



SIPA 2011–2012 ANNUAL REPORT

TABLE OF CONTENTS

Letter from President Bollinger	1
Letter from Provost Coatsworth	2
Letter from Interim Dean Lieberman	3
2011-2012 In Review	4
Curriculum and Degree Programs	6
Concentrations	6
Other Degree Programs	10
Students Travel to North Korea	12
Capstone Workshops	14
Research Institutes and Centers	18
Faculty	22
Select Faculty Publications	24
Students	26
Admissions	26
Fellowships	26
Career Services	29
Alumni	32
Finance	34
Development	36
Selected Major Gifts	37
Donor List	39
SIPA Advisers	48

Cover: Michelle Hanf MPA '13 with schoolchildren near the birthplace of Kim Il-Sung in Pyongyang, North Korea. See pages 12-13 for the story.

LETTER FROM PRESIDENT BOLLINGER

COLUMBIA'S SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS IS TODAY A DIVERSE ACADEMIC COMMUNITY OF INTELLECTUAL EXCITEMENT AND PUBLIC POLICY INNOVATION, CHALLENGING OUR STUDENTS WITH ACADEMIC EXPERIENCES DESIGNED TO HELP THEM BECOME LEADERS IN THE MODERN WORLD. THROUGH ITS RENOWNED FACULTY, INNOVATIVE CURRICULUM, LONGSTANDING INTERNATIONAL PERSPECTIVE, AND UNIQUE LOCATION IN A TRULY GLOBAL CAPITAL, SIPA IS CONTRIBUTING VALUABLE POLICY ANALYSIS AND MANAGEMENT EXPERTISE TO LEADERS IN GOVERNMENT, BUSINESS, AND NGOS AROUND THE WORLD.



SIPA's prominence among global public policy schools and the forum it provides at Columbia for interdisciplinary collaboration are the result of the dedication and foresight of the School's faculty, students, alumni, and staff. Until becoming University Provost earlier this year, Latin American expert John Coatsworth led the school as its dean through a period of historic change, establishing an institutional and academic foundation for the School to serve as a vital center of a truly great urban university. Now Robert Lieberman, serving as interim dean, is sustaining and adding to this momentum.

As the world's diverse communities become ever more interdependent, SIPA has succeeded in finding new ways to meet the significant challenge—and responsibility—of educating students to serve the global public interest. That commitment to deciphering the complexities of our global society can be seen in the launch of the Center on Global Economic Governance; the creation of the BRICLab dedicated to the study of Brazil, Russia, India, and China; and SIPA's sizeable role in building the University's network of Columbia Global Centers. Both the recently opened Center in Santiago, Chile, where Karen Poniachik is the director, and the Global Center in Istanbul, Turkey, headed by Ipek Cem-Taha, are led by SIPA alumnae.

Our New York City home, placing Columbia in such close proximity to the United Nations, major institutions of global finance, and international humanitarian organizations, continues to enhance this academic work in extraordinary ways and to distinguish the education of SIPA's graduates.

Never has the intellectual and scholarly exploration at the School of International and Public Affairs been more important, nor has there ever been a time when it was more exciting to be part of the SIPA community. I know that you share my enthusiasm in looking forward to the next chapters in the School's bright future.

Lee C. Bollinger
President

LETTER FROM PROVOST COATSWORTH

THIS PAST SPRING, SOMETHING EXTRAORDINARY OCCURRED AT COLUMBIA. THE BOARD OF TRUSTEES UNANIMOUSLY ADOPTED AMENDMENTS TO THE STATUTES OF THE UNIVERSITY THAT COMPLETED SIPA'S TRANSITION TO FULL INDEPENDENCE WITHIN THE INSTITUTION FROM ITS PREVIOUS STATUS AS A UNIT OF THE FACULTY OF ARTS AND SCIENCES.



That seemed extraordinary enough to old SIPA hands, but even more extraordinary was the fact that this caused little notice across campus—because SIPA had already been operating autonomously from the Faculty of Arts and Sciences for nearly three years. Whatever date we celebrate in future years, independence will surely be marked as a huge step forward in the transformation of SIPA into one of the world's great public policy schools.

This spring witnessed another smooth transition for SIPA: the appointment of Professor Robert Lieberman as SIPA's new interim dean when President Lee Bollinger asked me to assume the duties of University Provost. Robert had already served for close to five years as SIPA's vice dean (except for a sabbatical break to finish a brilliant new book). In that position, he played a key role in leading the School to achieve independence, reform its curriculum, recruit talented new faculty, relaunch its International Fellows Program, create a new Center on Global Economic Governance, surpass its fundraising goals, and announce a new campaign. Robert also led an international effort to expand the Global Public Policy Network that links SIPA to leading policy schools around the globe.

What SIPA relies on most are the unique qualities of its outstanding faculty, the diversity and pragmatic idealism of its amazing students, the professionalism and dedication of its great staff, and the energizing commitment of its friends and alumni around the world. The School's transformation over these past five years has also relied on the unwavering support of University President Lee Bollinger and the entire Columbia leadership team. I am excited to join them at a great moment in our institution's history and to continue working to make SIPA even greater for years to come.

John H. Coatsworth
Provost

LETTER FROM DEAN LIEBERMAN

SIPA'S MISSION IS TO EMPOWER PEOPLE TO SERVE THE GLOBAL PUBLIC INTEREST. WE DO THIS BY EDUCATING STUDENTS TO SERVE AND LEAD AND BY PRODUCING AND SHARING NEW KNOWLEDGE ON THE KEY PUBLIC POLICY CHALLENGES FACING THE GLOBAL COMMUNITY. TO ACCOMPLISH THIS SIPA HAS EMBRACED A VISION OF GLOBAL PUBLIC POLICY THAT RECOGNIZES THE DEMAND FOR PUBLIC SERVANTS WHO ARE BOTH GLOBALLY AWARE AND WELL TRAINED IN POLICY ANALYSIS AND MANAGEMENT. BY EMBRACING THE IDEA OF GLOBAL PUBLIC POLICY, SIPA AIMS TO CREATE A GLOBAL POLICY SCHOOL FOR THE 21ST CENTURY.



To realize this vision, the School continued to implement its five-year strategic plan, whose top priorities are providing a world-class education for our students, creating new knowledge through policy-relevant research, and increasing the School's engagement in the world of global public policy. The year 2011–2012 was one of great strides toward these goals. Through the generosity of many alumni and friends of the School, we were able to continue to increase the level of fellowship support we offer our students to almost \$9 million, nearly double the amount available in 2007. SIPA welcomed new faculty members in areas such as international economics and nonprofit management and social enterprise. The School has undertaken a market research study to guide branding efforts among key audiences and acquired new space in the International Affairs Building to meet the School's growing needs.

These strides support the achievements of our faculty and students. This year, we welcomed Alan Krueger, chair of President Obama's Council of Economic Advisors, who gave a major policy address at SIPA to launch the new Center on Global Economic Governance (CGEG), led by Shotwell Professor of Global Political Economy Jan Svejnar. SIPA students organized a five-day research trip to North Korea—the first such trip undertaken with the sponsorship of an American university—accompanied by Professor Elisabeth Lindenmayer, director of SIPA's United Nations Studies Program. And Kermit Jones, who received his MPA from SIPA this May, was named a White House Fellow, one of the nation's most prestigious honors for professionals in leadership and public service.

This was also a year of transitions for SIPA. John Coatsworth, whose visionary leadership in nearly five years as dean strengthened the School immeasurably, became Provost of the University, where he remains a close member of the SIPA family and an important advocate in the University's central administration. Professor Scott Barrett ably stepped into service as vice dean for academic affairs in the spring semester; I am grateful to Scott for his service and leadership and also to Professor Miguel Urquiola, who has agreed to serve as vice dean for the coming academic year.

As we enter a new era of independence, SIPA looks ahead to a very bright future, thanks largely to the continued generosity of our supporters, the engagement of our alumni, the brilliance of our faculty, the efficiency of our staff, and, most of all, the irrepressible dedication and passion of our students. Students come to SIPA from all over the earth because they are committed to addressing the world's most pressing and difficult challenges with knowledge and humanity. There is no group to whom I would rather entrust that vital task than SIPA students and graduates.

Robert C. Lieberman
Interim Dean

SIPA EVENTS: 2011-2012



SEPTEMBER

September 9: “10 Years Later: 9/11, the U.S., and the World.” Panel discussion introduced by Richard K. Betts, Director, Saltzman Institute of War and Peace Studies.

September 14: Global Mayors Forum. Dr. Sameer Sharma, Commissioner, Greater Hyderabad Municipal Corporation. “Making Hyderabad India’s Best Governed City.”

September 23: Rafael Correa, President of the Republic of Ecuador. “Vulnerable Societies: Media and Democracy in Latin America.” Cosponsored by the Columbia World Leaders Forum and the Institute of Latin American Studies.

September 26: Edison Lobão, Minister of Mines and Energy, Brazil. “Energy Policy in Brazil.” Cosponsored by the Institute of Latin American Studies.

OCTOBER

October 17: Luis Atienza Serna, CEO, Red Electrica, Spain; Rui Cartaxo, CEO, REN, Portugal; Gordon van Welie, CEO, ISO New England Inc. “Electricity Grid and System Operation: The Challenge of Investment, Technology, and Deregulation in Europe and the U.S.”

October 31: Lars Georg Jensen, Director for International Affairs, Danish Energy Agency, Ministry of Climate and Energy; José Manuel Perdigoto, General Director, Ministry of Economy, Portugal; Ulrich Oberndorfer, Federal Ministry of Economics and Technology, Germany. “Benchmarks in Energy Sustainability: Germany, Denmark, Portugal.”

NOVEMBER

November 1: Gabriel Silver Memorial Lecture. Yukiya Amano, Director General of the International Atomic Energy Agency. Cosponsored by the Columbia University World Leaders Forum.

November 14: Jorge Calvet, CEO, Gamesa; Gabriel Alonso, CEO, EDP Renewables North America LLC; Watson Liu, Global Partner and VP, Roland Berger Strategy Consultants, China. “Wind Energy in China, Europe, and the U.S.”

November 17: Eduardo Souto de Moura, 2011 Pritzker Architecture Prize Laureate. “The Cities of the Future.” Cosponsored by the Columbia University World Leaders Forum.

November 18: Columbia University Energy Symposium 2011. “Rhetoric vs. Reality.” Cosponsored by the SIPA Student Energy Association and the Columbia Graduate School of Business Energy Club.

African Diplomatic Forum. “The Blueprint: Managing Africa’s Political Security and Building Effective Institutions.” Cosponsored by the SIPA Pan-African Network

and the Institute of African Studies.

November 29: Dr. Fatih Birol, Chief Economist, International Energy Agency “World Energy Outlook 2011.”

DECEMBER

December 1: Gabriel Silver Memorial Lecture. Lawrence H. Summers, Charles W. Eliot University Professor, Harvard University.

December 2: “The Rise of BRIC: Impact on Global Policymaking.” Columbia University School of International and Public Affairs’ Inaugural BRICLab Conference.

JANUARY

January 31: “The Security Council and Its Human Rights Agenda: Children and Armed Conflict; New Tools to Fight Impunity.” Panel discussion moderated by Elisabeth Lindemayer, Director, UN Studies Program.



January 25: “Growth, Jobs, and the G20 Expectations.” Panel discussion with Professor Jagdish Bhagwati, Columbia; Professor Guillermo Calvo, Director, PEPM; Mahmoud Mohieldin, Managing Director, The World Bank Group. Sponsored by the Program in Economic Policy Management (PEPM).

FEBRUARY

February 15: Weston Lecture with Bob Herbert, former *New York Times* Op-ed Columnist and Distinguished Senior Fellow, Demos think tank. “A Call to Civic Engagement.” Cosponsored by the Urban and Social Policy Speaker Series.

February 23: Caswell Holloway, NYC Deputy Mayor for Operations. “Inside Operations: Managing New York City.” Sponsored by the Urban and Social Policy Speaker Series.

February 29: “From Financial Crisis to Global Recovery.” Presenter:

Padma Desai, Gladys and Roland Harriman Professor of Comparative Economic Systems, Columbia. Discussants: Andrés Velasco, Edward Larocque Tinker Visiting Professor, SIPA; Jan Svejnar, James T. Shotwell Professor of Global Political Economy, SIPA. Chaired by Guillermo Calvo, Director of PEPM.

MARCH

March 26: Dinkins Forum 15th Annual David N. Dinkins Leadership and Public Policy Forum. “Voting Rights vs. Voter Suppression.” Keynote address by Benjamin Todd Jealous, President and CEO, National Association for the Advancement of Colored People.

APRIL

April 13: Eighth Annual Saltzman Forum. “Endgame: Afghanistan” Ahmed Rashid, Pakistani Journalist and Author; David Rohde, Pulitzer Prize-Winning Journalist and

Columnist for Reuters and *The Atlantic*.

April 13–14: Ninth Annual African Economic Forum “Africa Reclaiming Africa.”

April 23: Journal of International Affairs Thought Leadership Forum. “The Future of the City.” Keynote address: Scott Stringer, Manhattan Borough President. Panel discussion moderated by Professor Ester R. Fuchs, Director, SIPA Urban and Social Policy Program.

April 26: Launch of the Center on Global Economic Governance. Keynote Speaker: Alan Krueger, Chairman, White House Council of Economic Advisers. “Reversing the Middle Class Jobs Deficit.” Panel Discussion: “Will Europe Derail the World Economy?”

Twelfth Annual Global Leadership Awards Honoring Lisa Anderson, President, American University in Cairo;

Dean Emerita, SIPA; Howard G. Buffett, President, Howard G. Buffett Foundation; Peter G. Peterson, Founder and Chairman, Peter G. Peterson Foundation; Cofounder and Chairman Emeritus, The Blackstone Group. Celebrating the achievements of Provost John H. Coatsworth, Dean of SIPA, 2007–2012.

April 27–28: PEPM 20th Anniversary Weekend. Events included a day of alumni panels at SIPA and a reception at the Boat Basin. SIPA’s Alumni Day featured two PEPM 20th Anniversary Panels: “Key Economic Policy Issues in the Past Twenty Years”; and “Economic Policy Under Duress: The Way Forward,” followed by a closing reception and dinner at the Columbia Club, with keynote speaker Dani Rodrik, Rafiq Hariri Professor of International Political Economy, Harvard Kennedy School.

April 28: Alumni Day. Keynote Address: Robert Kopech MIA ’77, Vice President and Chief Risk Officer, The World Bank. “Myths, Mendacity and Mismanagement.”

MAY

Thursday, May 17: SIPA Graduation Ceremony. Keynote Speaker: Tara Sonenshine, Undersecretary of State for Public Diplomacy and Public Affairs. “Action, Ideas, and People—Three Pillars for a Productive Future”

From left to right: Yukiya Amano, Eduardo Souto de Moura, Lawrence H. Summers, Global Leadership Award Honorees with Dean Lieberman and Provost Coatsworth, Benjamin Jealous, Tara Sonenshine

CURRICULUM AND DEGREE PROGRAMS

SIPA'S CURRICULUM EVOLVES CONTINUALLY TO MEET CHANGES in the global policy environment and growth in the SIPA faculty. Most faculty modify their courses each year, in response to advances in their field and feedback from students in the previous year. In 2011-2012, the Committee on Instruction approved 52 new courses and 71 new adjunct faculty.

Some of the new courses were taught by distinguished part-time faculty, including "Applied Political Economy of Policymaking" by Andrés Velasco, former finance minister of Chile; "Crime, Corruption, and Transition in Eastern Europe and the Former Soviet Union" by Misha Glenny, author and former correspondent for the *Guardian* and the BBC; "Leadership and Politics: Bridging Theory and Practice to Achieve the Millennium Development Goals" by Amina Az-Zubair, former senior special assistant to the president of Nigeria, with Sara Sievers; and "Strategy and U.S. Foreign Policy" by Leslie H. Gelb, president emeritus of the Council on Foreign Relations and former *New York Times* columnist.

Other new courses are expected to become part of the curriculum. Examples include "East Asia Security" by Roy Kamphausen; "Energy and Power Financing Markets" by Brooks Klimley; "Leadership and Innovative Policymaking" by Jan Svejnar, director of SIPA's new Center on Global Economic Governance; "Political Economy of Energy and Climate Change Policies" by Laurence Tubiana; and "Raising Capital and Growing Social Ventures" by John Walker and Jessamyn Waldman.

CONCENTRATIONS

SIPA'S POLICY CONCENTRATIONS PROVIDE STUDENTS WITH substantive knowledge about major areas of global public policy. Along with the required core courses, MIA and MPA students must fulfill the requirements of one concentration and one specialization to complete their master's degree. In addition to the policy concentrations below, students choose a specialization in Advanced Policy and Economic Analysis; Applied Science; International Conflict Resolution; International Media, Advocacy, and Communications; International Organization; Management; or a Regional specialization (Africa; East Asia; Europe; Latin America; Middle East; Russia, Eurasia, or Eastern Europe; South Asia; the United States.)

CONCENTRATIONS

Economic and Political Development

The Economic and Political Development Concentration at SIPA offers an interdisciplinary approach, giving students a better understanding of the global effects of economic, political, and social change in the developing world. Students develop focused competencies in specific fields such as development management, microfinance, small business and social enterprise development, corporate social responsibility, gender and development, public health, sustainable development, democratization and institution building, and postconflict reconstruction.

Sample Courses

Economic Development
Education and the Development of Nations
Elections and Political Development
Macroeconomic Policy and Development
Microfinance and the Developing World
Peace Building after Conflict
Political Development in the Third World
Social Movements and Social Change
State and Society in the Developing World

Employers of SIPA Graduates

Aga Khan Foundation
Bill and Melinda Gates Foundation
Catholic Relief Services
Deutsche Bank
Inter-American Development Bank
McKinsey & Company
Rockefeller Foundation
United Nations Development Programme
U.S. Agency for International Development
World Bank
World Food Programme



José Antonio Ocampo, Director; Professor of Professional Practice in International and Public Affairs

Ocampo received his BA in economics and sociology from the University of Notre Dame and his PhD in economics from Yale University.

"We understand development as a comprehensive process, including economic growth, equitable human development, political participation and freedom, and environmental sustainability. In that framework, the EPD concentration offers a wide array of knowledge and practice tools that our students can apply in the public, private, and nonprofit sectors, and in a variety of collaborations across these sectors."

Energy and Environment

The Energy and Environment Concentration provides students with a broad and balanced view of energy and environment policy. This includes sustainability, economics, development, technologies, business models, management, policies, and regulatory frameworks in the context of national, international, and regional issues. The concentration has three tracks: International Energy Management and Policy, Sustainable Energy Policy, and Environmental Policy and Management.

Sample Courses

Climate Change Policy
Energy Business and Economic Development
Energy Policy
Environmental Science for Sustainable Development
International Energy Systems and Business Structures
International Relations of the Environment
Petroleum Markets and Trading
Urban Energy Systems and Policies
U.S. Energy Security: Geopolitics of Oil and Gas

Employers of SIPA Graduates

Clipper Windpower
Con Edison
Environmental Defense Fund
ExxonMobil
Inter-American Development Bank
Rainforest Alliance
U.S. Department of Energy
U.S. Environmental Protection Agency
World Bank
World Wildlife Fund



Ellen Morris, Director; Associate Professor of International and Public Affairs

Morris holds a BS in geophysical engineering from the Colorado School of Mines and a PhD in marine geophysics from the University of Rhode Island.

"We aim to approach environmental and energy issues in a holistic way that gives SIPA students experience and skills across a range of subjects, in different market economies, and in different contexts. We want the students to come out of SIPA with strong technical, analytical, and writing skills in order to prepare them to be the enlightened leaders of the next generation."

Human Rights

The Human Rights Concentration prepares students for careers addressing human rights issues within governments, international organizations, corporations, community organizations, and service organizations. Graduates work in areas as diverse as today's field of human rights, addressing issues such as health, shelter, education, security, urban planning, economic development, and social justice.

Sample Courses

Children's Rights
Corporate Social Responsibility: A Human Rights Approach
Humanitarian Crisis—East Congo
Human Rights and Economic Justice in the U.S.
Human Rights Skills and Advocacy
Immigration Law
International Human Rights Law
Labor Rights in a Global Economy
Sexuality, Gender, Health, and Human Rights
Theory, History, and Practice of Human Rights

Employers of SIPA Graduates

American Friends Service Committee
Amnesty International
Bill and Melinda Gates Foundation
CARE
Ford Foundation
Human Rights Watch
International Rescue Committee
PepsiCo
U.S. Department of Homeland Security
United Nations Children's Fund
United Nations High Commissioner for Refugees
WITNESS



Elazar Barkan, Director; Director, Institute for the Study of Human Rights; Professor of International and Public Affairs

Barkan received his BA from Tel Aviv University and PhD from Brandeis University in Comparative European History.

"What's very interesting in questions of human rights is that it actually explicates the frustration that we have with an unjust world. The idea is that you can actually try and do something about it."

International Finance and Economic Policy

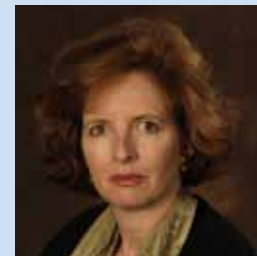
The International Finance and Economic Policy Concentration trains the next generation of leaders of the international economy. The International Finance Track focuses on capital markets, banking, accounting, and public policy. The International Economic Policy Track delves more deeply into international trade or international monetary policy.

Sample Courses

China's New Marketplace
Corporate Finance
Emerging Financial Markets
European Banking Post Crisis
Future of Global Financial Institutions
Global Economic Governance
Indian Economy in Transition
International Capital Markets
International Trade
Managing the Global Corporation
Theory of International Political Economy

Employers of SIPA Graduates

Asian Development Bank
Bank of America
Credit Suisse
Eurasia Group
European Commission
Federal Reserve Bank of New York
General Electric Commercial Finance
HSBC
McKinsey & Company
Standard & Poor's
U.S. Department of the Treasury
World Bank



Merit E. Janow, Director; Professor of International Economic Law and International Affairs

Janow received a BA in Asian Studies from the University of Michigan and a JD from Columbia Law School.

"Many students come to SIPA seeking both to augment the background they have and, sometimes, to change direction a bit. And so the heterogeneity of our student body is reflected in the people who come into the IFEP concentration."

CONCENTRATIONS

International Security Policy

SIPA's International Security Policy Concentration trains students to understand and engage in security dilemmas ranging from nuclear proliferation to terrorist networks, which require expertise not only in military strategy and defense policy, but also in political stabilization and democratization. SIPA students have access to a curriculum and faculty that is unrivaled in breadth and depth in these areas.

Sample Courses

Central Issues in American Foreign Policy
Contemporary Diplomacy
Cybersecurity
Evolving Military Strategy Post-9/11
Limited War and Low-Intensity Conflict
Modern Urban Terrorism
Peace Operations in Fragile States
Technology and National Security
Third World Security Issues
U.S. Foreign Policy in the Persian Gulf
U.S. Role in World Affairs
Weapons, Strategy, and War

Employers of SIPA Graduates

Boeing
Booz Allen Hamilton
The Brookings Institution
EastWest Institute
Federal Bureau of Investigation
Institute for Defense Analyses
International Peace Institute
Jane's Information Group
NYC Police Department
Procter & Gamble
U.S. Central Intelligence Agency
U.S. Department of Defense
U.S. Department of Homeland Security
World Bank



Richard K. Betts, Director; Arnold Saltzman Professor of War and Peace Studies in the Department of Political Science; Director, Saltzman Institute of War and Peace Studies

Betts received his BA, MA, and PhD in Government from Harvard University.

"For anyone who's interested in the problems of political violence in the world, managing conflict, defense policies of particular countries—this is the way to do it."

Urban and Social Policy

The Urban and Social Policy Concentration trains students to address policy challenges unique to cities in both the developed and developing world. Cities now have responsibilities in virtually every policy arena from developing infrastructure, to sustainable economic development, to meeting the basic needs of safety and security and human welfare, including education, health, and housing. Within the concentration, students have the option of focusing on an Urban Policy or Social Policy Track.

Sample Courses

American Politics and Social Welfare Policy
Critical Issues in Urban Public Policy
Developing Civic Support for Public Education
Employment and Labor Policy
Governing the 21st Century City
Immigration Politics and Policy
Labor Rights in a Global Economy
Social Welfare and Development
Work/Family Policy—Advanced Industrialized Countries

Employers of SIPA Graduates

Booz Allen Hamilton
The William J. Clinton Foundation
Homes for the Homeless
New Visions for Public Schools
NYC Human Resources Administration
NYC Mayor's Office of Immigrant Affairs
NYC Mayor's Office of Sustainability
The Port Authority of New York and New Jersey
UK Department of Health
U.S. Department of Housing and Urban Development
World Bank



Ester R. Fuchs, Director; Professor of Public Affairs and Political Science

Fuchs received a BA from Queens College of CUNY, an MA from Brown University, and a PhD in Political Science from the University of Chicago.

"The only trend we know that is going to continue into the 21st century is urbanization. The city is a context in which most policy gets formulated, in which most people will be living, and in which we are obligated to find the solutions to the pressing problems that are facing the globe . . . We're focusing on the city as a place in which a whole range of policy challenges have to be met. We structured this concentration to mirror that real-world condition."

OTHER DEGREE PROGRAMS



Executive MPA Program

Executive Director: William B. Eimicke; Director: Arvid Lukauskas, International Economic Policy and Management Concentration

The Executive Master of Public Policy and Administration (EMPA) program is designed for the experienced and ambitious executive who is looking for a top-quality, practical graduate program but cannot take the time to pursue full-time study. Students complete the program in either two or three years.

Core Courses

Public Management
Quantitative Techniques
Microeconomics and Policy Analysis

Financial Management and Government
Accounting
Portfolio Presentation Workshop

Concentrations Options

The Advanced Management and Finance concentration offers courses in public finance, management innovation, nonprofit management and finance, and public sector marketing and communication.

The International Economic Policy and Management concentration consists of courses in international trade and finance, open economy macroeconomics, and international political economy.

The Environmental Policy and Sustainability Management concentration emphasizes integrated thinking and learning so that graduates will see beyond linear and fragmented approaches to holistic planning for environmental sustainability.

Employers of EMPA Current Students and Alumni

Administration for Children's Services, NYC
Citi Global Markets
City of Newark, Newark-WORKS
Federal Bureau of Investigation
Federal Reserve Bank of New York
Fire Department of New York City (FDNY)
Homes for the Homeless
International Atomic Energy Agency
Metropolitan Transit Authority

Moody's Investors Service
Mount Sinai Medical Center
New York City Police Department
The Robin Hood Foundation
Upper Manhattan Empowerment Zone
U.S. Department of Housing and Urban Development

2011–2012 Program Highlights

For fall 2012, the EMPA program added a new concentration in Environmental Policy and Sustainability Management.

MPA in Development Practice **Director: Glenn Denning**

The 22-month MPA degree in Development Practice trains aspiring practitioners to understand and manage approaches to sustainable development challenges. This rigorous cross-disciplinary, academic program emphasizes the development of critical knowledge, skills, and effective administration in developing societies.

Courses

Economic Analysis for International and Public Affairs
Quantitative Analysis
Foundations of Sustainable Development

Global Food Systems
Global Health Practice
Management for Development Professionals
Human Ecology and Sustainable Development

Employers

West African MDG Center (Mali)
Office of the Mayor of Bogotá (Colombia)
Columbia Global Center, Mumbai (India)
Synergos, Global Philanthropy Circle (USA)
América Latina en Acción Solidaria (ALAS) Foundation (USA)

Africa Soil Information Service (Tanzania)
Save the Children (Kenya)
Office of the President, Republic of Korea
Center for Globalization and Sustainable Development (USA)
The World Bank (USA)

2011–2012 Program Highlights

The Development Practitioners Seminar provides students with the opportunity to hear from and engage directly with experienced development practitioners.

In 2011–2012, speakers included:

- Dr. Robert S. Ziegler, CEO, International Rice Research Institute
- Shulamith Koenig, founding president, PDHRE, the People's Movement for Human Rights Learning
- Zainab Salb, founder and former CEO, Women for Women International
- Maha Bahamdoun, senior adviser on Sustainable Development to the president of the 66th session of the UN General Assembly

The Summer Field Placement Program

Students spend three months contributing to an integrated development project on the ground in sub-Saharan Africa, south-east Asia, or Latin America. In summer 2012, students focused on health services in the slums of Kisumu, Kenya; local vs. national nutrition strategies in Mozambique; using photography to educate teens about sexual health in Tanzania; reducing fire risk in Indonesia; and following upcoming elections in Timor-Leste.

MPA in Environmental Science and Policy **Director: Steven Cohen**

The 12-month MPA in Environmental Science and Policy trains sophisticated public managers and policymakers to apply innovative, systems-based thinking to environmental issues.

Core courses

Sustainability Management
Quantitative Techniques and Systems Analysis in Policymaking
Microeconomics and Policy Analysis
Financial Management
Political Context of Public

and Private Management Workshops in Applied Earth Systems Management and Applied Earth Systems Policy Analysis

The Environmental Science and Earth Systems Concentration comprises both natural science and social science courses.

Natural science courses:
Environmental Chemistry
Risk Assessment and Environmental Toxicology
Climatology

Hydrology
Principles of Ecology and Urban Ecology

Social science courses:
Earth Systems and Environmental Politics, Policy, and Management
The Economics of Sustainable Development
Ethics, Values, and Justice

Employers
Environmental Protection Agency
Federal Energy Regulatory Commission

National Aeronautics and Space Administration
National Cancer Institute
National Parks Service
New York City Office of Emergency Management
National Oceanic and Atmospheric Administration
United Nations Development Programme
AIG Environmental Shell Exploration and Production
Greenbelt Alliance
Natural Resources Defense Council
Wildlife Conservation Society

2011–2012 Program Highlights

In 2012, the program graduated 62 students, bringing the alumni total to 550, and enrolled its 11th class of 70 students, the largest class to date.

ESP Workshop

Through the ESP Workshop, students gain valuable professional experience by tackling environmental problems and working with real-world clients.

Program in Economic Policy Management **Director: Guillermo Calvo**

The 14-month Program in Economic Policy Management (PEPM) provides mid-career policymakers with the skills to effectively design and implement economic policy in market economies, with a strong emphasis on the economic problems of developing countries.

Courses

Macroeconomic Policy Management
Microeconomics and Public Policy
Accounting and Finance

Quantitative Analysis for International and Public Affairs
Development Economics
Macroeconomics and Financial Issues in a Global Context
Political Economy of Development
Directed Study in Economic Policy Management

PEPM students may choose to pursue a focus in International Energy Management and Policy (IEMP).

Courses
Energy Systems Fundamentals

Economics of Energy
U.S. Energy Security
Petroleum Markets and Trading
Energy Business and Economic Development

Employers

African Development Bank
Banco Central Do Brasil
Bank of Mongolia
Central Bank of Nigeria
China Development Bank
European Central Bank
Federal Reserve Bank of New York
Goldman Sachs (Asia) L.L.C.

Inter-American Development Bank
International Monetary Fund
Kenya Ports Authority
Merrill Lynch, London
Ministry of Economy, Trade & Industry (METI), Japan
Ministry of Finance of Sierra Leone
NASDAQ Stock Market
Standard and Poor's, Buenos Aires
Tata Energy Research Institute, India
United States Federal Reserve Board
World Bank Group

2011–2012 Program Highlights

The Inter-American Development Bank Policy Seminar focused on the prospect of a new world economic crisis due to economic developments in the United States and Europe. Speakers included Guillermo Calvo, director of PEPM; Carmen Reinhart, Peterson Institute; Raghuram Rajan, University of Chicago; Paulo Leme, Goldman Sachs; and Liliana Rojas-Suárez, Center for Global Development, Inter-American Development Bank.

PhD in Sustainable Development **Director of Graduate Studies: John Mutter**

The PhD in Sustainable Development combines a traditional graduate education in the social sciences, particularly economics, with study in the natural sciences and engineering, to prepare scholars who are uniquely situated to undertake serious research and policy assessments in furthering the goals of sustainable development. Since the program began in September 2004, a total

of 50 students have been admitted and enrolled.

The distinctive and innovative nature of this program requires a core set of courses that provide an interdisciplinary grounding of PhD-level training in economics and a natural science field, complemented by integrative courses in sustainable development and courses in social sciences.

Sustainable Development Courses include
Human Ecology
Politics of Sustainable Development
Environmental and Resource Economics
Environmental Science for Sustainable Development
Macroeconomic Policy

Natural Sciences electives are drawn from the following departments:
Department of Ecology,

Evolution, and Environmental Biology
Department of Earth and Environmental Sciences
Department of Environmental Health Sciences at the Mailman School of Public Health
Department of Earth and Environmental Engineering at the Fu Foundation School of Engineering and Applied Science

Employers

All six graduates have found excellent placement either as research postdocs at Harvard, Princeton, and Yale or in teaching jobs in major universities. Several are employed in the private sector (McKinsey, Goldman Sachs), and one graduate is with the U.S. Department of State.



SIPA STUDENTS TRAVEL TO NORTH KOREA

IN MAY 2012, 15 SIPA STUDENTS TRAVELED ON A SIX-DAY RESEARCH TRIP to North Korea, likely the most closed-off nation in the modern world. They were accompanied by Professor Elisabeth Lindenmayer, director of the United Nations Studies Program at SIPA, who says the student-initiated trip was the first undertaken with the support of an American university.

The team traversed the country from Pyongyang to the east coast, visiting historic sites like the Tower of Juche Philosophy and the Arch of Triumph, hearing an account of the Korean War at the DMZ (demilitarized zone), visiting three universities, holding meetings with UNDP on the ground, and even unwinding at an amusement park with regular North Koreans from all walks of life.

In preparation for the trip, Lindenmayer worked with specialists at SIPA and the United Nations to provide students a thorough background on the Democratic People's Republic of Korea, as it is formally known. The DPRK is indeed oppressive in many regards, Lindenmayer says, but in other ways, "it was not what we expected."

The students will present their findings and discuss their experiences at a special event scheduled for October 2.



From left: Elisabeth Lindenmayer, director of United Nations Studies Program and adjunct professor of international and public affairs, talks with a military officer during a bus ride in the DMZ (Demilitarized Zone, Panmunjom); Tarik Carney MIA '12 and Samir Ashraf MIA '13 pose with a military officer at the DMZ (Demilitarized Zone, Panmunjom); Andrew Hill MIA '13 asks a question of a military officer at the Liberation War Museum in Pyongyang.

“I have returned from the DPRK, and still cannot measure why every North Korean I have seen wears a small red pin over their heart, depicting the same image of the ‘Dear Leader.’ Whether it is worn out of love, fear, pride, or nostalgia in remembrance of more prosperous times, I cannot say. In a country where the truth seems to exist in small hints and subtleties, rather than large gestures or rehearsed rhetoric, however, it’s easy to find yourself seeking further answers in the fog.”

—Tarik Carney MIA '13, Jamaica

“As we visited the DMZ, the stationed soldiers told us repeatedly that this was the most dangerous place in the world. And yet it was a tourist attraction. We spent several moments taking group photos, and the Western tourists in front of us had even brought their baby. It is hard to imagine that happening in Somalia or Syria.”

—Mara Ladewig MPA '12, USA

“On the road outside Pyongyang, I saw a Korea similar to the province my mother had been raised in the south. On the foot of the mountains and on either side of the road our bus traveled on, there was farmland for rice paddies and other crops. There were a number of people traveling on foot between the roads connecting cities and unaccompanied children roaming in groups. No field was left unattended to by the laborers, who were heavily represented by the elderly population.”

—Sandra Choi MIA '13, USA

“I approached our trip with the expectation of visiting a communist regime similar to Eastern Germany prior to reunification ... DPRK is an extremely controlled country, but it was also peaceful and is one of the most organized countries that I have visited. It is clearly a communist country, but it might not be worthy of all the negative press received throughout the world.”

—Michelle Hanf MPA '13, Germany



CAPSTONE WORKSHOPS ARE THE CULMINATING EDUCATIONAL EXPERIENCE for nearly all SIPA students, allowing them to apply the practical skills and analytical knowledge learned at SIPA to a real-world issue. They are required for the Master of International Affairs (MIA), Master of Public Administration (MPA), and Master of Public Administration in Environmental Science and Policy (PESP).

Students are organized into small consulting teams and assigned a substantive, policy-oriented project with an external client. Clients include public agencies—from the local to national level—international NGOs, multinational organizations, and major firms in the private sector. Each team, working under the supervision of a faculty expert, answers a carefully-defined problem posed by the client and produces an actionable report designed to translate into 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



PREVENTING THE RESOURCE CURSE IN UGANDA

Advocates Coalition for Development and Environment (ACODE)

Eight students traveled to Uganda with Professor Jenik Radon to explore policy approaches to the country's newly discovered oil resources. They worked with Advocates Coalition for Development and Environment (ACODE), a Ugandan-based advocacy think tank, to make recommendations about how to avoid the "resource curse" that has plagued neighboring countries.

The recommendations relied heavily on field research: team member Chitra Choudhury explained, "We conducted interviews ... to understand how far removed people on the ground are from what's going on in Parliament. It added an extra layer of understanding on the issues."

The project brought them before the Ugandan parlia-

ment's Natural Resource Committee and culminated in a report titled "Oil: Uganda's Opportunity for Prosperity." The team's recommendations not only caught the interest of parliament, but also the eye of the media: their research and results were mentioned in the *Independent*, *The Daily Monitor*, and various other local outlets. The team was awarded the Dr. Susan Aurelia Gitelson

Award for Human Values in International Affairs.

Team members:

Chitrangada Choudhury, Nithin Coca, Marie-Paule Jeansonne, Kazumi Kawamoto, Frazer Lanier, Ida Smith, Sri Swaminathan, and Frithiof Wilhelmsen. Faculty Adviser: Jenik Radon.

DEFENSE INSTITUTION BUILDING IN THE CAUCASUS TO PROMOTE REGIONAL STABILITY

RAND Corporation

In Washington, D.C., The RAND Corporation commissioned six SIPA students and their adviser, Professor Aaron Jensen, to prepare and present a policy paper about the strategic importance of the Caucasus States. The team concluded that the Caucasus States were particularly important to democracy promotion and energy security due to Azerbaijan's rich natural gas reserves. The broader goal of the project was to provide RAND with an overview that

could be used as a primer for clients or policymakers unfamiliar with the Caucasus region.

The team received high praise from Dr. Stuart Johnson of RAND, who said, "The Defense Security Cooperation Agency (DSCA) has read the study from cover to cover and finds it very useful ... the team's work is having a direct impact on U.S. efforts in this field. I'd call this quite a success story."

Team members: Andrew Richardson, John Moe, Courtney Gates, Nick Cavalero, Jordi Quero, and Dave Stebbins. Faculty Adviser: Aaron Jensen



WHAT CAN WE EXPECT FROM GREECE? ASSESSING DEBT RESTRUCTURING, FISCAL POLICY, AND REGULATION IN EUROPE

Morgan Stanley Smith Barney

Morgan Stanley Smith Barney brought in seven students to produce a report exploring the complexities of the Greek economic crisis dominating the headlines. The team tackled the ongoing economic crisis in Greece and examined its potential impact on the Eurozone and international markets.

Team member Sandra Halilovic said, "As the Greek crisis was constantly evolving, we found it challenging to write a report with a long

shelf life. Luckily we had the benefit of a great capstone adviser ... and our clients were extremely dedicated."

The end product was a report focused on European policies, the tension between austerity and growth, and the outcome of sovereign debt. The team's report was so well received by Morgan Stanley that it was used as the foundation for a report published by the Global Investment Committee entitled "What Can We Expect from Greece?"

Team members: Sandra Halilovic, Won Sun Hee, Dana Pasternak, Deepika Sharma, Takuya Shimomura, and Vanessa Singh. Faculty Adviser: Alicia Ogawa.



SAMPLE CAPSTONES

Accenture

Impact of Investment in Infrastructure in Emerging Markets

Bank of America

Corporate Social Responsibility in Latin America

Brookfield Renewable Power

Assessment of India's Future Economic Growth Path and the Impact on Commodities Prices

Business Development Asia, LLC

China Going Global—A Boomerang Strategy: A Study of Chinese Outbound Mergers and Acquisitions in the Manufacturing Sector

Center for Naval Analyses

Energy Security in the European Union: The Impact of Gas as a Dominant Source of Energy

The Century Foundation

How Do Islamists Rule? An Analysis of Islamist Provincial Governance

E+Co

Scaling Energy Delivery Systems to the Developing World

Huron Consulting Group

Mergers and Acquisitions in Eurasian Oil and Gas Sector: A Framework

The Markle Foundation

Information Sharing in the 21st Century [for U.S. Counter-Terrorism Efforts]: The Way Forward

New York City Economic Development Corporation (NYCEDC)

Improving Upward Income Mobility in NYC

Open Society Foundations

U.S. Military Contracting in Central Asia

Solar One/New York City Department of Education

Scaling and Embedding the Green Design Lab: A Successful Green/Energy Education Program in NYC Schools

United Nations Department of Peacekeeping Operations

The Role of Peacekeeping Operations in Electoral Processes

United Nations Environment Programme (UNEP)

Options for Land Tenure Dispute Management in Rural Haiti: Challenges and Opportunities in Côte Sud

Urban Development LLC, Public Health Solutions, and City Harvest

The Bodega Report Project—An Examination of the Economic Impact of Neighborhood Grocers in New York City

U.S. Department of Defense, Health Affairs

The Evaluation of Disease Management Programs for the Military Health System

U.S. Environmental Protection Agency (EPA)

New Technology and Sustainability

U.S. State Department

Countering Terrorist Finance: Methods and Effectiveness

CAPSTONE WORKSHOPS

RESEARCH INSTITUTES AND CENTERS

IN 2011–2012, SIPA ADDED TWO NEW INITIATIVES, the Center on Global Economic Governance and the BRICLab, that further enhanced its mission to promote new collaborations between the academic community and practitioners in the public and private sectors. The Picker Center continued to provide customized executive training programs in management and public policy.

Center on Global Economic Governance

Founded by Jan Svejnar in 2012, the Center on Global Economic Governance (CGEG) is a premier center for producing a new wave of policy-oriented research on global economic governance, stressing excellence and recognition. In doing so, CGEG brings into sharp focus key issues, sets the highest academic standards in research, and brings together key players from the academic, policy, and business worlds. This approach combines internal and external talent. In particular, CGEG involves and provides a stimulating environment for SIPA and Columbia faculty and students and brings in top external academics, policymakers, and business leaders to address issues facing the global economy today.

CGEG LAUNCH

On April 26, SIPA launched its new Center on Global Economic Governance with a keynote address by Alan Krueger, chairman of the White House Council of Economic Advisers, and a panel including prominent

SIPA faculty and Kathleen Hayes of Bloomberg Radio.

The event, held in Columbia's Low Rotunda, was attended by more than 250 faculty, students, and members of the Columbia community and by more than 25 reporters. The live webcast was carried by the White House, Thomson Reuters, and Bloomberg News and had more than 500 viewers. Following the conference, Bloomberg Radio host Kathleen Hays broadcast her daily show from Columbia, interviewing CGEG keynote speaker Alan Krueger and panelists Jeffrey Sachs and Jan Svejnar.

"SIPA has been working toward this launch, in some sense, since 2008, when the financial crisis so clearly pointed to the need for serious research and policy initiatives that could both comprehend and strengthen our fragile, interconnected financial systems and economies. We believed that these issues needed to be addressed, and believe that there is no better place than SIPA for these necessary research and policy initiatives to begin."
Robert C. Lieberman,
Interim Dean

Program

Keynote address: "Reversing the Middle Class Jobs Deficit"
Alan Krueger, Chairman, White House Council of Economic Advisers

Panel: *Will Europe Derail the World Economy?*

Guillermo Calvo, Professor of International and Public Affairs; Director of the Program in Economic Policy Management

Kathleen Hays, Host, "The Hays Advantage," Bloomberg Radio

Merit E. Janow, Professor of International Economic Law and International Affairs; Director, Program in International Finance and Economic Policy; Codirector, Columbia University, APEC Study Center

Sharyn O'Halloran, George Blumenthal Professor of Political Economics and Professor of International and Public Affairs

Jeffrey Sachs, Quetelet Professor of Sustainable Development, and Professor of Health Policy and Management; Director, The Earth Institute

Jan Svejnar, James T. Shotwell Professor of Global Political Economy; Director, Center on Global Economic Governance

UPCOMING EVENT

October 25–26, 2012
Labor and Development Conference: An Assessment of the World Development Report 2013

Top: left—CGEG launch keynote speaker Alan Krueger with CGEG director Jan Svejnar

Middle: from left—Jan Svejnar, Kathleen Hays, Sharyn O'Halloran, Alan Krueger, Robert Lieberman, Jeffrey Sachs, Merit E. Janow, and Calvo Guillermo

Bottom: Sharyn O'Halloran and Jeffrey Sachs



Jan Svejnar

James T. Shotwell Professor of Global Political Economy; Director, Center on Global Economic Governance

Jan Svejnar focuses on the effects of government policies on firms, labor, and capital markets; corporate and national governance and performance; and entrepreneurship.

Professor Svejnar previously served as director of the International Policy Center at the Gerald R. Ford School of Public Policy at the University of Michigan. He is also a founder and chairman of CERGE-EI in Prague (an American-style PhD program in economics that educates economists for Central-East Europe and the Newly Independent States). He serves as the chairman of the Supervisory Board of CSOB Bank and as coeditor of the *Economics of Transition*. He is also a Fellow of the European Economic Association and Research Fellow of the Center for Economic Policy Research (London) and Institute for the Study of Labor (IZA, Bonn).

From 1996 to 2004, Professor Svejnar was the executive director of the William Davidson Institute at the University of Michigan Ross School of Business. From 1992 to 1997 he served as the founding director of the Economics Institute of the Academy of Sciences of the Czech Republic. He also served as codirector of the Transition Program at the Center for Economic Policy Research in London, president of the Association for Comparative Economic Studies, president of the International Association for the Economics of Labor-Management, associate editor of the *Journal of Economic Perspectives*, Governing Board member of the European Economic Association, and adviser to numerous policymakers, institutions, and firms.

He is the author and editor of a number of books and has published widely in academic, policy, and practitioner-oriented journals in advanced and emerging market economies, including the *American Economic Review*, *Econometrica*, *Economica*, *Economics of Transition*, *European Business Forum*, *European Economic Review*, *Journal of Comparative Economics*, *Journal of Development Economics*, *Journal of Economic Perspectives*, *Journal of Economic Theory*, *Journal of the European Economic Association*, *Industrial and Labor Relations Review*, *Journal of Labor Economics*, *Quarterly Journal of Economics*, and *Review of Economics and Statistics*.

Professor Svejnar also taught at the University of Pittsburgh and at Cornell University. He received his BS from Cornell University's School of Industrial and Labor Relations and his MA and PhD in economics from Princeton University.



SIPA'S RESEARCH INSTITUTES AND CENTERS

Saltzman Institute of War and Peace Studies
Center for Energy, Marine Transportation and Public Policy
Center for International Conflict Resolution
Center for the Study of Democracy, Toleration, and Religion
Picker Center for Executive Education

Affiliated Regional Institutes and Centers

Blinken European Institute
Center for Iranian Studies
Center for Palestinian Studies
East Central European Center
Harriman Institute for Russian, Eurasian, and Eastern European Studies
Institute of African Studies
Institute of Latin American Studies
Center for Brazilian Studies
Middle East Institute
South Asia Institute
Weatherhead East Asian Institute

Affiliated Research Institutes, Centers, and Projects

Center for International Business Education and Research
Center for Urban Research and Policy
Council for European Studies
The Earth Institute
Gulf/2000 Project
Initiative for Policy Dialogue
Institute for Social and Economic Research and Policy
Institute for the Study of Human Rights
Security Council Report

SIPA's BRICLab

Directors: Christian Deseglise, Managing Director at HSBC Global Asset Management, Adjunct Professor of International and Public Affairs; and Marcos Troyjo, Director of the Center for Business Diplomacy, Adjunct Associate Professor of International and Public Affairs

Four of the world's fastest growing economies—Brazil, Russia, India and China, the so-called "BRIC" nations—now have a special forum at SIPA: the BRICLab. Representing 40 percent of the world's population, these four nations are a driving force in emerging markets.

"The BRICs have the potential to transform the world," said Provost John H. Coatsworth. "It is important to understand the consequences of that emergence from a multidisciplinary angle. That is where SIPA will play an important role—by serving as a forum for these studies."

The BRICLab will promote SIPA and Columbia University as a destination for current and future BRIC leaders to discuss topics important to their nations' development. It also will draw on SIPA and the University's other wells of expertise, including the Institute of Latin American Studies, the Center for Brazilian Studies, the Harriman Institute, the South Asia Institute, the Weatherhead East Asia Institute, and other forthcoming initiatives at SIPA.

SIPA is uniquely qualified to host the BRICLab, said Deseglise, "due to its multidisciplinary and global approach, its unique curriculum and international network, and its existing focus on emerging markets."

"The last 10 years have seen the transformation of peripheral forces into major players in the international arena," said Troyjo. "BRICs enjoy a special status thanks to their economic and political clout."

THE RISE OF BRIC: IMPACT ON GLOBAL POLICYMAKING

The inaugural BRICLab Conference was held on December 2 at Columbia University's Low Memorial Library. Cosponsored by Fórum das Américas and HSBC, the half-day event brought together leading experts from government, finance, academia, and the media to discuss the strategic political, economic, and environmental consequences of the BRIC countries' increasing influence.

Michel Temer, vice president, Federative Republic of Brazil, participated in the opening panel, which outlined the BRIC concept and the features that set Brazil, Russia, India, and China apart in the emerging market world. During the final panel, which focused on Brazil as a rising power, Sergio Cabral Filho, governor of the state of Rio de Janeiro, remarked that the merit of the BRICs has taken some of the weight from the G8 to the G20, and that in spite of challenges, Brazil is on the right road.

The 2012 BRICLab Conference will take place on November 27.

Picker Center Programs 2011–2012

Saudi Arabia Senior Management Program

This yearlong initiative comprising 12 customized 10-week courses was designed to prepare staff for the proposed Saudi Arabia seat on the UN Security Council beginning in 2013. Twenty-three participants are completing courses in international affairs, security policy, management, and communications. There is also a five-week practitioner lecture series on-site in New York City, at the United Nations, and in Washington, D.C.

Republic of Georgia MPA Initiative

In partnership with the East West Management Institute, Picker received a four-year grant from USAID to establish an international-class MPA program at Ilia State University in the Republic of Georgia. Picker helped the university develop a strategic plan, an MPA curriculum, program management, recruitment and training of faculty, and monitoring/evaluation of the program, which is now entering its second year of operation. Picker faculty have also provided seminars for senior managers and government cabinet members on finance, advanced management, and education policy.

India Senior Civil Servants Management Program

In 2011, Picker provided a two-week management program in New York for India's top 100 senior civil servants that included lectures from senior faculty and adjunct practitioner faculty as well as site visits to major public and private organizations in and around NYC.



Hong Kong Top Managers Program

For the past three years (and continuing in 2012), Picker has provided a weeklong management and policy analysis seminar to the top 50 public managers selected by the Hong Kong Civil Service. Conducted in Hong Kong, the program includes advanced management courses, international finance policy, and environmental policy.



Top: Provost John H. Coatsworth speaking at the BRICLab conference

Middle: Michel Temer, vice president of the Federative Republic of Brazil, being interviewed at the BRICLab conference

Bottom: Sergio Cabral Filho, governor, Brazilian State of Rio de Janeiro



FACULTY



SIPA'S DISTINGUISHED FACULTY ARE THE FOREMOST SCHOLARS, researchers and practitioners in their fields. Their research and teaching address today's critical policy issues and cover a wide array of disciplines ranging from trade and finance to sustainable development, from global security to urban policy.

SIPA FACULTY 2009-2012

	2009-2010	2010-2011	2011-2012
Full-time faculty*			
Professor—tenured and nontenured	30	32	32
Associate Professor—tenured	5	7	5
Associate and Assistant Professor— nontenured	10	9	7
Professor and Associate Professor of Professional Practice	11	12	11
Senior Lecturer			2
Lecturer in Discipline	16	14	10
Total (headcount)	72	74	67
Adjunct faculty			
Adjuncts reported (coinstructors each count as one adjunct)			
SIPA	205	237	241
Visiting	4		7
Total Adjuncts	209	237	248

* Does not include FT faculty appointed in other schools at Columbia who teach a course at SIPA

THE SIPA AWARD FOR OUTSTANDING TEACHING

Each year, SIPA students honor instructors for demonstrated excellence in teaching. The dedication of these instructors to the art of teaching and to their students' education contributes directly to fulfilling the School's mission to empower people to serve the global public interest. The award is presented in two categories: courses with more than 45 students and courses with fewer than 45 students.

Recipients:

2011–2012 Large Course: Emanuele Gerratana, for "Economic Analysis for International and Public Affairs"

Emanuele Gerratana is a lecturer of international and public affairs whose research focuses on microeconomic theory, game theory, and contract theory. Before joining SIPA in 2008, he was an assistant professor of economics at Koc University in Istanbul, Turkey.

2011–2012 Small Course: Bruce Wolfson and Jorge Mariscal, for "Emerging Capital Markets: Theory and Practice"

Bruce Wolfson, adjunct professor of international and public affairs, is partner and general counsel at The Rohatyn Group, an asset management firm specializing in emerging markets. Wolfson has been involved with financing and restructuring emerging market

debt for almost 30 years. Prior to joining The Rohatyn Group in 2004, he was a senior managing director in the Legal Department at Bear Stearns & Co. Inc., responsible for all legal work relating to trading, sales, capital markets, and investment banking activities in the developing world.

Jorge Mariscal, adjunct professor of international and public affairs, is chief investment officer for emerging markets at UBS. He has more than 18 years of experience in international financial markets and previously served as director of Investment Research at The Rohatyn Group. Mariscal has served in senior positions on Wall Street with extensive experience in building and managing top-ranked research teams and advising emerging markets portfolio managers. Previously, he was a managing director at Goldman Sachs in charge of coordinating the firm's global emerging markets research product and portfolio strategy for Latin American equities.

OTHER FACULTY AWARDS

Douglas Almond, associate professor of international and public affairs and economics, was awarded the 2011 Garfield Economic Impact Award and the 2011 Healthcare, Cost, and Utilization Project (HCUP) Outstanding Article of the Year Award for "Estimating Marginal Returns to Medical Care: Evidence from

At-Risk Newborns" with J. J. Doyle, A. E. Kowalski, and H. Williams, *Quarterly Journal of Economics* 125, no. 2 (2010): 635–673; and the 2012 National Institute for Health Care Management (NIHCM) Foundation Research Award for "After Midnight: A Regression Discontinuity Design in Length of Postpartum Hospital Stays."

Jagdish Bhagwati,

Arthur Lehman Professor of Economics and Professor of Political Science, was elected to the National Academy of Sciences. He was also named a National Research Professor by the government of India.

Michael Doyle, Harold Brown Professor of International Affairs, Law and Political Science, received the prestigious 2011 Hubert H. Humphrey Award from the American Political Science Association. He and **Robert Jervis**, the Adlai E. Stevenson Professor of International Affairs, were among seven new Fellows inducted into the American Academy of Political and Social Sciences.

Jean-Marie Guéhenno,

Arnold Saltzman Professor of Professional Practice in International and Public Affairs, was appointed as deputy joint special envoy of the United Nations and the Arab League of Arab States on Syria, assisting Kofi Annan.

Bentley MacLeod, Sami Mnaymneh Professor of Economics, and Professor

of International and Public Affairs, was elected a Fellow of the Society of Labor Economists.

Mahmood Mamdani,

Herbert Lehman Professor of Government, received an honorary doctorate from the University of KwaZulu-Natal in South Africa.

José Antonio Ocampo,

professor of professional practice in international and public affairs, and co-author Luis Bértola, received the prestigious Jaume Vicens Vives Prize for the year's best book on Spanish or Latin American economic history, *Desarrollo, vaivenes y desigualdad. Una historia económica de América Latina desde la Independencia*.

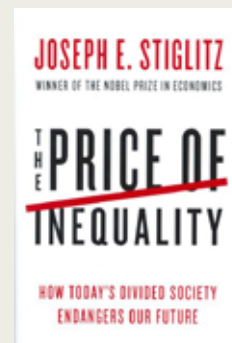
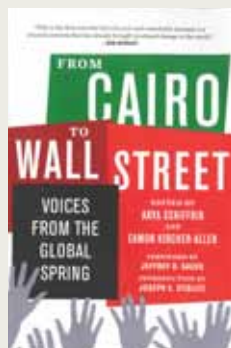
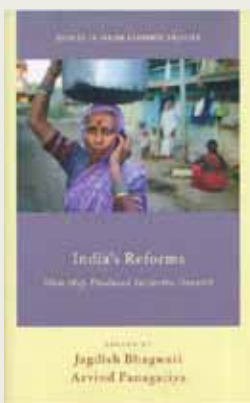
Arvind Panagariya,

Jagdish Bhagwati Professor of Indian Political Economy, was awarded the Padma Bhushan, the Indian government's third highest civilian award.

David Stark,

Arthur Lehman Professor of Sociology and of International and Public Affairs, was awarded the 2011 Roger V. Gould Prize; 2011 Viviana Zelizer Award for Distinguished Scholarship, American Sociological Association, Section on Economic Sociology; 2011 Polányi Award for Best Publication, Hungarian Sociological Association; and 2011 European Academy of Sociology Prize for Best Article for "Structural Folds," with Balazs Vedres, *American Journal of Sociology* (2010).

Alfred Stepan, Wallace Sayre Professor of Government at SIPA and a former dean of the School, received the Karl Deutsch Award for comparative research and theory in Madrid at the World Congress of the International Political Science Association.



SELECT FACULTY PUBLICATIONS

DOUGLAS ALMOND.

"Estimating Marginal Returns to Medical Care: Evidence from At-risk Newborns," with J. J. Doyle, A. E. Kowalski, and H. Williams. *Quarterly Journal of Economics* 125, no. 2 (2010): 635–673. Awarded the 2011 Garfield Economic Impact Award and the 2011 HCUP Outstanding Article of the Year Award.

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RICHARD CLARIDA.

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STEVEN COHEN. *Sustainability Management*. New York: Columbia University Press, 2011.

"U.S. Climate Policy in 2011: A Status Report,"

with Alison Miller. *Bulletin of the Atomic Scientists* 68, no. 1 (January/February 2012): 39–49.

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OLLE FOLKE. "Patronage and Elections in U.S. States," with Shigeo Hirano and Jim Snyder. *American Political Science Review* 105, no. 3 (August 2011): 567–585.

W. BENTLEY MACLEOD.

"Contract Form, Wage Flexibility, and Employment," with Thomas Lemieux and Daniel Parent. *American Economic Review* 102, no. 3 (May 2012): 526–31.

LINCOLN MITCHELL.

The Color Revolutions. Philadelphia: University of Pennsylvania Press, 2012.

MARIA VICTORIA MURILLO.

"Sensitivity to Issue Framing on Trade Policy Preferences: Evidence from a Survey Experiment," with Pablo Pinto and Martin Ardanaz. *International Organization* (forthcoming).

"Business as Usual: The Unsurprising Argentine Election of 2011," with Ernesto Calvo. *Journal of Democracy* (forthcoming, 2012).

JOHN MUTTER. With J. P. Canales, H. Carton, M. R. Carbotte, M. R. Nedimovi, M. Xu, O. Aghaer, M. Marjoanovic, and K. Newman. "Network of Off-axis Melt Bodies at the East Pacific Rise." *Nature Geoscience* 5, (2012): 279–283.

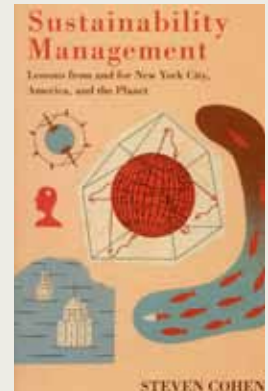
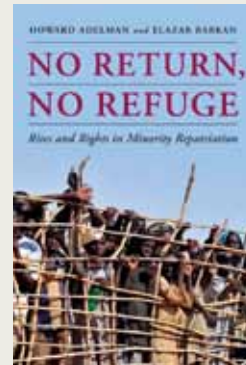
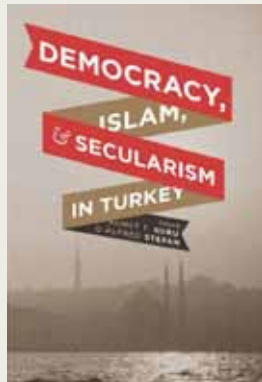
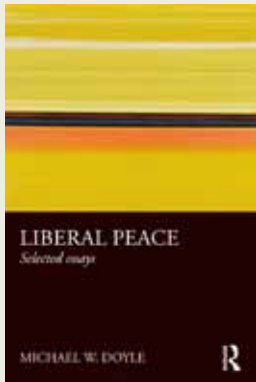
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STUDENTS



ADMISSIONS

SIPA attracts students who are passionate, accomplished, and show evidence of tremendous potential. They come to SIPA for its strong curriculum, world-class faculty, diverse student body, international partnerships, and extensive alumni network.

The average age of incoming students for our two-year master's programs is 27. Most applicants have several years of professional experience in government, the private sector, nongovernmental organizations, and/or the military. We also admit a few exceptionally strong applicants directly from undergraduate programs. The 14-month Program in Economic Policy Management (PEPM) attracts mid-career professionals whose

average age is 33. The Program in Environmental Science and Policy (ESP) attracts applicants of varied ages with an interest in managing human interactions with natural systems. Applicants to the Executive MPA (EMPA) program maintain full-time employment and attend classes in the evenings or on Saturdays.

The 2011–2012 application and admission cycle reflected global events and other developments. The global financial and economic crises have affected applicant behavior—as applicants were wary of taking on more debt to pursue an education or unable to secure funding from employers or grants.

Applications for the master's programs declined slightly by 1.8 percent overall.

Applications for our two-year Master of International Affairs (MIA) program were down by 9.2 percent; however, applications for the Master of Public Administration (MPA) program were up by 6.7 percent from last year, while the MPA in Development Practice program continues to draw strong interest from those interested in public service; applications rose by 18 percent. Applications to the specialized degree programs (PESP, PEPM, and EMPA) declined, collectively, by 7.4 percent.

FELLOWSHIPS

SIPA strives to attract 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. To ensure this goal is met, SIPA offers a

wide variety of fellowships and financial support to help students fund their education.

In 2011–2012, SIPA spent \$8.8M on fellowship support. This was 15.3 percent of the School's total budget and the second largest direct expense after faculty salaries. About 14 percent of SIPA's fall 2011 incoming class received fellowship support. First-year awards range from \$15,000 to \$30,000 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 also are many endowed and external fellowships available



91

SIPA STUDENTS HAIL FROM 91 DIFFERENT COUNTRIES

AWARD PER SEMESTER	TEACHING ASST.	PROG. DEPT. ASST.	RESEARCH/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

to students. Students apply for second-year support during their first year, and awards are based upon academic performance.

Approximately 70 percent of SIPA students who apply for fellowships for their second year receive an award. In 2011–2012, there were 219 instructional assistantships and 69 administrative assistantships awarded. The amount of each award ranged from \$6,000 to \$20,000. Additionally, we awarded the first 21 merit

scholarships with amounts ranging from \$5,000 to \$10,000. The latter are not linked to an instructional or administrative position.

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. citizens 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 the continued study of the language and/or 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

- | | | |
|--------------------|-------------|-------------------|
| Albania | Germany | Philippines |
| Algeria | Ghana | Poland |
| Andorra | Greece | Portugal |
| Argentina | Guinea | Romania |
| Armenia | Honduras | Russia |
| Australia | Hong Kong | Saudi Arabia |
| Austria | Hungary | Senegal |
| Azerbaijan | India | Serbia |
| Bangladesh | Indonesia | Sierra Leone |
| Barbados | Iran | Singapore |
| Belarus | Ireland | Slovenia |
| Belgium | Israel | South Africa |
| Bhutan | Italy | South Korea |
| Brazil | Ivory Coast | Spain |
| Bulgaria | Japan | Sweden |
| Cambodia | Jordan | Switzerland |
| Canada | Kazakhstan | Syria |
| Chile | Kenya | Taiwan |
| China | Kyrgyzstan | Tanzania |
| Colombia | Lebanon | Thailand |
| Congo | Malaysia | Trinidad & Tobago |
| Costa Rica | Mexico | Tunisia |
| Croatia | Mongolia | Turkey |
| Czech Republic | Montenegro | United Kingdom |
| Denmark | Morocco | United States |
| Dominican Republic | Netherlands | Uruguay |
| Ecuador | New Zealand | Venezuela |
| Egypt | Nigeria | Yemen |
| Ethiopia | Norway | |
| France | Pakistan | |
| Georgia | Paraguay | |
| | Peru | |

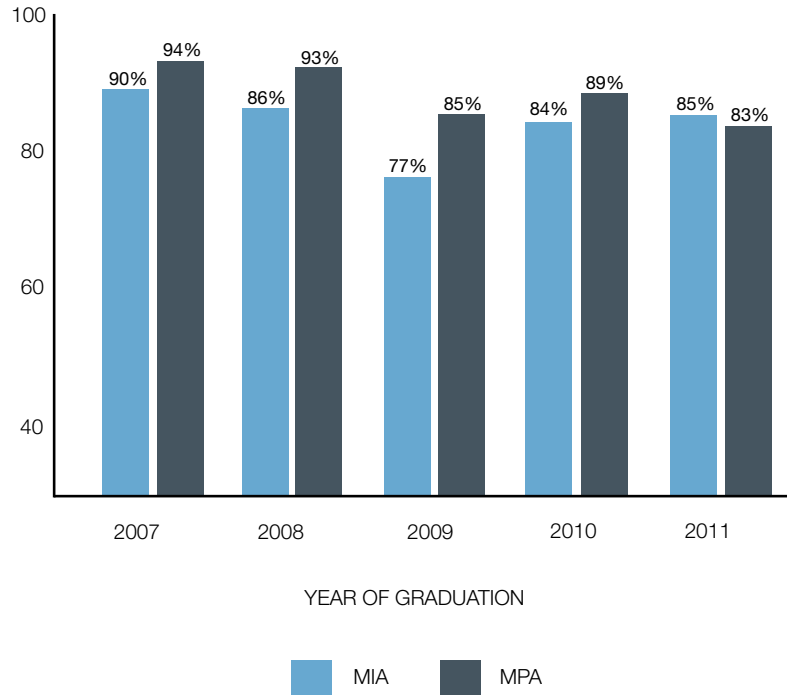


CLASS OF 2011 EMPLOYMENT BY SECTOR

TOTAL GRADUATING	MIA			MPA		
	Total Reporting	% of Total Employed	Median Salary	Total Reporting	% of Total Employed	Median Salary
TOTAL GRADUATING						
Total Reporting	268	100%		265	100%	
Employed/Further Study	229	86%		219	83%	
Not Seeking Employment	3	1%		0	0%	
Seeking Employment	36	13%		46	17%	
I. Public Sector	78	34%	\$47,500	77	35%	\$65,000
Foreign Government	22	10%	\$35,000	33	15%	\$53,500
State/Local Governments	0	0%	\$0	14	6%	\$65,000
U.S. Government	28	12%	\$60,000	14	6%	\$70,000
Multilateral Organizations	28	12%	\$60,400	16	7%	\$65,000
II. Private Sector	86	38%	\$76,250	74	34%	\$87,500
Consulting	31	14%	\$85,000	28	13%	\$85,000
Finance/Banking	30	13%	\$90,000	24	11%	\$90,000
Law	2	1%	\$60,000	1	1%	\$95,000
Other—Business Services	23	10%	\$67,500	21	10%	\$70,000
III. Nonprofit Sector	52	23%	\$51,500	56	26%	\$55,000
Foundations/Institutions	10	4%	\$54,000	6	3%	\$55,000
Nongovernmental Organizations	23	10%	\$45,000	11	5%	\$50,000
Public Interest/Advocacy	3	1%	\$54,000	6	3%	\$60,250
Research/Think Tank	10	4%	\$42,250	17	8%	\$50,000
University/Education	6	3%	\$51,500	16	7%	\$66,000
IV. Further Study	13	6%		12	6%	



SIX-MONTH EMPLOYMENT RATE



very specific eligibility requirements can apply.

SIPA also 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.

INTERNATIONAL FELLOWS PROGRAM

The International Fellows Program (IFP) is a selective and prestigious two-

semester seminar that is housed at SIPA and open to students of all graduate degree programs at Columbia University. The diverse perspectives and professional backgrounds that fellows bring to the program enrich their yearlong common enterprise.

All fellows receive a stipend and study a curriculum with two goals—to examine the origins of the current international order, in which the United States has for decades played the leading role, and to look ahead to the new world that will eventually take its place, dominated by a larger number of actors, new problems, and approaches to problem

solving that have yet to be defined. Weekly meetings of the International Fellows Program are supplemented by study trips to Washington, D.C., and the United Nations, where fellows have extraordinary access to senior policymakers, diplomats, legislators, journalists, and leaders of nongovernmental organizations. During the 2011–2012 academic year, IFP participants met with illustrious public figures such as Condoleezza Rice, former secretary of state, Bill Keller, former executive editor of the *New York Times*, and Susan Glasser, editor of *Foreign Policy*.

For more information on the IFP, its director,

Stephen Sestanovich, and how to apply, please visit sipa.columbia.edu/academics/ifp/.

CAREER SERVICES

Employment Trends

The employment statistics for the Class of 2011 showed an 85.4 percent employment rate for the MIA graduates and an 82.6 percent employment rate for the MPA graduates. In 2011, MIA employment rates increased by 1.1 percent, while MPA rates decreased by 5.9 percent. The European debt crisis of August 2011 is reflected in the small increase in the MIA employment rates. The decrease in the MPA

SELECT INTERNSHIP CLIENTS

ABC News
 Accion International
 ASHOKA
 BH Asset Management
 Bloomberg New Energy Finance
 Booz and Co.
 CARE International
 Center for Clean Air Policy
 Central Intelligence Agency
 Clinton Global Initiative
 Council on Foreign Relations
 Credit Suisse
 Defense Intelligence Agency
 Deloitte Consulting, LLP
 Doctors Without Borders
 Education Pioneers
 Endeavor Global
 Energy Market Innovations
 Environmental Protection Agency
 FINCA International
 Global Health Strategies
 Government of Pakistan
 Grameen America
 Human Rights Watch
 Institute for Transportation and
 Development Policy
 International Labor Organization
 Millennium Cities Initiative
 National Endowment for Democracy
 The Nature Conservancy
 New York City Office of Emergency
 Management
 Open Society Institute
 Oxfam India
 PepsiCo
 Search for Common Ground
 Sony Pictures
 Société Générale
 UNICEF
 United Nations Environment Programme
 U.S. Africa Command
 U.S. House of Representatives
 Women's World Banking
 World Bank



employment statistics may be due to:

- Increased competition in the public sector from graduates of other professional schools (Business and Law)
- A larger MPA graduating class (312 in 2011 compared to 269 in 2010)
- A higher response rate to the survey in 2011 than in previous years (in 2011, 84.9 percent of MPA students responded compared to 80.7 percent in 2010; MIA reporting remained consistent at around 80 percent in both years)

MIA

- Public sector employment increased significantly from 24.8 percent in 2010 to 34.1 percent in 2011, due to fewer positions in the private sector and public sector hiring still relatively strong, particularly among multilateral organizations
- Private sector hiring fell from 45.6 percent in 2010 to 37.6 percent in 2011, primarily due to the continued downsizing and increased competitiveness in the finance/banking and other business services sectors
- Nonprofit hiring remained relatively steady, with

22.1 percent of graduates finding employment in this sector in 2010 compared to 22.7 percent in 2011

- The number of graduates pursuing further study declined by .9 percent
- Consistent with larger market trends, median salaries within the public and private sectors decreased from \$55,000 in 2010 to \$47,500 in 2011 and from \$82,000 in 2010 to \$71,250 in 2011, respectively
- The median nonprofit sector salaries went up from \$46,000 in 2010 to \$51,500 in 2011, due to an increase in the number of graduates going into university/education positions, which paid significantly higher salaries than some of the other organizations within the sector

MPA

- Public sector employment decreased by 2.8 percent, which was offset by the number of graduates going into private and nonprofit positions; the largest decline in public sector jobs was in the foreign government category, probably due to the continued effects of the global economic crisis
- Private sector hiring in-

creased by 2 percent, primarily in finance/banking and consulting positions, which have increased over the past year and are projecting to do so for the coming year

- Nonprofit sector hiring increased by 1.1 percent in 2011, mostly in the research/think tank and university/education sectors
- The number of graduates who pursued further study remained relatively unchanged
- Median salaries within the public sector increased slightly, due to an increase in government salaries
- Median salaries for the private sector decreased 1.4 percent, reflecting trends in the overall economy; the decreases in finance/banking salaries were offset by increases in consulting salaries; the finance sector continued to pare down costs while consulting firms were expanding; the main reduction in the median salaries was a result of the decrease in salaries within the Law and Other Business Services organizations
- Median salaries for the nonprofit sector declined by \$5,000 from \$60,000 in 2010 to \$55,000 in 2011;

salary constraints within nongovernmental, public interest/advocacy, and research/think tank organizations due to tighter budgets and reduced funding contributed to this decline

Employer Outreach Efforts

This year, employer outreach efforts included meetings with 92 organizations in New York, Boston, Houston, Los Angeles, San Francisco, Seattle, and Washington, D.C., generating 259 internship and 247 full-time job postings.

Career Events 2011–2012

The Office of Career Services sponsored 124 events in 2011–2012:

- 45 career panels
- 34 workshops
- 22 tabling sessions
- 10 Dean's breakfasts
- 6 info sessions
- 4 receptions
- 3 career fairs

Job and Internship Comparison

Full-time positions posted in *SIPALink* decreased by 6 percent, due to the European crisis in August. Internships increased by 22 percent, as employers looked to interns to fill the gap left by staffing cuts.

Internships

The Office of Career Services supports student internships through employer information sessions, on-campus interviews, and posted opportunities in the *SIPALink* online recruitment system. Student internship experiences are monitored by both the student and the employer. All supervisors are asked to submit a formal evaluation to the Office of Career Services, and students submit intern-

ship reports, which provide advice for future interns. Over the past two academic years, SIPA has awarded more than \$100,000 in internship grants to support more than 200 students conducting unpaid or low paying internships domestically and abroad.

Of the 513 internships students completed in 2011–2012, 50 were with the U.S. government (federal, state, local), 7 with foreign governments, 166 with U.S. nonprofits, and 109 with international nonprofits.

Internship Task Force

During the 2011–2012 academic year, SIPA's former dean, John Coatsworth, established a task force chaired by Brett Olsher MIA '93 to examine the structure and efficacy of the SIPA internship program and the resources that the School offers students. The task force, comprised almost entirely of SIPA alumni volunteers, performed an invaluable service for the School, not only by liaising with their own employers to identify internship opportunities for SIPA students, but also by offering recommendations on the program itself and by creating a newly endowed fund to support SIPA students completing internships. In addition to Mr. Olsher, members of the task force were Charles Adams MIA '83, Matthew Boyer MIA '94, Kim Bradley MIA '83, Alexander Georgiadis MIA '85, Anuradha Jayanti, Sandra Shahinian MIA '76, Joshua Lockwood MIA '97, Cheryl Rathbun MIA '86, Barbara Reguero MIA '86, Romita Shetty MIA '89, and Mitchell Silber MIA '05.

"At Project Malawi, I created a manual for the HIV VCT program and successfully ran the pilot survey with pregnant women in Daeyang Luke Hospital, which helped to improve the questionnaire for the Mother and Child Health Program. I was also in charge of local internship recruitment, from creating applications to conducting interviews. As a result, we recruited two young interns to train as future leaders for development in Malawi. My concentration is Economic and Political Development with a social development track, so having experience in a public health project is uniquely related to what I study and to my career goal: to become a project manager in the development field."

Hanna Cho MIA '12, Economic and Political Development

"I analyzed information within dashboards, interviewed 25 alumni pursuing careers in elected office and community organizing, and developed a 143-page report with recommendations for how Teach For America's Public Leadership Initiative can add value for alumni. I presented my findings and recommendations to the Alumni Affairs team, and, as part of my Education Pioneers fellowship, gave a presentation on the New York City Department of Education and the Campaign for Fiscal Equity to the fellows and CEO of Education Pioneers. The most beneficial aspect of my internship was learning about education reform from a variety of perspectives and stakeholders."

Edward Reynolds MPA '12, Urban Policy

"For my internship at McKinsey, I conducted more than 25 interviews with market actors and industry experts. I performed regression analyses on the value drivers identified in these interviews, with the goal of elaborating a pricing model designed to increase the revenues of our client, a prominent financial services firm. I then presented a portion of our final report to our client's CEO. While at McKinsey, I applied the quantitative skills acquired during my first year in the MIA program, developed new skills that sharpened my analytical abilities, and, above all, witnessed firsthand the day-to-day life of a consultant, which has allowed me to make a more enlightened decision about my career path."

Marie-Paul Jeansonne MIA '12, International Economic Policy

"My internship at Celfin Capital consisted of the valuation of a mining group (Antofagasta PLC) that is listed on the London Stock Exchange and whose market cap reaches more than \$US 20 billion. In order to develop the valuation, I analyzed current and historical information to evaluate every company in the group independently, including assets like mining rights, and created financial models for the five main companies. I was able to consider principles of nonrenewable resource businesses, which I had studied in my courses at SIPA."

Fabian Videla MPA '12, International Energy Management Policy

ALUMNI

WITH MORE THAN 17,000 ALUMNI living in 156 countries across the globe, our alumni network remains a vital part of the SIPA community.

SIPA ALUMNI PROGRAMS

During the 2011–2012 year, SIPA alumni participated in events and activities around the world:

- Provost John H. Coatsworth attended the opening of the new Global Center in Istanbul, with Ipek Cem-Taha SIPA '93, the Center's director. At the March opening of the Global Center in Santiago, Chile, Provost Coatsworth joined SIPA Interim Dean Robert C. Lieberman and Karen Poniachik '90, director of the Santiago Center, at a roundtable discussion on "Inequality: A Global Perspective."
- SIPA faculty traveled all around the world to speak with alumni. Professor Joseph Stiglitz hosted a reception in November with alumni in Milan, and in March, Professor Gary Sick gave a presentation to alumni in Houston on "The Middle East: Is War with Iran Inevitable?"
- The Alumni Council's Careers and Mentoring Committee expanded its mentoring program, matching more than 100 alumni to young alumni and current SIPA students, providing them with guidance in starting their careers and in moving their careers forward.
- The Alumni Council's Events Committee launched SIPA Salon, inviting faculty to speak to a small group of alumni in an intimate setting. At the first event in the new series, Professor Dorian Warren led a discussion on "Inequality in America."
- The Council's Communications and Outreach Committee began to build an admissions ambassadors program, reaching out to students all over the world who were admitted to SIPA, answering their questions, meeting with them, and holding receptions.

OTTAWAY RECEIVES COLUMBIA ALUMNI MEDAL



David B. Ottaway '64IF, '68GSAS, '72GSAS was honored as one of the 2012 Columbia Alumni Medalists at this year's University Commencement on May 16.

As a member of both the SIPA Campaign Advisory Council and the SIPA Advisory Board, Ottaway shares his global knowledge and expertise freely for Columbia's benefit. As a past chair of the International Fellows Program Task Force, he effectively modeled and influenced key philanthropy toward Columbia. He also helped lead an initiative to revive and expand the International Fellows program at SIPA, which completed its first full year in its renewed format. He and his wife, Marina, have two endowed scholarships at SIPA.

Ottaway is currently a senior scholar at the Woodrow Wilson International Center for Scholars in Washington, a position he has held since retiring from *The Washington Post* in 2006. Spending more than 35 years at the *Post*, he served in a variety of positions, including assistant foreign editor, Africa bureau chief, Cairo bureau chief, national security correspondent, and investigative/special projects reporter.

Ottaway is also the author of several books, including *Chained Together: Mandela, De Klerk, and the Struggle to Remake South Africa* and *The King's Messenger: Prince Bandar bin Sultan and America's Entangled Relationship with Saudi Arabia*.

The Alumni Medal is the highest honor bestowed by the Columbia Alumni Association. First awarded in 1933, it is given in recognition of distinguished service to the University, including its schools, alumni associations, regional clubs, and University-wide initiatives.



SIPA ALUMNI DAY 2012

More than 200 alumni and SIPA faculty members took part in SIPA's annual Alumni Day on April 28. Morning and afternoon panel discussions, featuring both faculty and alumni, focused on the upcoming November election, the global human rights crisis, social media and protest, and energy and climate change policy. Luncheon keynote speaker Robert Kopech MIA '77 of the World Bank engaged in a lively Q&A on global financial policies.

In addition, for the first time ever, SIPA held a reunion reception for returning alumni,

welcoming the classes of 2001/2002 and 2006/2007 to celebrate their anniversaries of graduating from SIPA.

As part of Alumni Day, SIPA's Program in Economic Policy Management hosted a weekend-long 20th anniversary celebration. Distinguished faculty participated in a pair of panels on Alumni Day, and alumni, as well as past and current faculty members, gathered for a Saturday night dinner at the Columbia Club to commemorate the anniversary.

THE SIPA ALUMNI COUNCIL EXECUTIVE COMMITTEE—2011–2012

- Roger Baumann MIA '85, IF '84, Chairman
- Laura Ballman MIA '00
- Alfred Chow MIA '09
- Alexander Dake MIA '86
- Habib Enayetullah MPA '91
- Kirsten Frivold EMPA '03
- George Hollendorfer MIA '01
- Stephanie Kahn MIA '09
- Allison Cooke Kellogg MIA '73, IF '72
- Shamsudeen Mustafa MPA '06
- Neal Parry PESP '06
- Anuj Shah MIA '05
- Aaron Singer MPA '04
- Lakshmi Sundaram MIA/MPH '03
- George Marshall Worthington MIA '78, MBA '93



Clockwise from top left: SIPA alumni gather for Alumni Day; Alumni Day keynote speaker Robert Kopech MIA '77; SIPA alumni admissions ambassadors share their experiences at the annual Admitted Students Day. From left: Dario Vilchez MIA '10, Aaron Singer MPA '04.

FINANCE



SIPA ENDED FISCAL YEAR 2012 WITH AN OPERATING SURPLUS OF JUST UNDER \$2 MILLION. After deducting the nonoperating expense of \$2.5 million for renovations to the International Affairs Building (IAB), SIPA used \$538,000 of its reserves in FY 2012.¹

Though SIPA plans to move to a new building in Manhattanville within the next decade, capital outlays to expand and improve space in the IAB were and are urgently needed in order to accommodate our faculty, research center, and classroom needs. SIPA undertook three major space-related projects this year. First was the refurbishment and modernization of the Dag Hammarskjöld Room in the Kellogg Conference Center, which was completed in summer 2011. Second was the creation of nine new faculty offices on the ninth and fourteenth floors, which was completed in summer 2012. These offices provide much needed research space for faculty, for the Center on Global Economic Governance, and for the soon-to-be relaunched energy center. This project relocated seminar rooms

from the IAB's upper floors to newly acquired, and more accessible, space on the third and fourth floors. The project was funded in FY 2012 and completed on schedule and on budget by the start of the fall 2012 term. Third, this year the School acquired additional space on the IAB's eighth floor including eight offices, two seminar rooms, and associated administrative space. In FY 2013 or FY 2014, we envision a project to renovate this space and the adjoining space occupied by the Department of Political Science.

Overall, FY 2012 revenue was similar to FY 2011. The brightest note was Picker Executive Programs, which generated revenue of \$2.6 million and a net contribution to the School of \$1.2 million. Major initiatives included programs to train

Saudi Arabian diplomats, Indian civil service employees, and Chinese journalists. Tuition income was below initial expectations due to an increase in advanced standing awards. Current use gift income was down, but only by comparison with FY 2011, which was by far the best year in the School's history. (The FY 2012 figure of \$3.7million is 25 percent higher than the FY 2010 figure of \$2.9 million.) SIPA endowment income in FY 2012 was up 12 percent due to a combination of endowment return growth and additional endowed gifts. We expect that this number will continue to rise as gift commitments are fulfilled.

FY 2012 expense increased by 8 percent over FY 2011, driven by increased investments in virtually all areas of the School. The largest

increase was in external affairs and fundraising, which increased by 26 percent. This was driven by a number of factors, including the ongoing website development project, expanded marketing of the EMPA program, and the addition of staff to support both communications and development. Construction, as detailed above, increased by 9 percent. Student Service spending increased by 11 percent, driven largely by the addition of staff and incremental programming support for student-related activities and career services initiatives. Instruction and faculty support spending increased by 9 percent, due largely to the addition of faculty, research support, and support staff. Other instructionally-related expense increased by 12 percent, largely as a result of the increased tempo of Picker Executive Education

programs. As stated earlier, Picker programs generated revenue well in excess of costs.

Scholarship and stipend spending decreased slightly from FY 2011, though still up 17 percent vs. FY 2010, due to decreased enrollment. Increasing scholarship support remains at the top of the School's priority list.

One area in which expense declined significantly is in transfer to the Arts and Sciences. FY 2012 marked the end of subsidiary payments to A&S. In future years, these payments will increase by 4.2 percent per year.

SIPA ended FY 2012 with a fund balance of \$17.7 million. Most of this consists of gifts and grants already committed to specific program and activities.

1. The SIPA budget figures include the School as well as the Saltzman Institute of War and Peace Studies; the Center for International Conflict Resolution; the Center for Energy, Marine Transportation and Public Policy; the Picker Center for Executive Education; and the Center on Global Economic Governance.

STATEMENT OF ACTIVITIES *For the fiscal year ended June 30, 2012, in thousands*

	2012	2011
REVENUES		
Educational Revenues		
Tuition	52,235	51,296
Other Education Related Receipts	3,752	2,244
Application Fees	229	236
Subtotal—Educational Revenues	56,216	53,776
Grant Revenue		
Private Grants	1,324	1,337
Government Grants	336	309
Grant Indirect Cost Recovery	149	121
Subtotal—Grant Revenues	1,809	1,767
Current Use Gifts		
Annual Giving	713	686
Other Current Use	2,996	5,146
Subtotal—Current Use Gifts	3,709	5,832
Investment Income		
SIPA Endowment Income	3,141	2,800
Non SIPA Endowments Allocated to SIPA	1,065	1,582
Subtotal—Investment Income	4,206	4,382
Funds Transfer to SIPA from Other Columbia Units	863	838
TOTAL REVENUES	66,802	66,594
EXPENSES		
Direct Expenses		
Instruction and Faculty Support	18,205	16,610
Scholarships and Stipends	8,788	8,811
Student Services	4,933	4,405
General and Financial Administration	2,112	1,978
Information Technology	1,950	1,783
External Affairs and Fundraising	2,199	1,626
Research	1,134	1,152
Major Equipment	-	293
Other Instruction Related Expenses	2,558	2,258
Subtotal—Direct Expenses	41,879	38,915
Transfers Out of SIPA to Other Columbia Units		
Transfers to Central University	14,614	13,930
Transfers to the Arts and Sciences	7,194	8,337
Budget Allocations to Other Columbia Units	262	254
Other Transfers	983	456
Transfers to Plant (Construction/Renovation)	2,526	183
Transfers to Endowment (Recapping/Decapping)	(118)	(32)
Subtotal—Transfers Out of SIPA	25,462	23,128
TOTAL EXPENSES	67,340	62,042
OPERATING INCREASE/DECREASE	(538)	4,551
BEGINNING FUND BALANCE	18,181	13,629
ENDING FUND BALANCE	17,643	18,181

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

DEVELOPMENT

AFTER SIX YEARS, COLUMBIA UNIVERSITY HAS SURPASSED ITS CAMPAIGN GOAL, 18 months ahead of schedule. At \$5 billion, Columbia's campaign goal is one of the most ambitious fundraising goals in the history of American higher education.

As Columbia University reaches new heights, the School of International and Public Affairs (SIPA) continues toward its own ambitious campaign goal. SIPA has already surpassed its initial campaign goal of \$75 million by more than \$20 million. Given the success of SIPA's campaign vis-a-vis its original goals, SIPA decided to set an intermediate goal of \$105 million, to be reached by the end of the 2013 academic year, when the University campaign will officially come to a

close. Additionally, SIPA expanded its cumulative campaign goal from \$75 million to \$150 million, to be achieved in the coming years. SIPA's campaign focuses on three strategic pillars: Emerging Leaders (students), Integrated Expertise (faculty), and Global Public Engagement (centers and programs).

These three pillars are the very core of SIPA. The development program actively strives to strengthen these priorities by raising moneys for fellowships,

faculty positions and professorships, research institutes, special programs, and internships, among other initiatives. Thanks to the generosity of the School's Campaign Advisory Council, Advisory Board, alumni, and friends, SIPA's fundraising continues to provide the means for maintaining and expanding these initiatives, including one new endowed professorship and five new fellowships raised during this fiscal year. In addition, 100 percent of the gifts given to SIPA's Annual Fund and the proceeds from

the 12th annual Global Leadership Awards Dinner directly support student financial aid.

The chart on page 38 reflects dollars actually given to SIPA during this fiscal year, while excluding pledges made. With nearly \$10.7 million raised, FY 2012 is another fantastic year for SIPA. We are encouraged by the continued success of our campaign and celebrate the more than 1,400 alumni and friends who made this possible.



"The interconnectedness of economics, politics, finance and social/human rights as the defining paradigm of our world is the essence of SIPA. SIPA teaches that we must do something that can make a difference in our world whether in the public or private sector or elsewhere; in effect, SIPA prepares its students to help, to analyze, to serve, to create, to lead in the real, global world. The SIPA-inspired world perspective is unique and has endured throughout my career. Because of SIPA's invaluable mission of service, my decision to endow a chair in energy policy was simple. SIPA is at the forefront of shaping the policies that will enhance global energy security, protect the environment, and promote economic development, and I am honored to play a part in helping to further SIPA's impact upon the global community."

Dr. Osman Shahenshah MIA '87 is the founder of Afren plc, a FTSE 250 oil and gas company. He has more than 25 years of experience in oil and gas finance. His international career began with Credit Suisse First Boston and has included senior positions at the International

Finance Corporation (the private sector arm of the World Bank) and various investment banks. Overall, he has worked on energy projects in more than 35 countries.

Dr. Shahenshah has been actively involved in the African and Middle Eastern energy sector throughout his career, working with companies including Shell, Chevron, Total, and various national oil companies. He holds a PhD from the University of Pennsylvania, a master's degree from Columbia University, and a bachelor's degree from Brown University.

SELECTED MAJOR GIFTS

SIPA Student Internships

One of the hallmarks of a SIPA education is the required internship that many students complete between their first and second years. In the fall of 2011, former dean John Coatsworth established a task force dedicated to examining the structure and efficacy of the SIPA internship program and the resources that the School offers students. As a result of this effort, four members

of the task force came forward with generous gifts to support internships at SIPA. Among these donors was **Sandra Shahinian MIA '76**. Ms. Shahinian made an endowed gift to support exceptional and deserving SIPA students who are completing internships, primarily those in the nonprofit and public service sectors. Funds from her gift will, in perpetuity, support a select group of students' travel and living expenses over the course of the summer.

Who Is on the Ballot Project

Voter turnout rates in America's cities are among the lowest in the country. In New York City, for example, only 26.4 percent of registered voters turned out in the 2009 mayoral election. Supported by a generous gift from **William von Mueffling CC '90, BU '95**, the *Who Is on the Ballot* project provides an aggregated, online location for voters to access information on polling places and candidates. Spearheaded

by Ester Fuchs, professor of international and public affairs and political science at SIPA, the website highlights the innovative initiatives that numerous city and state agencies already provide and offers an innovative way to use technology to empower citizens.

Sara Jacobs Fellowship Fund

Created with a gift from recent alumna **Sara Jacobs CC '11, MIA '12** and her parents, **Gary and Jerri-Ann Jacobs**, the Sara

Jacobs Fellowship Fund was established to provide fellowships for graduate students enrolled at SIPA. Funds from their gift will, in perpetuity, provide financial aid for students with a preference for alumni from one of the four Columbia-affiliated undergraduate programs (Columbia College, The Fu Foundation School of Engineering and Applied Science, the School of General Studies, and Barnard College).



"One of the most important decisions I made was to pursue a graduate degree in International Affairs with a concentration in International Banking and Finance at SIPA, versus a more narrow course of study at a business school. The great courses I took in many different disciplines from so many top-flight professors, an exciting, international student body, the relevant internships I was able to experience, plus the School's location in the most important and global city in the world, provided me an invaluable experience that prepared me so well for my career in international banking.

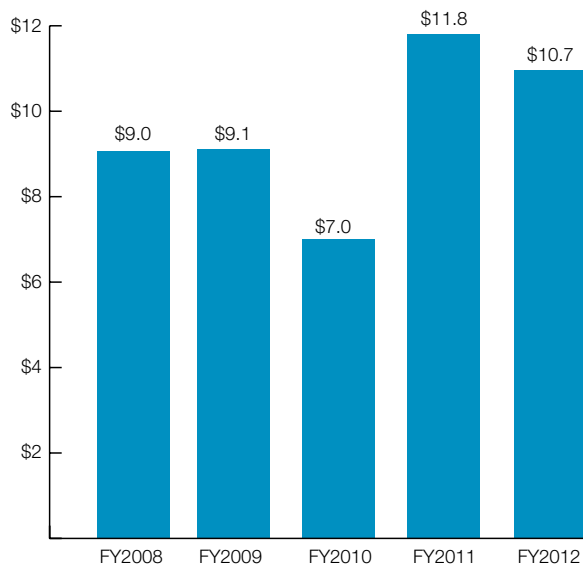
I'm very excited to be a part of the SIPA community as a member of SIPA's Advisory Board. SIPA's role remains as vital as ever, given the interconnectedness and complexity of the world today. I'm so encouraged to see the many well-prepared, broad-minded SIPA students, who can think creatively and without boundaries, and who will help solve the world's problems in the future."

Mr. Michael M. Roberts MIA '86 is the head of Global Corporate Banking and Lending within Citi's Global Banking Group. In this role, Mr. Roberts focuses on several areas such as further developing Citi's leading Corporate Bank, which provides the highest quality cross-border corporate banking solutions to the world's multinational corporations through Citi's unrivalled global network, and on the end-to-end management of Citi's corporate loan portfolio. Mr. Roberts also assumed the role of chief lending officer for Citibank, N.A., and is responsible for all loan-related activities for Citibank globally, which includes the ICG, the Private Bank, and the Consumer Bank. Prior to his present position, he was the deputy head and COO of Citi's Global Corporate Bank, a position he held from April 2007 to December 2008. Previously, Mr. Roberts was a managing director and head of Global Financial Institutions, between April 2007 and January 2003, and head of Global Automotive and Industrials (2002), within Citibank's Global Relationship Bank. Prior to these assignments, Mr. Roberts was chairman and chief executive officer of Citibank Canada, the leading foreign bank operating in Canada from 1998 until 2002. He also served in various positions with the bank in France, Belgium, and Turkey.

Mr. Roberts received a BA in Economics from the University of Texas and a Master of International Affairs (Banking and Finance) at Columbia University's School of International and Public Affairs. A resident of New York, Mr. Roberts is married and has two daughters.

SIPA FUNDRAISING: STRICTLY LEGAL TOTALS

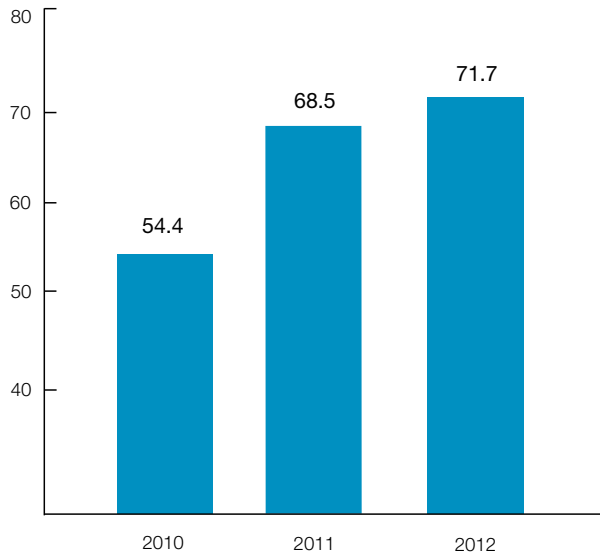
(in millions)



Strictly Legal Totals include matching gifts and exclude premiums, i.e., amounts paid for goods or services associated with fundraising efforts.

MARKET VALUE OF SIPA ENDOWMENTS

(in millions)



Note: The market value for fiscal year 2012 noted above represents the initial estimate for June 30, 2012; the final market value of the University endowment will not be available until fall 2012.



“The SIPA experience is unique because it provides not only the tools for individual success in a variety of fields, but also it instills a sense of duty to improving the world around us. With this common mission, our internationally diverse SIPA community was exposed to different backgrounds and viewpoints while training to further our goals. During my career, I continually draw from these lessons, both from the classroom and beyond. It reminds me each time of the value of my SIPA education. For these reasons, I am proud to be a part of the SIPA legacy.”

Ms. Marcia Burkey MIA '88 is a managing director at TeleSoft Partners, a venture capital firm in Silicon Valley that provides value-added capital for technology, communications, and energy-value chain companies. Previously, Ms. Burkey served as CFO on the Destiny USA project team in Syracuse, New York, raising capital to allow the project to commence construction utilizing innovative sustainable construction techniques. Ms. Burkey was in a series of roles including senior vice president and partner of Bechtel Group, Inc. As chief financial officer of Bechtel Enterprises Holdings, Inc., the development, financing, and asset management arm of the Bechtel organization, she oversaw the development and financing of numerous infrastructure investments globally. Prior to joining Bechtel, Ms. Burkey held both corporate and project finance positions with SBC Warburg (now UBS).

DONOR LIST

THE DONOR LIST REPRESENTS LEGAL DONATIONS MADE DURING FISCAL YEAR 2012—this includes pledge payments as well as outright gifts made from July 1, 2011–June 30, 2012 (it does not include multiyear pledge totals so as to avoid double counting).

\$1,000,000+

Afren PLC/Osman Shahenshah MIA '87
Estate of Julius G. Blocker
Lemann Family Foundation

\$500,000–\$999,999

Italian Ministry for Environment, Land, and Sea
John H. Porter MIA '82, IF '82, CERT '82
John Templeton Foundation

\$100,000–\$499,999

Anonymous
Energias de Portugal S.A.
Arminio Fraga
Irish Aid
Vladimir V. Kuznetsov MIA '91, IF '90
Henry Luce Foundation
Andrónico Luksic
David B. Ottaway IF '64
David John Sainsbury/The Gatsby Charitable Foundation
Alejandro Santo Domingo
Smith Richardson Foundation

\$25,000–\$99,999

Anonymous
Amy Levine Abrams MIA '81, IF '81/Abrams Foundation
Georgia Serevetas Adams MIA '83, and Charles Smith Adams MIA '83
Adrienne Petite Auerbach and Reed David Auerbach MIA '81, IF '81
Polly Brandmeyer and Michael James Brandmeyer MIA '95, IF '95
William Vincent Campbell
Forum Das Americas
Alexander Georgiadis MIA '85/
Krinos Foods Canada Ltd.
Michael Alan Goldstein MIA '84
Sara Josephine Jacobs MIA '12
Anuradha T. Jayanti/Rev Trust of Anuradha Jayanti
The John D. and Catherine T. MacArthur Foundation
Andrea Marber and Peter Neill Marber MIA '87/Marber Family Charitable Fund
Brett Alan Olsher MIA '93

Sandra Shahinian MIA '76
Julie Newton St. John MIA '85, and Marc St. John MIA '84, IF '84
The Starr Foundation
Ipek Nur Cem Taha MIA '93, and Shwan I. Taha
Michael D. Tusiani/Poten & Partners, Inc.
Richard E. Witten

\$10,000–\$24,999

Julie Baumann and Roger R. Baumann MIA '84, IF '84
Matthew Penn Boyer MIA '94
Kim Christopher Bradley MIA '83
Patricia and John H. Coatsworth
Michele E. Fabrizio and Robert I. Kopech MIA '77
Financial Women's Association of NY Educational Fund
HSBC Bank USA
Donald Loyd Holley MIA '59
John Christopher Howe MIA '83
Harley L. Lippman MIA '79/
Genesis 10
Amira Luikart and James Luikart MIA '72
Georges Lurcy Charitable & Educational Trust
Jill Miller and Richard S. Goldberg
Patricia Roberts and Michael Murray Roberts MIA '86
United Nations Environment Programme
Juan Navarro/Exxel Group, Inc.
Barbara Helen Reguero MIA '86
Juan A. Sabater/Valor Management Corporation
Joan E. Spero MIA '68, and C. Michael Spero
Sharmila Hainum Tuttle MIA '05, and Thomas L. Tuttle

\$5,000–\$9,999

Elizabeth Cabot MIA '98, and Blake Cabot
Pamela Hawkins Casadoumecq MIA '89
Gina Eichner Cinali MIA '88, IF '88
Anisa Kamadoli Costa MIA '98/
Tiffany & Company

Susie Gharib MIA '74/The Nazem Family Foundation
Susan Eastham and Ralph O. Hellmold MIA '63, IF '63
Jacqueline Corbelli Modzelewski MIA '88, and Mark Joseph Modzelewski
Arnold A. Saltzman/Saltzman Foundation
Mary C. and David M. Solomon
Marianne J. Stoupnitzky and Gregory A. Stoupnitzky MIA '80
Harriett M. Trangucci and Neale X. Trangucci MIA '81, IF '81
Lan Yang MIA '96, and Bruno Z. Wu

\$2,500–\$4,999

Roberta L. Axelrod and Lawrence W. Axelrod IF '74, CERT '74/
Axelrod Energy Projects, LLC.
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Michael Paul Benz MPA '10
Laurence Dara Berger IF '70
Vera and Donald M. Blinken
James L. Broadhead IF '63
Ann C. Curley and John J. Curley IF '63
Alexander M. Dake MIA '86
Habib Mohammed Enayetullah MPA '91
Mary S. Ginsberg MIA '78, IF '78
Hurst Groves
George Franz Hollendorfer MIA '01
Marietta Angela Ries Lavicka MIA '94
Claudette M. Mayer MIA '76, IF '76
Kenneth Prewitt
Kirk P. Schubert MIA '82
Beth Ann Silber and Mitchell Darrow Silber MIA '05
Douglas Boyd Thomas MIA '98
Feng Jason Xu MIA '96

\$1,000–\$2,499

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Marcia Beth Burkey MIA '88

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Christine and Todd Fisher
Ivy Lindstrom Fredericks MIA '98
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Heidi Gifford-Melas MPA '91
Susan K. Glancy and Troy J. Eggers
Anthony C. Gooch MIA '05, IF '05
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Neal H. Harwood MIA '61
Ana B. Hofmann and Peter Alexander Hofmann MIA '86/United Way of Central & Northeastern Connecticut
Jingdong Hua MPA '03
Douglas R. Hunter MIA '73
Andrea Lynn Johnson MIA '89
James E. Jordan MIA '71
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Hisanori Kataoka MIA '98
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Jirawat Sophon Lewprasert MIA '84
Yanming Li and Xinhua Dang MIA '93
Christopher James Manogue MIA '98
Angie Mason and Eric Rogan Mason MIA '95
Catherine Mulder MIA '81
Hiroko Murase MIA '91, and Satoru Murase
Morgan Stanley Smith Barney Global Impact
James Brian Pieri MPA '07
Jenik R. Radon
Clyde E. Rankin IF '74
Peter M. Robinson MIA '79, IF '79



Louise Alexis Rosen/J.C. Energy, Inc.
 Karen Scowcroft MIA '84, IF '84
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 David Zvi Solomon MIA '97/Achim Foundation
 Nancy Leys Stepan and Alfred C. Stepan IF '65
 Jerry Chan Yoon MIA '01
 Velvet K. A. Yoshinami and Arthur M. Yoshinami MIA '80
 Sanya Zezulin MIA '85

\$500-\$999

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 Georgina Baker and Mark M. Jaskowiak IF '77
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 Jillian Barron MIA '88
 Paul Bauer MIA '96
 Stefan Robert Benn MIA '95
 Maureen R. Berman MIA '73
 Pieter Anton Bierkens MIA '92
 Thomas Lynch Bindley MPA '03
 Patrick Francis Bohan
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 Scott D. Colby CERT '69
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 Jose D. Coutinho

Karen J. Curtin MIA '78, IF '78
 Wakana Nakagami Edmister MPA '02
 Peter D. Ehrenhaft MIA '57
 Can Vahit Eksioglu MIA '01
 R. Anthony Elson MIA '64, IF '64
 Jennifer Ann Enslin MIA '02
 Robert Mark Finkel MIA '88
 James Fonda MPA '07
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 C. Robert Garris
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 Charles A. Gepp MIA '93
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 Manuel G. Grace IF '82
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 Bruce Kirkwood Harris MIA '92
 Teresa Misty Hathaway MIA '89
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 Thomas W. Hoya CERT '69
 Ellen Marjorie Iseman MPA '07
 Horace P. Jen MIA '93, CERT '93
 Zhaohui Jin MIA '02
 Michone Trinae Johnson MPA '96

Yeon Jung MPA '08
 Lani Kass and Norman D. Kass MIA '73
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 Ryan S. Lester MIA '01
 Robert Charles Lieberman
 John F. Lippmann MIA '49
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 Shebna Nur Olsen MPA '08
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 Peter Powers Pulkkinen MIA '04
 Clara Katingo Quintanilla MIA '82
 Alberto Rigoni MPA '06
 Sally J. Staley MIA '80
 Susan Ellen Schorr MPA '98
 David H. Taylor
 Sharyn Menegus Taylor MIA '85
 Alper A. Tunca MPA '05
 Alejandro Joel Valencia MPA '98
 Joseph L. Vidich MIA '80

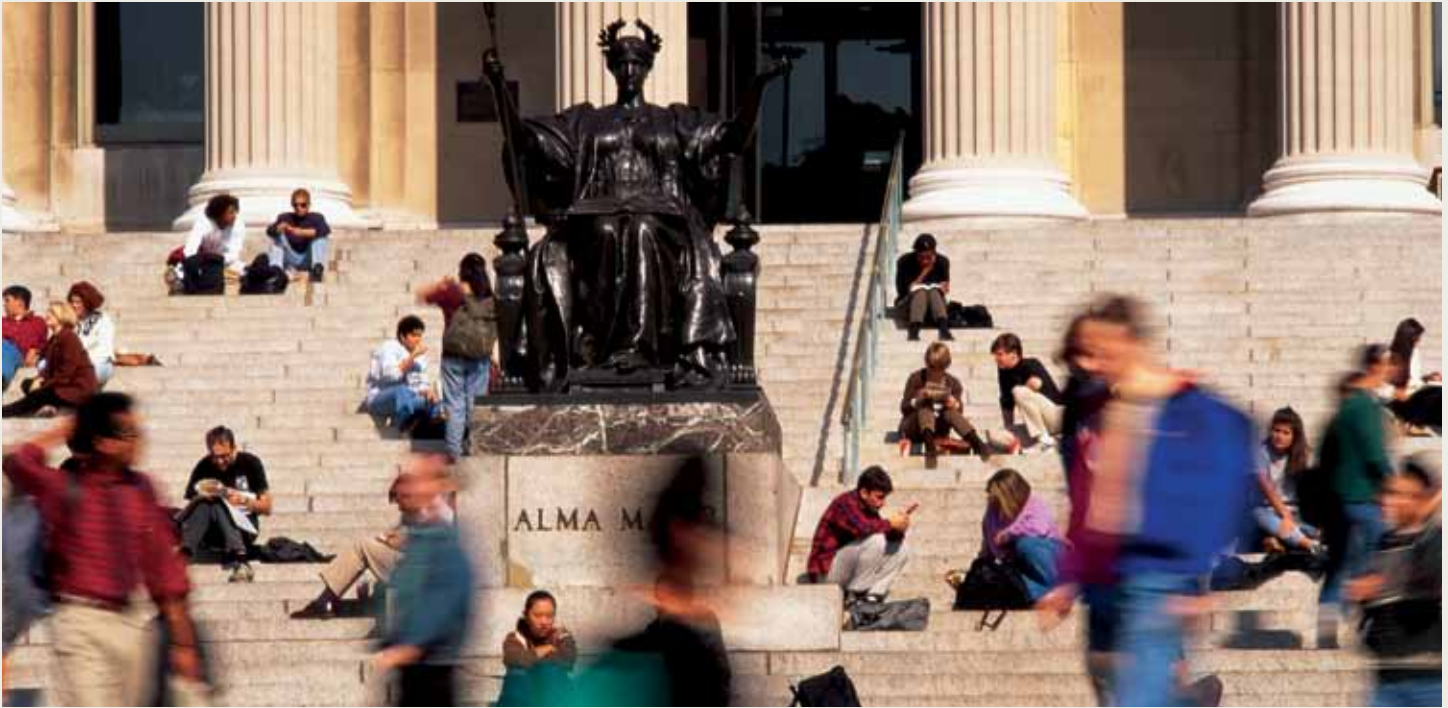
Stephanie Louise Watnick MIA '92, and David W. Miller
 Alexander von Ziegesar MIA '05

\$250-\$499

Oliver Daniel Adler MIA '82
 Dooneshsingh Audit MPA '09
 Isabelle Jacqueline Aussourd MIA '02
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 Sunita Caminha MIA '06
 Elisa A. Charters MIA '02
 David Xing Cheng MPA '07
 Kristen Marie Cleven MIA '09, and Leonardo Karrer MIA '09
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 Kathryn Pilgrim Croxton MIA '85
 Bernadette Cruz MIA '08
 Derrin Culp MIA '07
 Theodore Albert D'Afflisio MIA '71
 Randi Davis MIA '91
 Ellen and Pierre J. de Vegh
 John William Dickey MIA '92
 Michael DiGrappa MPA '86
 DMS Network LLC
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 Haya Douidri MIA '12
 Ruth I. Dreessen MIA '80
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 Cornelia Mai Ercklentz MIA '08
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 Hui Gao MPA '01
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 Sonia Daccarett Gottfried MIA '92
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Eva Frost Loesche MIA '92
T. Dixon Long
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William Kennedy Love MIA '90
Jennifer Rebecca Malkin MIA '96
Jerrold L. Mallory MIA '83, CERT '83
Sean Rosen Mandel MPA '07
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Robert B. Mantel MIA '63
Julianne M. Markow MIA '88
Jocelyn Maskow MPA '88
Sarah Marchal Murray MPA '04, and Stephen Murray
Albert Dan McIntyre
Robert Calvin McKenney MIA '08
Leslie S. Meek MIA '94
Alexandra Merle-Huet MIA '04, and Jean-Michel Huet
Calvin Marshall Mew IF '72
Kenneth C. Moore
Satoshi Murakuni MPA '05
Mary Agnes O'Donnell Hulme MIA '95
Peter Damian O'Driscoll MIA '97
Amy Elizabeth O'Keefe MIA '04, and Christoph Wilhelm Heuer MIA '04
Lynn Jennifer Bunch O'Neill and James Michael O'Neill MIA '02
Ruth G. Ornelas MIA '80, IF '80
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Jon S. Pearl
Salvador Perez-Galindo MIA '96
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Tas Ling Pinther MIA '94
Peter J. Podbielski MIA '74
Jeffrey Ian Pollock MPA '97
Robert W. Pons MIA '64
Chandni Sivasriumphai Prasad MIA '96
David C. Ralph MIA '67
Angela C. Ranzini and Christopher Ko Hu IF '73
John M. Reid MIA '64
Robert D. Reischauer MIA '66
Jeremy Neal Reiskin MIA '87
Scott Andrew Richman MIA '91
Susan B. Rifkin MIA '69, CERT '69
Catherine Rodriguez MPA '10, IF '10
William A. Root MIA '48, CERT '48
Patricia A. Roy MPA '04
Ailsa Roell/Columbia University Press
Celine Solsken Ruben-Salama MPA '08
Salvatore V. Sampino MIA '83
Deborah Gwen Schein MIA '88, CERT '88
Ernst J. Schrader MIA '65
Jeannette J. and Harold B. Segel
Nina Maria Serafino MIA '76
Barnet Sherman MIA '82
Sanford T. Sherman MIA '82
Gary F. Stein IF '62
Alan Stern MIA '68
Bruce Edward Stokes IF '74
Sheree S. Stomberg MIA '79
Alison Kimberly Swenton Arjoon MIA '00
Ines Tabka MIA '93
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Mana Tanaka MPA '01
Alper Tasdelen MIA '98, CERT '98
Sarah Rittmeyer Tomolonius MPA '09
Elizabeth D. Trafelet MIA '03
Melanie Ann Tung MPA '96, and Ian Andrew Held MIA '95, IF '95
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