TECHNOLOGY, MEDIA, AND COMMUNICATIONS

The TMaC specialization equips students for careers in today’s digital workplace. We believe that understanding the policy implications of digital technology and having practical skills are essential. Digital technologies have transformed all the areas that SIPA students care about: development, advocacy, policy making, media, human rights, business, and government, so we offer courses that cut across disciplines.

Our skills courses teach data visualization, speech writing, data scraping, and using social media for campaigning. Current digital production techniques and distribution channels have given organizations new communications strategies, and we explore the technical and theoretical tricks, turns, and pitfalls of this new 21st-century paradigm. Many of our writing courses are taught by award-winning journalists who emphasize research and how to communicate clearly and effectively.

TMaC offers courses on design thinking, digital diplomacy, e-government, digital activism, surveillance, and the regulatory and policy questions surrounding digital technology. We consider the digital revolution’s effect on international affairs and government and the policies and practices that can help new technologies promote development, human rights, and social change.

Students enrolled in the Technology, Media, and Communications Specialization must take three courses but may take more if their schedule permits. We don’t have required courses or tracks because we know that our students are interested in a wide range of subjects. We tweak our course listings each year in response to what students, alumni, and employers tell us is essential for today’s workplace.

Contact Us

Anya Schiffrin, Senior Lecturer in the Discipline of International and Public Affairs Specialization Director
acs76@columbia.edu

Laura Dankowski Mercado
Specializations Coordinator
ld3071@columbia.edu

Anya Schiffrin, Senior Lecturer in Discipline of International and Public Affairs; Director of Technology, Media, and Communications Specialization

Hagar Hajjar Chemali, Adjunct Associate Professor of International and Public Affairs
Annel Hernandez, Lecturer of International and Public Affairs (part-time)
James Holtje, Adjunct Professor of International and Public Affairs
Mounir Ibrahim, Lecturer of International and Public Affairs (part-time)
Nicholas Martin, Lecturer of International and Public Affairs (part-time)
Adam Met, Adjunct Professor of International and Public Affairs
Peter Micek, Lecturer of International and Public Affairs (part-time)
Neal Parikh, Adjunct Associate Professor of International and Public Affairs
Lauren Peterson, Lecturer of International and Public Affairs (part-time)
Mila Rosenthal, Adjunct Professor of International and Public Affairs
Katie Shepherd, Lecturer of International and Public Affairs (part-time)
Mark Steitz, Adjunct Professor of International and Public Affairs
Jacob Templin, Adjunct Assistant Professor of International and Public Affairs
Haley Van Dyck, Lecturer of International and Public Affairs (part-time)
Douglas Williamson, Adjunct Associate Professor of International and Public Affairs
Mary ‘Minky’ Worden, Adjunct Associate Professor of International and Public Affairs
Ben Yuhas, Adjunct Associate Professor of International and Public Affairs

Visit our SIPA Faculty Directory to view bios

Technology, Media, and Communications Requirements

The Technology, Media, and Communications Specialization (TMaC) requires 9 points.

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<thead>
<tr>
<th>TMaC Courses</th>
<th>Points</th>
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<tr>
<td>INAF U6046 Global Media: Policy Lab and Innovation</td>
<td>1.50</td>
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<td>INAF U6089 Environmental Justice and Climate Resiliency</td>
<td>3.00</td>
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<td>INAF U6120 Visual Storytelling</td>
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### Degree Audit Report

Matriculated students in this program can view their degree audit report on Stellic.

### Technology, Media, and Communications Courses

**INAF U6914** Policies and Practices in Human-Centered Digital Development 3.00

**INAF U6918** Digital Service Delivery for Leaders and Policy Makers 3.00

**INAF U6921** Narrative Journalism Across the Platforms 3.00

**INAF U6922** Race and Western Journalism 1.50

**INAF U6932** Ethics of Media, Technology, and Design 3.00

**INAF U6935** Communications for the Public, Private, and Non-Profit Sectors 3.00

**INAF U6946** Writing and Delivering Speeches 1.50

**INAF U6979** Online Trust # Safety 1.50

**PUAF U6135** Civic Innovation # Designing for People 1.50

**INAF U8183** Tools for Advocacy 3.00

**PUAF U6145** Civic Innovation: Design in Practice # Imagination 3.00

**PUAF U6314** Climate Campaigning Reimagined: Communications and Mobilization 1.50

### Other SIPA Courses

**EMPA U6426** Digital Case Study Projects 3.00

**INAF U6006** Computing in Context 3.00

**INAF U6129** Storytelling and The Art of Creating Social Impact Campaigns 3.00

**INAF U6383** Foundations of Cyber Conflict 3.00

**INAF U6386** Policy Dilemmas in Cybersecurity 3.00

**INAF U6502** Into to Text Analysis in Python 3.00

**INAF U6504** Python for Public Policy 1.50

**INAF U6509** Basics of Cybersecurity 1.50

**INAF U6518** Cybersecurity: Technology, Policy, # Law 3.00

**INAF U6523** Cyber Risks # Vulnerabilities 1.50

**INAF U6524** Cybersecurity # Business Risk 3.00

**INAF U6525** Social Innovation, Technology, # Public Policy in the Global South 1.50

**INAF U6529** Cyberspace in Strategy and Grand Strategy 3.00

**INAF U6531** Cyber Conflict and Cybersecurity in the Indo-Pacific 3.00

**INAF U6546** Artificial Intelligence and Conflict Prevention: Practical, Policy, and Ethical Dimensions 3.00

**INAF U6614** Data Analysis for Policy Research Using R 3.00

**INAF U8180** Human Rights Skills # Advocacy 3.00

**PUAF U6312** Campaign Management 3.00

**REGN U8753** Propaganda, Russia, # The World Information War 3.00

**SIPA U6700** Inside the Situation Room 3.00

### Non-SIPA Courses

**Journalism School** Any Journalism School course between JOUR J4000 and JOUR J9999

**BUEC B8210** Regulatory and Legal Matters on Blockchain, Cryptocurrencies and Digital Assets 1.50

**LAW L8173** Law, Media and Public Policy 2.00

**POLS GU4808** Cyber Strategy & International Policies 4.00

**SUMA PS5180** Writing about Global Science for the International Media 3.00
INAF U6089 Environmental Justice and Climate Resiliency. 3.00 Points.
Category: TMAC

This course will examine the intersections of race, equity, and the environment — focusing on the growing role and impact of the environmental justice movement. Environmental Justice embeds various disciplines into its analytical framework ranging from political science to urban ecology, economics, sociology, environmental science, community organizing, and more. Drawing from these disciplines, as well as from recent climate laws, policies, advocacy, and regulations, students will develop a deep understanding of climate, equity, and environmental justice in New York City. Building on the concept of integrated climate resiliency, this course will introduce students to the policies, stakeholders, research, and advocacy involved in the development and implementation of environmental laws, energy policies, nature-based solutions, and sustainable infrastructure. Throughout the course, we will review the impact and implications of particular policies, as well as assess case studies of particular communities. The course will also invite guest speakers currently working in the field to share their views and expertise

INAF U6120 Visual Storytelling. 3.00 Points.
Category: TMAC

Taught by PBS NewsHour Weekend producer/correspondent Christopher Booker, Multi-Platform Storytelling will teach students some of the tricks, turns and pitfalls of the 21st digital story. With an emphasis on video storytelling, the course will be dedicated largely to technical production of videos and interactive content, but will also be an exploration into some of the current thinking behind editorial video development, production and distribution. Students will use photographs, audio, video and data to tell compelling stories and create comprehensive outreach strategies, but will also be asked to contemplate, as well as justify the usage, delivery and goal of their work. Students will work with digital cameras, Adobe Premiere, smartphones, Timeline JS and Google Fusion Tables

INAF U6122 Viral Videos, Generative AI & Geopolitics in a Changing World. 3.00 Points.
Category: ISP, TMAC

In the era of generative AI, deepfakes and disinformation, visual media have become an essential but perilous tool for human rights organizations, civil society, governments, media outlets, industry and our daily lives. Over the past decade, digital sleuths and journalists have developed methodologies and toolkits to analyze videos and photographs that prove chemical weapons use in Syria, help track human rights abuses in Ukraine, and document police brutality in the United States. And bystander videos continue to spark worldwide protests, as with the killing of George Floyd in 2020. But bad actors are increasingly using fake, distorted and synthetic media to influence narratives, deceive people, business and governments, and sow confusion and conflict in the international community. So how should stakeholders navigate the world of viral media when almost everyone has a camera in their pocket, and can easily and cheaply access image generators? This course will dive into the tools that can help you discover, debunk and use viral videos, user generated content and synthetic media. The course takes advantage of guest speakers to have the most current takes on these issues, and so we will talk to leaders in the emerging industry that will dictate the future of our information ecosystem. Students pursuing journalism may want to tell compelling and trusted stories, while those on a policy track can focus on how to use this kind of media to inform or influence decision makers and the public. Others interested in government or the private sector will also need to address this rapidly changing environment to make critical decisions off of digital content. Through case studies and compelling guest speakers, we will analyze social, business, and geopolitical impacts of this exploding world of visual content, and look at emerging technologies that are helping or hurting people’s ability to trust what they see.

INAF U6123 Storytelling for Social Change: Skills and Narratives. 3.00 Points.
Category: EPD: Social, TMAC

The person who tells the story can shape the narrative and wield power. Politicians have traditionally practiced narrative-building — by telling stories that draw people in, sharing examples from lived experiences, and using emotive language — as a way to control or manage their image, message, and the events that created their personal history. They use story and narrative to create public policy and to establish political agendas around healthcare, housing, crime, education, and more. And it’s not just politicians who depend on storytelling. Activist organizations, such as the Movement 4 Black Lives, the me too. Movement, and the American Civil Liberties Union increased visibility for their messages by participating in interviews, publishing op-eds, and proposing legislative policy to galvanize the public in support of social justice. Their efforts led to a reexamination of the concept of systemic racism and the need for expanded gender equality and justice, inside and outside of academic circles, to create more realistic understandings of the U.S.’s imbalanced economic, educational, and healthcare systems. Within pop culture and the discussion around gun control, the debate over mental health has forced some to consider the topic for the first time. Storytelling is a communicative, educational, and entertaining device that is required in most fields, such as policy making, NGO and non-profit work, broadcast and print journalism, theater and film, books and podcasts, litigations, and court cases, and much more. This course will explore various social movements and the different modes of storytelling that have created successful narrative change to give students the skills needed to excel in any industry.
INAF U6144 Campaigning for Change through Media, Mobilization # the Power of Persuasion. 3.00 Points.
Category: EPD:Social, HRHP, TMAC
TMaC Priority Reg

This course will examine the full spectrum of strategies and skills for executing a successful campaign. We will focus on the role of traditional media, digital mobilization, and strategic communications intersect to raise awareness and move policy on human rights issues. By the end of the course, you will have built your own advocacy campaign, from developing the change theory to constructing a media plan to envisioning creative concepts to engage the public. We will also exercise the skills of advocacy letter and op-ed writing to influence change.

INAF U6198 Technology for Intl Crisis Response # Good Governance. 1.50 Point.
Category: MIA/MPA: Short Course, TMAC
Check Vergil for Course Dates

The advent of new technologies has fundamentally changed the capacity for processing and exchanging information. NGOs, governments, and companies alike are just beginning to understand the potential that these tools and systems can have in analyzing and addressing a range of social problems. This course will explore how technology is being used to respond to international crises, create early warning mechanisms, monitor elections, provide banking services, ensure effective governance, and much more. It will also take a critical approach and consider key challenges related to access, privacy, implementation, scale, and evaluation based on evidence that working with technology presents. The course is designed for graduate students to assist them in developing strategies and technological skills to work amid this rapidly evolving landscape. Students can expect a hands-on and interactive learning environment with a variety of examples from organizations working in the field.

INAF U6202 Internet Governance and Human Rights. 3.00 Points.
Category: EPD:Political, TMAC

Whoever controls the future of the internet, controls the future of the world. We'll look at the technical roots of the internet, and the people and entities -- telecom companies and their regulators, technologists and idealists, security forces and hackers -- shaping it today. Each group faces challenges. Policymakers have reached consensus that human rights apply online, but need to update and replace laws, regulations, and norms for the digital age. Companies have responsibilities to law and policy, but vary widely in their respect for users and governments. The UN Sustainable Development Goals identify internet access as essential to development, but policy environments fail to extend connectivity to vulnerable or marginalized communities. And the cat-and-mouse game between cyber offense and defense continues, leaving many less-resourced groups -- and the right to privacy -- lagging behind. Will national sovereignty reassert itself, breaking the internet, or will the vision of a borderless cyberspace prevail? Will the European approach to data protection set global standards? Does network neutrality function amidst the internet of everything? To find the answers, we nimbly role-play, enjoy small group activities, welcome guest experts, and hone tech policy skills under time pressure. Expect to participate frequently, and learn to navigate the most pressing issues facing companies, governments, and technologists today.

INAF U6394 Writing About War: Seeking Narratives in Conflict. 3.00 Points.
Category: ICR, IO/UNS, ISP, TMAC

This intensive writing seminar explores the special challenges of creating narrative and assessing truth claims in the context of violent conflict. In this course, you will grow as a writer through extensive practice reporting, writing, revising your work, and editing your peers. We will engage with a pressing matter of our age: how to evaluate facts and context and create compelling and precise narratives from the fog of war. A growing swathe of the world, including many countries that are nominally not at war, are currently experiencing pre- or post-conflict conditions. Through discussions, reading, and writing, seminar participants will learn the mechanics of covering conflict and the politics of war- and peace-making. We will read accounts produced in journalism, policy analysis, advocacy, literature, and philosophy. Students will produce original reported narrative writing about conflict, which they may try to place for publication. Students will have to write or revise an original piece almost every week. The skill set cultivated by this class will help anyone write about violent conflict (which includes its prelude and aftermath), whether they plan to do so for a reporting-driven NGO, as a policy analyst, or as a journalist. This course emphasizes good writing and critical thinking; grades will reflect participation, effort, clarity of thought, originality of reporting, and successful narrative craft. Students can draw on their own experiences and contacts -- as well as the great wealth of resources in New York City -- for story ideas and sources.

INAF U6511 Intro to Infographics and Data Visualization. 1.50 Point.
Category: DAQA, MIA/MPA: Short Course, TMAC

This is a seven-week course that introduces students to design principles and techniques for effective data visualization. Visualizations graphically depict data to foster communication, improve comprehension and enhance decision-making. This course aims to help students understand how visual representations can improve data comprehension, master techniques to facilitate the creation of visualizations as well as begin using widely available software and web-based, open-source frameworks.
INAF U6512 Data Driven Approaches for Campaigns and Advocacy. 3.00 Points.
Category: DAQA, TMAC, USP:Urban

Prerequisites: Basic statistics and facility with spreadsheets
It is strongly recommended that students have completed Quantitative Analysis before taking this course. This class will focus on properly understanding a wide range of tools and techniques involving data and analytics in campaigns. We will study evolutions and revolutions in data-driven politics, including micro-targeting, random controlled trials, and the application of insights from behavioral science, as well as more current approaches using modern statistical techniques, machine learning/AI, and natural language processing/large language models. Our primary focus will be on developments in US political and advocacy campaigns, but we will also examine the uses of these tools in development and other areas. The course is designed to provide an informative but critical overview of an area where it is often difficult to separate hype from expertise. The purpose of the course is to prepare students to understand the strengths and limitations of Big Data and analytics, and to provide concrete and practical knowledge of some of the key tools in use in campaigns and advocacy. Students will be expected to examine the use of data in practical case studies and distinguish between proper and improper uses. The course includes a track to analyze data and will spend more time giving students practical experience with current data and analytic approaches. Sample code will be provided, and students will be asked to execute and make minor revisions to the code to gain familiarity. Sample R projects will include reading and analyzing polling data, developing predictive models of voter behavior, and analyzing data from social media. Students will leave with a set of applications that can be customized to work on new data sets

INAF U6545 AI: A Survey for Policymakers. 3.00 Points.
Category: TMAC

Artificial Intelligence (AI) and machine learning have emerged as ubiquitous technologies in a wide range of areas, such as finance, healthcare, consumer internet platforms, and advertising, in addition to several domains in the public sector, including but not limited to law enforcement. In the past several years, ethical questions about how and whether to use AI for particular tasks have become much more prominent, partly due to its widespread use and partly due to publicly documented failures or shortcomings of a number of systems that can negatively impact people in sometimes serious ways. This course will provide a broad overview of practical and ethical questions related to AI — such as those related to privacy, cybersecurity, fairness, transparency, and more — with a view towards policymaking. Policymaking will be interpreted broadly, including both the public and private sectors. The course will include a survey of how machine learning works so as to ground the discussion. The instructor recently served as the first Director of AI for New York City and will draw on this experience, which included collaborations with a number of other city governments internationally. The course will discuss and highlight a range of topics in urban policy and urban affairs, using concrete examples and case studies. There will also be opportunities for students to apply the material to areas in the Global South and other areas of interest

INAF U6897 Writing on Policy. 3.00 Points.
Category: IO/UNS, TMAC

"Writing About Policy" gives you the journalistic tools to intervene in public policy debates. You will learn to translate the expertise you're gaining — as policy professionals and as SIPA students — for the rest of the public, whether in op eds, review essays or blogs. You will also report and write feature stories. This class is a workshop, as well as a seminar, and there will be writing assignments due almost every week. Students will publish their work in SIPAs student publications, as well as in media outlets reaching far beyond the IAB

INAF U6902 Journalism in the Movies: Breaking News, Exposing Crime, Saving Democracy. 3.00 Points.
Category: TMAC

This course is an introduction to the role that journalism plays in society and how this has evolved through time, alongside technological and social change. We will look at the rise and demise of traditional media, the transformations wrought by the internet and digital technologies, and how social media and algorithms have radically reshaped media markets and the broader information landscape. We will examine how journalism has adapted to these changes. We will look at the growth of cross-border investigative journalism and the emergence of new techniques for engaging audiences and gathering and distributing information. We will also look at the threats to journalism that come from the rise of populist and authoritarian governments worldwide. We start from the premise that the role of watchdog reporting is as important now as it’s ever been and that journalists are better equipped than ever, they also face serious threats. Supporting journalism and the flow of quality information is essential to preserving Democracy, and how society understands the role of media affects whether or not governments and the public will support it. The portrayal of journalists in the movies has, over the years, helped instill an understanding of what journalism is and what journalists do, even if Hollywood has glamorized, satirized, or oversimplified. This course, taught by a prominent investigative journalist and a scholar of investigative reporting, will look at films from around the world to better understand what journalism is, what it can or should be, and how society’s understanding of the Fourth Estate has evolved. Each week we will assign films and readings on a journalism-related topic. Students will then meet in class for lectures, discussions, and presentations from instructors, invited guests, and the students themselves. Students will consider how the movie portrayals contribute (or not) to the public’s understanding of journalism. They will compare the films to real-life journalism, more specifically to the country or community they know best or are keen to know more about. For their final project, students will research and report on a journalism organization in their chosen country/community. They may also opt to dig deeper into one of the themes and topics taken up by this class as it relates to journalism in or about a country or community
INAF U6905 Fundamentals of Podcast Interviews. 1.50 Point.
Category: MIA/MPA: Short Course, TMAC
Check Vergil for Course Dates

The course is designed to give students real-world experience in podcast interviews and development. Students will leave with an understanding the workflow of podcast production as well as how to interview, edit, and produce their own interviews with audacity. In the first weeks of class, students will learn how to structure a podcast interview and how to use Audacity as well as additional basics of audio production. Students will also learn how to edit transcripts and are strongly encouraged to interview subjects who correlate to work they are doing for other classes/areas of interest. In the last weeks of the class, students will focus on the presentation and hosting aspects of their interviews. Students will learn to package and pitch their interview, taking their product from idea to final pitch. Each week, students will listen to and reflect on popular podcast interviews to get a range of inspiration, interview style, subject matter, and editorial design

INAF U6906 Policy Solutions for Online Mis/Disinformation. 3.00 Points.
Category: ISP, TMAC

This course is part of a five-school course which operates under different course names at different schools and includes students from NYU, Cornell Tech, and Columbia Journalism School. The entire five-school group meets most Mondays on Zoom for 90 minutes and then the SIPA cohort will meet with Dr. Schiffrin on Wednesdays at SIPA. On March 31, the TMaC program will host the 2022 Niejelow-Rodin Global Futures Forum and this year’s theme will be tech regulation. The course assignments will help students and speakers prepare for the event as they research and compare policy solutions for the problem of online mis/disinformation.

INAF U6908 Information Operations on Social Media. 1.50 Point.
Category: TMAC
Check Vergil for Course Dates

This class provides foundations to understand an emerging space of cyber conflict: information operations on social media. It focuses on how foreign and domestic actors are using disinformation campaigns strategically to achieve a wide range of objectives, and gives students foundations and tools to understand how these campaigns operate, which tactics are favored by the different adversaries in this space, and how these types of incidents are detected and mitigated. The class primarily focuses on information operations as tools of geopolitical conflicts and means used by regimes to control political conversations: it may engage tangentially with the role that social media polarization, state-sponsored media outlets and conspiratorial communities play in this space, but its core preoccupation will be the study of organized disinformation campaigns designed to manipulate social discourse. Students will be asked to engage with a variety of sources including relevant academic readings across disciplines, government assessments, social media platform policies, datasets, and threat intelligence products from the private sector

INAF U6912 Messaging Policy in the Digital Age. 1.50 Point.
Category: MIA/MPA: Short Course, Management, TMAC
Not offered during 2023-2024 academic year.

Blogs, Twitter, Facebook, YouTube and other social media platforms engage millions of users globally and while it's tempting to dismiss social media, the reality is that it fundamentally changed strategic communication. Using social media, employees acting on behalf of governments, corporations and nonprofits incite people to take action, or support causes. Social media can also taint reputations and impede messaging. Today, no sector is free from the pressure of using and reacting to social media. Over the seven-week course, students will be expected to critically assess scholarly work and develop informed opinions on messaging in the digital age. As well as developing a theoretical understanding of social media, students will use various social media applications like Twitter, Instagram and Snapchat to analyze, evaluate, and develop social media campaigns as part of a portfolio project. In this class we’ll look back – to look forward. We’ll look to what Aristotle can teach us about Snapchat, if one is to convey a message with a .30 second video, where do ethos, pathos and logos fit in? What can Alexis de Tocqueville teach us about twitter and the participatory nature of citizenship? This is a course for students pursuing careers in the public or private sector and it is suitable for anyone who will be involved in the decision process of where social media fits into a strategic communication plan. Practical topics we will discuss: What are the implications of new digital communication technologies for organizations? For individuals? What are the incentives for participating? How do you define success of a social media campaign? Student who take this course will become familiar with: Changes in strategic communication brought about by new digital technologies; Methods to effectively craft, deliver and amplify social media messages to key audiences; Research approaches that can be applied to implementing and evaluating social media based strategic communication; Ethical questions related to social media-based strategic communication; The ability to assess and use communication strategies to address diverse audiences that inform and influence individuals, organizations and community

INAF U6914 Policies and Practices in Human-Centered Digital Development. 3.00 Points.
Category: EPD:Economic, EPD:Political, EPD:Social, EPD:Sustainable, GPP, TMAC

The course takes a theoretical and critical look at the field from the instructor's many years of experience working in technology and development, from organizations as diverse as Microsoft Research India to UN Women. ICTs have the power to fundamentally transform the lives of billions. Yet technological solutions are often offered as a “silver bullet”, not grounded in broader socio-economic networks. The course will discuss several case-studies in order to ground theory in practice, and will introduce students to several initiatives which have enabled “development” through ICTs, such as India’s Aadhaar, Kenya’s M-Pesa and others. We will also have participation from invited guest speakers. Through a group assignment, students will apply the principles and good practices explored in the course to develop a concrete digital development proposal. Students who are interested in careers in international development with a focus on technology will find this course a useful foundation
INAF U6918 Digital Service Delivery for Leaders and Policy Makers. 3.00 Points.
Category: TMAC

Our most important public institutions—from the US Government to multilateral NGOs—are struggling to keep pace with technological change. This challenge is creating a crisis of confidence in large institutions and hampering the implementation of policies we need to move our world forward. This course will attempt to equip the next generation of leaders and public policy officials with tools to reform our institutions and deliver policy and digital services that improve outcomes, increase program efficiency, and delight the people that have to use them in the process. No tech background? No problem. We will cover the fundamentals of digital service design and unpack important concepts like agile development, user-centered design, and iterative testing and learn how to incorporate them into policy work. While we will focus most of our analysis on government and large public institutions, the strategies and skills you will learn in this class can be applied to any organization or company in need of change. This course is focused on developing practical skills across three key areas: First, we will learn the fundamental tech strategies for building successful digital services and how to incorporate them into your work. Second, we will examine historical policy barriers and reimagine the policy development process with an eye towards implementation in the digital era. And third, we will explore tactics to navigate bureaucracy and create change in large organizations. During the semester you will have an opportunity to learn from and engage with some of the industry’s top leaders and change agents during our case studies and lectures, including several of the authors from the course readings.

INAF U6921 Narrative Journalism Across the Platforms. 3.00 Points.
Category: TMAC

Not offered during 2023-2024 academic year.

This is a writing workshop aimed at professional or pre-professional writers and media workers with a deep interest in international affairs. A fluid knowledge of written English is important. If the student is not yet a facile writer in the English language, he or she might get more out of the course if they took it during their second year of SIPA studies. The course is designed to give students exercises and real-world experiences in writing feature articles and producing media for the web on international affairs and public policy topics. The aim is for each participant in the workshop to produce at least one (hopefully) professional level magazine article or video or audio webpiece by the end of the semester. The objective is to help people tell true stories from this globalized world we all live in

INAF U6922 Race and Western Journalism. 1.50 Point.
Category: MIA/MPA: Short Course, TMAC
Spring 2024 Course Dates: March 6 - April 24

The politics of race and identity are intertwined. This course will examine the history of race, colonialism, national identity and its intersection with mass media in today’s multi-racial democracies. Students will gain knowledge of the current debates about racial equity in Europe and America, and how people of color are beginning to challenge the journalism status quo—and the dominant narratives about the world. By the end of this course, students will gain a deeper media literacy around race and national politics.

INAF U6932 Ethics of Media, Technology, and Design. 3.00 Points.
Each week we will examine a variety of case studies covering topics such as: the ethics of information design, algorithmic bias, deceptive user experience patterns, social media and commodification, safe spaces in virtual environments, the development of autonomous systems and smart cities, the relationships between artificial intelligence and copyright, democracy and media, and media activism and community organizing. Throughout the semester, students will select three ethical problems to research, including two case studies and one essay/opinion piece. Using primary sources, photo, video, and graphics, students will capture pressing ethical issues. They will learn to navigate frameworks for ethical decision making, ethical management systems, and develop “codes” of ethics, and value statements. Students will also have the opportunity to engage in hands-on “ethical” user experience research during class exercises where they test websites, apps, and products. Finally, guests will be invited to the course to share their experience with developing ethical frameworks as media, design, and technology professionals.

INAF U6935 Communications for the Public, Private, and Non-Profit Sectors. 3.00 Points.
Category: TMAC

This course will train students to become communications directors and spokespeople for government agencies, for-profit companies, or nonprofit organizations. We will provide a detailed overview of the extensive role that communications play in a given organization. The discussions and exercises in this course use current events to demonstrate how communications interact with and affect every area of business and organizational operations. The daily and weekly assignments are similar to what real communications executives do regularly. We focus on real-world examples to train you to think and react like a communications executive. The course will also invite high-level guest speakers to share their experiences and expertise in different areas of communication. Students who take this course will become familiar with how to work with the press and the nuances of media relations; how to write press releases, speeches, and executive communications; the importance of internal communications and corporate culture in employee acquisition and retention; media training; developing strategic public relations plans for internal and external communications; and how to develop crisis communications strategies. Prior public relations courses and experience are not required; however, exceptional English writing and grammar skills are strongly recommended for students to succeed in this class. Hagar Chemali runs a next-generation news media brand and hosts its weekly world news show on YouTube called Oh My World! She has also advised a range of clients on strategic communications. She worked in the U.S. government for over 12 years in different senior public affairs and policy-making positions in national security.
INAF U6946 Writing and Delivering Speeches. 1.50 Point.
Category: MIA/MPA: Short Course, TMAC

This introductory course for second-year SIPA students covers the fundamentals of persuasive speechwriting for politics, business, and advocacy organizations. While theory is covered in the first class, emphasis is placed on building practical skills throughout the semester’s remaining six classes. Students will be expected to draft, edit, and deliver their own speeches throughout the semester. Along the way, they’ll develop the research, writing, and editing skills to shape and articulate a compelling message, while collecting techniques to meet deadlines and overcome the dreaded “writer’s block.” This course addresses practical topics including: Why do some speeches persuade, while others fail flat? How does a writer effectively capture the voice of the person they’re writing for? How are speeches tailored for specific audiences, venues, and occasions? Are there ethical responsibilities when writing speeches that can confirm, change, or create mass behavior? As AI tools become increasingly sophisticated, how should a speechwriter approach questions of sourcing, fact-checking, and fundamentally human aspects of writing such as humor and creativity? By the end of the semester, students will have three full speeches to use as writing samples. The course is taught by speechwriter, political strategist, and New York Times bestselling author Lauren Peterson. Lauren spent several years working as a speechwriter to Hillary Clinton, including on her 2016 presidential campaign, and helped the former Secretary of State launch and produce her award-winning podcast, You and Me Both. Previously, she worked as a senior advisor and writer at Planned Parenthood Federation of America, and as a senior writer on President Obama’s 2012 re-election campaign. While Lauren is a fierce believer in the ability of speeches to shape public discourse and move listeners to action, she feels just as strongly that digital tools are essential to reaching audiences in the modern era of communications. A graduate of the University of Wisconsin-Madison, Lauren has written about figure skating for The Washington Post, parenthood for Romper, and LGBTQ conception for The Bump. She has appeared on MSNBC and been featured in Cosmopolitan, Teen Vogue, and Fusion’s “30 Women Who Will Change the 2016 Election.” She advises a wide range of clients including leaders at the highest levels of politics, business, health care, advocacy, academia, and the arts.

INAF U6979 Online Trust # Safety. 1.50 Point.
Category: MIA/MPA: Short Course, TMAC
Spring 2024 Course Dates: TBA

What rules and expectations should online platforms such as Google, Facebook, Instagram, TikTok, Uber use to govern themselves? How do technology companies work to mitigate socio-technical harms arising from their products? How do geopolitical questions and conflicts manifest on online platforms—for instance, how should social media platforms handle gruesome images and unverified information emerging from the war in Ukraine? One discipline is at the core of these questions: Trust # Safety, which is the study of how online services are abused and/or cause societal and individual harms, and the potential responses to mitigate these harms. Still relatively obscure but of increasing centrality to almost every matter of public importance that has an online component, the Trust and Safety field has exploded in the last two decades to encompass areas of policies ranging from online violent extremism to child safety and disinformation. This course provides students with the foundational knowledge to understand the key methods, approaches and underlying technologies in T#S and content moderation, and to navigate the current debates in the field. Over seven sessions, students will engage with essential academic texts on content moderation, disinformation, online harms and the regulation of technology. They will also learn from practitioners, getting an unique and valuable perspective on how to build and operate content moderation systems, and on how to detect information operations unfolding in social networks. This course engages deeply with the merits and flaws of current systems to address socio-technical harms within the technology sector, and prepares students to operate, regulate or cover these issues in their careers. This is an accelerated, seven- session course, aiming to rapidly give students familiarity and sophistication with the field and topics of Trust # Safety and its fundamental dynamics.

INAF U8183 Tools for Advocacy. 3.00 Points.
Category: TMAC

Tools for Advocacy: Understanding How the Media Works and How to Use it to Promote a Cause or Institution provides students of international affairs and public policy with a set of practical communications skills for use in their everyday work. Students will learn how to function effectively in our fast-changing contemporary media environment. Students will learn how to craft powerful messages, create compelling material for the media and refine their presentations techniques for interviews. They learn how to use the media to deliver messages to key audiences and how to conceive and execute an advocacy campaign as part of an organizational mission. Communications professionals from a variety of fields visit the class during the course of the semester. Students produce advocacy materials including an a press release, an op-ed and some form Internet content.
PUAF U6135 Civic Innovation # Designing for People. 1.50 Point.
Category: MIA/MPA: Short Course, Management, TMAC, USPUrban
Fall 2023 Course Dates: Sept 8 - Oct 20

Governments worldwide are looking for innovative ways to better serve the public and provide services more efficiently and effectively. This course uses examples from current and recent innovation efforts to investigate what ‘innovation’ means in government. In particular, the course will introduce how the Agile and human-centered methodologies used to design and build successful consumer products are applied in government to design more effective policies, programs, and services. The course aims to show students how they can work creatively in policy environments to develop new people-centered solutions to complex social problems. To this end, the course takes a blended approach to learning, combining hands-on design studios that teach actionable methods with readings and lectures on analytical frameworks for developing new approaches to serving people.

PUAF U6145 Civic Innovation: Design in Practice # Imagination. 3.00 Points.
Category: Management, TMAC
LID & TMaC Registration Priority.

Civic Innovation: Design in Practice # Imagination is an introduction to how human-centered design methodologies are being used in government contexts and to the human questions that preoccupy designers working to innovate around policy and service delivery. The course explores the utility of design methods for addressing current-day public-sector and social challenges – and for inventing the policy and social solutions of the future. This new seminar course brings together readings in social theory, applied methods from design-driven innovation practice, and student-led case studies in current and future civic innovation efforts. Its particular focus is on broadening students’ understanding of results-oriented civic innovation tactics to encompass ongoing debates around power, data, embodiment, community, craft, and meaning.

PUAF U6314 Climate Campaigning Reimagined: Communications and Mobilization. 1.50 Point.
Category: EE, MIA/MPA: Short Course, TMAC
Fall 2023 Course Dates: Oct 17 - Dec 5

 Plenty of people wonder, “What can I do?” about the planetary climate change crisis and environmental destruction. Reimagining the traditional strategies, this course teaches how campaigners can turn “What can I do” into “What can we do?” and ultimately, “What can we do that will make the biggest change?”. By examining different advocacy approaches, students will gain experience in analyzing climate campaign strategies, development, and implementation and practicing the concrete skills of communications for climate advocacy. The course challenges students to consider contradictions and dilemmas in climate campaigns, including debates about pragmatic vs. ambitious goals; working with like-minded allies vs. defusing or engaging opponents; “inside” vs. “outside” strategies; the relationship between organizations and social movements; risk and stakes in different political environments; and how to confront power. For their assignments, students choose a current campaign on an issue in climate, environment, and/or biodiversity. Over the seven weeks, they will create assets and propose new approaches to supplement the campaign, including messages, speeches, social media posts, and spokespeople. The professors are the co-founders of the climate justice campaigning organization Planet Reimagined, which leverages the celebrity platform and reach of musician Adam Met (of 7x platinum music group AJR) and the human rights and climate advocacy experience of nonprofit executive Mila Rosenthal (of leadership roles at Amnesty International and the UN). Their organization translates research into action, bringing advocacy to life through partners in media, entertainment, politics, business, and nonprofits, bringing together the private, public, and social sectors annually, reaching over 100 million hearts and minds.

Other SIPA Courses
EMPA U6426 Digital Case Study Projects. 3.00 Points.
This semester-long SIPA class is a project-based course designed to help introduce students to documentary film technique, and help student teams produce documentaries on local issues. The course offers rich custom-produced guides to smart phone filming, interviewing technique, field production and editing, as well as small group mentoring sessions and workshops. Teams will receive gear, training, and funds for local filming costs. All films will participate in an end-of-semester film festival, together with other partner institutions. This class is open to all SIPA Students. Cases created will be shared on platforms such as SIPA’s Public Policy Case Collection. Students will have opportunities to interact with guest speakers from Discovery Channel, PBS and National Geographic, as well as with other cohorts of this class being offered across the world as part of the Open Society University Network. This class and training allow students to use gear and seek funding for MPA-DP summer placement projects in the Capstone video projects in the spring and summer of 2024. It is taught by Emmy Award winning documentary filmmaker Adam Stepan, PhD

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INAF U6006 Computing in Context. 3.00 Points.
Category: DAQA, Management, TMAC, USP:Social, USP:Urban

This introductory course will explore computing concepts and coding in the context of solving policy problems. Such problems might include troubleshooting sources of environmental pollution, evaluating the effectiveness of public housing policy or determining the impact that local financial markets have on international healthcare or education. Using policy scenarios as examples, students will be exposed to topics including: requirements gathering, data collection, data cleansing, writing pseudocode and code, using Python packages to help solve policy problems, presenting technical solutions and the constraints of computing. The hands-on nature of the class will help students to develop a strong, transferable skill-set that could be applied to both current coursework and future employment. Between the computer science and policy context lectures, students will see how computer science will become a fundamental component of their policy analysis education.

### INAF U6129 Storytelling and The Art of Creating Social Impact Campaigns. 3.00 Points.
Category: EPD:Social, Management, TMAC, USP:Social

LID & TMaC Registration Priority.

Was the pro-life narrative strategy a decisive factor in overturning Roe v. Wade? After countless videos of police brutality, why did the video of George Floyd’s murder dramatically accelerate the pace of cultural and policy change? After years of campaigns to reduce teen pregnancy, how was it that a TV show became one of the main drivers of reducing teen pregnancy to the lowest point in recorded history? After losing 31 state referendums, why did a new narrative approach enable the gay marriage campaign to start winning nationwide? These questions and storytelling examples are part of broader social impact campaigns which combined the right mix of strategy and narrative to create change. A social impact campaign is one that creates a significant change that addresses a pressing social issue. Often, there is too little focus on the power of narrative to change behavior and drive action. This class will explore all aspects of social impact campaigns that harness the power of “effective” stories to engage audiences and prompt action. Additionally, we will investigate how corporations and brands develop campaigns and how they partner with the government, foundations and NGOs. Students will have the chance to question some of the leading creators/practitioners as they create their own social impact campaigns.

### INAF U6383 Foundations of Cyber Conflict. 3.00 Points.
Category: ISP, TMAC

This class examines the dynamics of cyber conflict. We will focus less on the technology of cyberspace than the national security threats, challenges, and policy responses including lessons from history and other kinds of conflict. After taking this course, you will understand about the Internet and Internet-based attacks; how cyber conflicts unfold at the tactical and strategic levels; how cyber conflicts and cyber power are different or similar to conflict and power in other domains; the evolution of US cyber policies and organizations; as well as legal issues and the policies and organizations of other nations. The centerpiece of the course is an exercise to reinforce the fundamentals of national security response to a major cyber incident. Accordingly, you will demonstrate the ability to formulate policy recommendations in the face of the uncertainties of an unfolding cyber conflict.

### INAF U6386 Policy Dilemmas in Cybersecurity. 3.00 Points.
Category: ISP

Not offered during 2023-2024 academic year.

This class examines the challenges that policymakers must face as they grapple with the changing landscape of cybersecurity, from online crime and cyber conflict, to seemingly ubiquitous surveillance. There will be an introduction to the basics of the technology but much more on the difficulties pressing policymakers and businesses today. This course is intended to be an introduction to cybersecurity and is thus suitable for complete newcomers to the area. It is a big field, with a lot to cover; however this should get students familiar with all of the basics. The semester is divided up into three sections: (1) a technical overview of cyberspace, attack and defense measures; (2) a detailed look at the various state and non-state threat actors; (3) a detailed look at defense in the public and private sectors and their political and economic underpinnings.

### INAF U6502 Into to Text Analysis in Python. 3.00 Points.
Category: DAQA, TMAC

This introductory course will explore a variety of approaches to studying text-as-data, collected from newspapers, social media, websites, and any other kind of text data source using the Python programming language. Designed for beginners with no prior coding experience, students will leave this course with beginner-to-intermediate Python programming abilities and the tools to continue building their skills beyond the classroom. Students will learn the fundamentals of the data process in addition to gaining hands-on experience with methods for data collection (e.g., web scraping and working with APIs) and text analysis (e.g., sentiment analysis, topic modeling, and more). Practical in nature, the course will culminate in a final project that will ask students to explore a research question of their choice using the various methods for data collection and analysis learned across the semester, which students can then share as public scholarship and/or with prospective employers. The course content is geared towards students interested in pursuing careers in journalism, marketing, social media strategy, policy analysis, financial analysis, and tech.
INAF U6504 Python for Public Policy. 1.50 Point.
Category: DAQÁ, MIA/MPA: Short Course, TMAC
DAQA Registration Priority. Fall 2023 Course Dates: Sept 6 - Oct 18;
Spring 2024 Course Dates: Jan 16 - Feb 27

This 7-week mini course exposes the students to the application and
use of Python for data analytics in public policy setting. The course
leaves introductory technical programming skills that allow students
to learn Python and apply code on pertinent public policy data. The
majority of the class content will utilize the New York City 311 Service
Requests dataset. It's a rich dataset that can be explored from many
angles relevant to real-world public policy and program management
responsibilities.

INAF U6509 Basics of Cybersecurity. 1.50 Point.
Category: ISP, MIA/MPA: Short Course, TMAC
Fall 2023 Course Dates: Sept 6 - Oct 11; Spring 2024 Course Dates: Jan
16 - Feb 27

The purpose of this half-semester course is to familiarize SIPA students
with how the internet and cybersecurity work, to provide a foundation
of knowledge for later courses, and to familiarize with the terms used to
describe devices, protocols, and functions of the internet. This course is
not intended to be a computer science course but to provide the student
with the lexicon of cyberspace, the understanding of the components,
and how they fit together to create the internet experience. It is a broader
course meant to complement Cyber Risks and Vulnerabilities, which
is more focused on specific vulnerabilities. This course is intended to
be an introduction to cybersecurity and is thus suitable for complete
newcomers to the area.

INAF U6518 Cybersecurity: Technology, Policy, # Law. 3.00 Points.
Category: ISP, TMAC
Instructor managed registration. Join waitlist in SSOL

This course will bring together professors and select students
from across technology, policy, and law to discuss how different
disciplines solve cybersecurity issues. Classes will cover the technical
underpinnings of the Internet and computer security; the novel legal
aspects from technology, crime and national security; and the various
policy problems and solutions involved in this new field. Class discussion
will range freely between the technologies and implications of cyber
security, crime, and conflict. To keep the students focused on topical
issues, the assignments and guest lecturers for the Fall 2021 session
of this course will be organized around four of the “great hacks” –
SolarWinds (and supply chain), NotPetya (and state-based disruptions),
Colonial Pipeline (and ransomware), and 2016 election-related hacks (and
cyber-related disinformation).

INAF U6523 Cyber Risks # Vulnerabilities. 1.50 Point.
Category: ISP, MIA/MPA: Short Course, TMAC
Spring 2024 Course Dates: Mar 5 - Apr 23

The purpose of this course is to familiarize SIPA students with the
protocols and devices used in the function of the internet while focusing
on the flaws and vulnerabilities. This course will approach each session
in the following manner: discussion of the topic to include what the topic
is and how it is used, vulnerabilities and specifically, and example, and
will follow up with a video or other demonstration of a common hacker
technique or tool to illustrate the problem so the students can better
understand the impact. This course is intended to complement Basics
of Cybersecurity with a tighter focus on specific vulnerabilities and how
these can be exploited by hackers, criminals, spies, or militaries. This
course is intended to be an introduction to cybersecurity and is thus
suitable for complete newcomers to the area. It is a big field, with a lot
to cover; however this should get students familiar with all of the basics.
The class is divided into seven topics; the first five iteratively build on
each other. Session six will look to future technologies. Session seven
will challenge students to understand the authorities encountered and
the friction between the authorities and agencies in responding to a
cyber incident. Many cyber jobs are opening up with companies that
need international affairs analysts who, while not cybersecurity experts,
understand the topic well enough to write policy recommendations or
intelligence briefs. Even if you don't intend your career to focus on cyber
issues, having some exposure will deepen your understanding of the
dynamics of many other international and public policy issues.

INAF U6524 Cybersecurity # Business Risk. 3.00 Points.
Category: IFEP: Central Banking, IFEP: Economic Policy Track, IFEP:
International Finance Track, TMAC

This course will examine cybersecurity and threats in cyberspace as
a business risk: that is, the potential and consequent magnitude of
loss or liability arising from conducting business connected to the
Internet. Many organizations have traditionally viewed cybersecurity
as a technology problem, “owned” by the Information Technology
department. However, doing business connected to the Internet can
create non-technical problems: legal, regulatory, financial, logistical,
brand or reputational, even health or public safety problems. Increasingly,
organizations are treating cybersecurity and cyber threats in a broader
manner, viewing cyber as a risk to be managed, and owned ultimately
by the most senior ranks of corporate governance. An example might
be a bank managing cyber operational risk similarly to managing credit
and market risk. However, organizations continue to face challenges
as they try to translate, measure, manage, and report a risk that is
highly technical, and still somewhat foreign to most risk managers. The
objective of this course will be to introduce you to basic concepts of
cybersecurity and threats in cyberspace, and enable you to apply them
to tools, techniques, and processes for business risk management.
It assumes no technical knowledge of cybersecurity, nor a deep
understanding of risk management. Students will learn about the basic
principles of cybersecurity, the main actors in the business and regulatory
spheres, and approaches to business risk management: how to
understand, describe, measure, and report risk in a cybersecurity context.
Students will also understand different models and approaches used by
leading institutions in various industries, including the financial services
sector, critical infrastructure providers, high-technology companies, and
governments.
INAF U6525 Social Innovation, Technology, # Public Policy in the Global South. 1.50 Point.
Category: MIA/MPA: Short Course, Management, TMAC
Spring 2022 Course Dates: Jan. 18 - March 1

In this course, students will analyze the following tools and their role in social innovation and policy change: artificial intelligence and machine learning, chatbots, social networks, online petitions, direct digital pressure, crowdfunding, crowdsourcing, e-participation, multi-agent systems, and digitally-driven phone-banking and blast-messaging. The focus will be via study of case-studies and stories of best practices, mainly from the Global South. The analysis of tools and case studies will be complemented by brief lectures from practitioners, followed by a dialogue between the instructor and the students on the current academic debate around these issues. The course will consist of seven sessions, divided into three overarching themes: Social Innovation as a replacement of government: how to adapt service provision to the digital age; Social Innovation as a collaboration with government: how to use coordinated action to stop abuse of power. The purpose of the course is to help future policy makers, entrepreneurs, civic leaders, and designers understand how public policy can learn from new and effective examples of social innovation. In the process, students will be exposed to transdisciplinary concepts touching on the subjects of political science, sociology of science and technology, political philosophy, philosophy of information and technology. Theory will be balanced with practice and students will be provided a methodology for strategic thinking that combines a mix of design thinking, product development and start-up planning and iteration techniques.

INAF U6529 Cyberspace in Strategy and Grand Strategy. 3.00 Points.
Category: ISP, TMAC

Debates over grand strategy have taken on renewed importance as the United States has shifted away from a predominant focus on counter-terrorism and counter-insurgency toward a new era of great power competition. Questions over things like military deployments, the utility of force, the purpose of alliances, the value of free trade, and the role of international institutions are informed to a large degree about how states perceive their role in the world and how policymakers believe they can best cause security for their countries; in other words, much of it boils down to grand strategy. Despite the importance of grand strategy in contemporary discussions about international security dynamics and foreign policy, the role that cyberspace plays in these debates has largely been neglected. Yet, cyberspace has unique implications for grand strategy—it affects nearly every aspect of contemporary strategy, from the employment of military power and alliances to diplomacy and economic statecraft. This course will explore the intersection of cyberspace in strategy and grand strategy, with a focus on the United States, although we will also examine other non-U.S. critical cases throughout the semester. We will evaluate how existing theories and concepts extend to cyberspace, as well as how cyberspace is shaping the development and conduct of strategy. The course is largely organized around the different instruments of national power and their application to cyberspace, with a focus on critical use cases. We will address questions such as, what is the nature of cyber power and how do states use cyberspace for strategic ends? How do states use cyberspace as a military tool and what are the implications for international stability? What are the prospects for cyber diplomacy and international cooperation? The goal of this course is to bridge theory and policy—to explore how esoteric concepts like deterrence apply (or don't) to the reality of state behavior in cyberspace. Throughout the semester, we will hear from guest lecturers with both practical and academic experiences to enhance our discussions.

INAF U6531 Cyber Conflict and Cybersecurity in the Indo-Pacific. 3.00 Points.
Category: ISP, TMAC

This class will study the dynamics of cyber conflict and cybersecurity in the Indo-Pacific. Students will examine cybersecurity threats across the region; compare policies, actors, and institutions across countries; and analyze competition within the region and with other major cyber actors such as the United States, Russia, and the European Union. Topics will include: development of cyber strategies; regional approaches to cyber norms, confidence building measures, and capacity building; information operations; and crime and non-state actors. Prior knowledge of cybersecurity and/or Indo-Pacific security is not necessary, but is useful.
INAF U6546 Artificial Intelligence and Conflict Prevention: Practical, Policy, and Ethical Dimensions. 3.00 Points.
Category: EPD:Political, ICR, ISP, TMAC

In this course, we will review several case studies in which AI technologies have been (and are being) developed with the express purpose of better predicting and understanding human conflict dynamics. The course instructor will draw on his own experience developing AI tools for multilateral organizations, as well as on a wide range of literature from both academia and policy research. Ultimately, the course is designed to further students' overall understanding of the practical, policy, and ethical aspects of the introduction of AI technologies in international peacekeeping and peacebuilding efforts (in particular, the UN conflict prevention/response architecture).

INAF U6614 Data Analysis for Policy Research Using R. 3.00 Points.
Category: DAQA, USP:Social, USP:Urban
DAQA Registration Priority. Instructor Managed Registration.

This course will develop the skills to prepare, analyze, and present data for policy analysis and program evaluation using R. In Quant I and II, students are introduced to probability and statistics, regression analysis and causal inference. In this course we focus on the practical application of these skills to explore data and policy questions on your own. The goal is to help students become effective analysts and policy researchers: given available data, what sort of analysis would best inform our policy questions? How do we prepare data and implement statistical methods using R? How can we begin to draw conclusions about the causal effects of policies, not just correlation? We'll learn these skills by exploring data on a range of policy topics: COVID-19 cases; racial bias in NYPD subway fare evasion enforcement; the distribution of Village Fund grants in Indonesia; US police shootings; wage gaps by gender/race; and student projects on topics of your choosing

INAF U8180 Human Rights Skills # Advocacy. 3.00 Points.
Category: EPD:Political, HRHP IO/UNS, TMAC

This course is designed to develop practical advocacy skills to protect and promote human rights. A focus will be developing an advocacy strategy on a current human rights issue, including the identification of goals and objectives, appropriate advocacy targets and strategies, and the development of an appropriate research methodology. Students will explore broad-based human rights campaigns, use of the media, and advocacy with UN and legislative bodies. Over the course of the semester, students will become familiar with a variety of tools to apply to a human rights issue of their choosing. Case studies will illustrate successful advocacy campaigns on a range of human rights issues.

PUAF U6312 Campaign Management. 3.00 Points.
Category: Management, USP:Urban

Together we are going to learn how to plan, manage, and execute the major elements of a modern American campaign using skills that can be applied to all levels of the electoral process. What are the elements of a modern political campaign? How are those pieces executed? How do we get the people elected (or un-elected) which impacts Public Policy for decades? If you are interested in political campaigns, this is your chance to learn directly from top experts in the field about the various tools and strategies used in all aspects of American politics and campaigns today. Although this is a course focusing on practical competence, empirical political theory and relevant political science will be applied to our work. Guest lecturers, simulations, and additional materials such as videos and handouts will augment the course. When we are done, you will know what you need to do, and where you need to turn, in order to effectively organize an election campaign. The curriculum is ambitious, specialized, and task-specific. This is not a course in political science, but rather a hands-on, intensive training seminar in campaign skills. By May, you will be able to write a campaign plan, structure a fundraising effort, hire and work with consultants, plan a media campaign (both paid and unpaid), research and target a district, structure individual voter contact, use polling data, understand the utility of focus groups, write press releases, conduct advance work on behalf of your candidate, manage crises, hire and fire your staff, and tell your candidate when he or she is wrong. Our aim is to make you competent and eminently employable in the modern era of advanced campaign technology. For the purposes of this class, you will design a campaign plan for a political race. To make this more interesting (and realistic), you will be provided with information and situations throughout the semester that will require you to plan, anticipate, and adapt your campaign plan to the changing realities inherent to every campaign. The course will be co-taught by Jeffrey Pollock, the Founding Partner and President of Global Strategy Group, a premier strategic research and communications firm, who has advised numerous local and national political candidates and organizations; as well as, Camille Rivera, Partner at New Deal Strategies, an experienced policy and political legislative director with a demonstrated history of working in the non-profit organization management industry

REGN U8753 Propaganda, Russia, # The World Information War. 3.00 Points.
Category: Regional, TMAC

This course is a highly current guide to the international information war, why propaganda and disinformation work, and how they can be fought. After an introduction to the philosophy of information – how people process it and whether there can in fact be multiple truths – the course looks in depth at the disinformation tactics that state and private actors use to advance their goals. The course then considers a broad range of techniques to combat false information – including the ethics and effectiveness of overt and covert counter-disinformation campaigns conducted by Western countries. The course draws heavily on information operations by Russia, but also considers other disinformation actors – as well as the impact of disinformation on the US, Europe, Africa and Latin America. It concludes with a discussion of the future of information and disinformation, with an emphasis on the promise and dangers of artificial intelligence.
SIPA U6700 Inside the Situation Room. 3.0 Points.
Category: EPD: Political, GPP, ISP, MIA Core: Interstate Relations, TMAC, IO/UNS

In an era increasingly defined by geopolitical competition, it is more important than ever for future policymakers to understand why and how foreign policy decisions are made. Inside the Situation Room, co-taught by Secretary Hillary Rodham Clinton and Dean Keren Yarhi-Milo, employs insights from diverse academic fields—including political psychology, domestic politics, and international relations—and the direct experience of high-level principals in the room to understand the key factors which underpin a nation’s most crucial decisions. This course allows students to engage with a range of case studies and examine decision-making in a variety of historical and contemporary contexts, from the search for Osama bin Laden, to the “red line” in Syria, to negotiating with Iran. Students will be taught how to analyze and understand the complex interplay between individual psychology, domestic politics, public opinion, bureaucracy, the international environment, and other factors which feed into decisions about foreign policy—from crisis diplomacy to the use of force, signaling and perception, intelligence and its analysis, the deployment of other instruments of statecraft, and more. Through this course, students will think carefully and analytically about how leaders and other actors view the world, how they arrive at their decisions, and how various social, political, and psychological factors shape the policies they devise to promote their interests abroad. For more information, visit: https://www.sipa.columbia.edu/situationroom

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