Kim, MIA '94  
Anne R. Knulst, MIA '51  
George M. Lazarus, IF '69/  
George M. Lazarus, MD, PC  
Ching Chee Alda Leung, MIA '04  
Jay A. Levy, IF '62  
George P. Lightbody, MIA '92  
Dening Suzanne Lohez, MIA '04  
Jerrold L. Mallory, MIA '83, CERT '83  
Sonia P. Maltezou, MIA '70  
Ann E. March, MIA '99  
Julianne M. Markow, MIA '88  
Mary D. McCabe, MIA '81  
John B. McGrath, MIA '80, IF '80,  
CERT '80  
Dan McIntyre  
Miten Arun Merchant, MIA '95  
Marianne Mitosinka, MIA '81  
David W. Munves, MIA '80, IF '80  
Paul Anthony Ngite Mutisya, MPA '02  
Thomas F. O'Connor, MIA '76  
Mary Agnes O'Donnell Hulme,  
MIA '95  
Avo Erik Ora, MIA '98, IF '98  
Ruth G. Ornelas, IF '80, MIA '80  
Thomas Guenter Plagemann,  
MIA '91  
Jeffrey Ian Pollock, MPA '97  
David C. Ralph, MIA '67  
John M. Reid, MIA '64  
Robert D. Reischauer, MIA '66  
Jeremy Neal Reiskin, MIA '87  
Janet S. Resele-Tiden, MIA '92  
Galen Blaine Ritchie, IF '61  
Karina L. Rodriguez, MPA '05  
Sarah Kristina Rossmann, MIA '05  
Gidon Garber Rothstein, MPA '88  
Salvatore V. Sampino, MIA '83  
Deborah Gwen Schein, MIA '88,  
CERT '88  
Susan Ellen Schorr, MPA '98/MGS &  
RRS Charitable Trust  
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Robert Scott Seidman, MPA '03  
and Lori K. Seidman  
Ryan James Severino, MIA '04  
Vikram Jeet Singh, MIA '03, IF '03  
and Dilshika Jayamaha  
Sally J. Staley, MIA '80  
Kulratan R. Stuart, MIA '73  
Tara Jayne Sullivan, MPA '86  
Franklin A. Thomas  
Elizabeth D. Trafelet, MIA '03  
Thomas J. Trebat  
May K. Wong Tung, MIA '78/  
Tung Charitable Gift Fund  
Ralph W. Usinger, MIA '73  
Hans Herbert Wahl, MIA '95



Irene May Wong, MPA '93  
Juliet Wurr, MIA '89, IF '89  
Hideo Yanai, MIA '96  
Zhijing Yin, MPA '03  
Osamu Yoshida, MPA '99 and  
Aya Yoshida  
Lauren Zeltzer, MIA '85

**UP TO \$249**

Pamela Aall, MIA '77, CERT '77  
Harlan Ira Miller, MIA '95  
Kaori Adachi, MIA '99  
Can Adamoglu, MIA '02  
John Quincy Adams, MIA '85  
Sadia Afridi, MIA '05  
Steven Agbenyega  
Alice Agoos, MIA '80  
Christiana H. Aguiar, MIA '89  
Abigail Calkins Aguirre, MPA '92  
Adam J. Albin, MIA '86  
David E. Albright, CERT '71  
Alex Edward Alexander  
Delalle Nasr Strateman Alexander,  
MIA '85  
Karen Jeannette Alexander, MPA '90  
Marcellin Koffi Alle, MPA '06  
Tammy Jeanne Allen, MIA '02 and Daniel  
Groppe  
Patrice L. Allen-Gifford, MIA '81  
Erasto B. Almeida, MIA '06  
Lillian Alonzo Marin, MIA '02  
Robert J. Alpino, MIA '85  
Stephen Altheim, IF '69  
Luis Alvarez Renta, MPA '09  
Daniel Alvarez, MPA '09  
Veronica Lucia Alvarez, MPA '07 and  
Oscar Grajeda  
Tatiana Alves, MIA '06  
Austin Chingwu Amalu, MIA '81

Ryan M. Ames, MPA '09  
John Vincent Amore, MIA '05  
Bridget Anderson, MPA '04  
Michael Patrick Anderson, MIA '89  
Shehriyar D. Antia, MIA '03  
Adrienne DeVere Antoine, MPA '05  
Todd Martin Appel, MIA '88  
Marah Arbaje, MPA '07  
Olavi Arens, CERT '69  
Iris R. Argento, CERT '67  
Maria Marcos Arnaud, MIA '01  
Delphine Arrighi, MIA '07  
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Charles Edward Baker, MIA '92  
Endre A. Balazs  
Leonard J. Baldyga, MIA '62  
Rodney J. Ballard, CERT '73  
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Zdzislaw Baran  
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Edward J. Bayone, MIA '79  
Rebecca Ann Beeman, MIA '08  
Kenton H. Beerman, MIA '05  
Julie A. Beglin, MPA '97  
Shirley Haruka Bekins, MPA '97  
Martin H. Belsky, IF '68  
Shawn David Bender, MIA '89  
Yvette E. Benedek, MIA '81  
Sonja Jean Bensen, MIA '89

Thomas Paul Bernstein, CERT '66  
Wendy Lee Kutlow Best, MPA '87  
Dorcas Jeanine Bethel, MPA '95  
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Seymour Beubis  
Devender Bhatia  
Pieter Anton Bierkens, MIA '92  
Peter James Biesada, MIA '86  
Sanuber Bilguvar, MIA '06  
William N. Binderman, IF '63  
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Melanie June Bixby, MIA '91 and  
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Jaclyn Burke Bliss, MPA '03  
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Michael Drury Bodman, MIA '96  
Holly Bernson Bogin, MIA '88  
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MPA '03  
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Rebecca Lynn Boston, MPA '94  
Matthew William Botwin, MIA '98  
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Jordan Daniel Brafman, MIA '06  
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Tamar Brass, MPA '86  
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Phillip Stern Brennan, MIA '06  
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Karl Wilhelm Brown, MIA '06  
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Marisa J. Buchanan, MPA '07  
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Beverley Jeanine Buford, MPA '86  
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Kristen Klemme Cady-Sawyer,  
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Zuhra Cagar  
Joanne T. Caha, CERT '78  
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Robert Anthony Calaff, MPA '90  
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Jadwiga Chrusciel  
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CERT '68  
Daniela Coleman  
Jennifer DeRosa Collins, MPA '05  
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Mary Griffiths Cooperman, MIA '84  
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MIA '94  
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MIA '86, CERT '86  
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Bradford Philip Pickar, MIA '94  
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Ethel D. Dunn, CERT '56  
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CERT '75  
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and Priscilla A. Mandrachia  
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CERT '88  
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Ebenezer Irving Forbes, MIA '02  
Anne D. Ford, MIA '05  
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 IF '08  
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 Charles Lewis Green, MIA '94  
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 Mary Ann Grossman, MIA '73  
 Neil David Grossman, IF '82  
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 Deena Jal Guzder, MIA '08  
 Jonathan Sullivan Gyurko, MPA '00  
 Viktoria Habanova, MIA '08  
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 Craig Philip Hallgren, MIA '86  
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 CERT '81  
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 Garry W. Hesser, IF '64  
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 IF '77  
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 Joon Seok Hong, MIA '05  
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 Pamela A. Houghtaling, MIA '74,  
 CERT '74  
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 Barbara A. Howland  
 Sarah Beth Huber, MIA '06  
 Robert Kingsley Hull, MIA '78,  
 CERT '78  
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 Alexander Teodor Hunt, IF '94,  
 MPA '94  
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 Thomas J. Hyra, IF '76, MIA '76  
 Kazuyoshi Ikeno, MIA '76  
 Roberto Inda, MPA '05  
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 Anna Grace Isgro, MIA '77  
 Devika Iyer, MIA '07  
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 Kathryn Marie Jackson, MIA '88  
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 Roy Christopher Jackson, MPA '90  
 Eric Davis Jacobsen, MPA '06  
 Ellen L. James Martin, MIA '82  
 Wynne James, MIA '71  
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 CERT '92 and Kristi Bahrenburg Janzen,  
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 Richard B. Jones, MIA '80  
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 David E. Junker, MIA '76  
 Peter H. Juviler, CERT '54  
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 Ann Dolan Kaiser, MIA '80, IF '80  
 Kamil Kaluza, MPA '06  
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 CERT '79 and Walter R. Cook  
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 Norman D. Kass, MIA '73  
 Iori Kato, MIA '03  
 Daniel Lewis Katzive, MIA '92  
 Peggy Ockkyung Kauh, MPA '01  
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 Jennifer Lynn Keeney, MIA '04  
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 Debra Anne Keller, MPA '06  
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 Eve Maxine Kessler, CERT '89  
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 Farrukh Iqbal Khan, MIA '07  
 Sana Khan, MIA '99  
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 Mostafa Khezry, MIA '89  
 Yoshiko Kido  
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 Paulo Francisco Kluber, CERT '08,  
 MIA '08  
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 Bozidar Lazarevic  
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 Na Youn Lee, MIA '07  
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 Nishad Majmudar, MIA '10  
 Haim Malka, MIA '01  
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 MPA '04  
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 IF '91  
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 Michael G. Martinson, MIA '70  
 Raul Kazimierz Martynek, MIA '93  
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 IF '94  
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 MIA '89  
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 Catherine Rebecca Mendelsohn,  
 MIA '96, IF '96  
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 Pearl Rita Miles, MPA '00  
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 Charles Russell Miller, MIA '99,  
 CERT '99  
 Harlan Ira Miller, MIA '95  
 Heather A. Miller, MIA '10  
 Jennifer A. Miller, IF '85  
 Thomas P. Milligan, MIA '85, IF '85,  
 CERT '85  
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 Norah Leckey Milner, MIA '49  
 Edmund M. Mitchell, MIA '73  
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