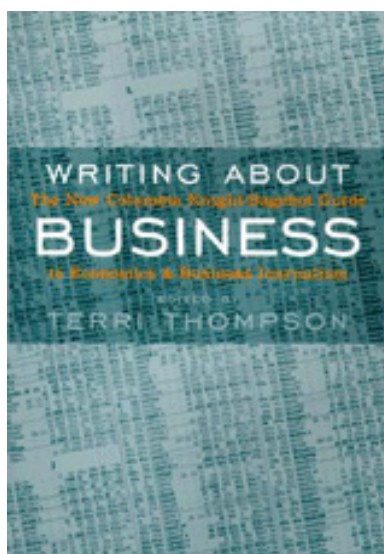


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# Knight-Bagehot Fellowship

## in Economics and Business Journalism

Annual Report of the Director  
2015-2016



Now available from online and regular bookstores, or from Columbia University Press: [www.columbia.edu/cu/cup](http://www.columbia.edu/cu/cup) or 1-800-944-8648. *Writing About Business: The New Columbia Knight-Bagehot Guide to Economics and Business Journalism*, written by alumni of the Knight-Bagehot Program and edited by Terri Thompson.

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# Knight-Bagehot Fellowship

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### Annual Report of the Director 2015-2016

The Knight-Bagehot Fellowship concluded its fourth decade in the strongest academic and financial shape ever, and it is now widely recognized as the premier education program in business and economics for professional journalists.

At the same time, the need for sophisticated coverage of these complex topics has never been greater, which is good news for the 372 accomplished journalists who have completed the rigorous Knight-Bagehot Fellowship in Economics and Business Journalism at Columbia University. Many of our graduates are setting standards of excellence at publications, including *The Wall Street Journal*, *The New York Times*, *Financial Times*, *The Washington Post*, *Miami Herald*, *Philadelphia Inquirer*, *Denver Post*, *Los Angeles Times*, *Arizona Republic*, *Minneapolis Star-Tribune*, *Detroit News*, *San Francisco Chronicle*, *USA Today*, *Christian Science Monitor*, *The Globe and Mail*, *Money Magazine*, *Consumer Reports*, *BloombergBusinessweek*, *Forbes*, *Fortune*, *Barron's*, *Kiplinger's Personal Finance*, and *Institutional Investor*; at broadcast stations such as CNBC, Fox, and NPR; and at news services such as Thomson Reuters, Bloomberg News, Dow Jones, the Associated Press, ProPublica, Slate, TheStreet.com, MarketWatch and Business Insider. (See pages 14-20 for a complete alumni list.)

The Fellows themselves agree that the Knight-Bagehot Program contributed to their career successes. "More than ever, the world needs business reporters with deep knowledge," says Neil Irwin ('07), senior economics correspondent for *The New York Times*. "I would have been utterly adrift in covering it all were it not for the intense education I received as a Knight-Bagehot Fellow." Jon

Hilsenrath ('96), who covers the economy for *The Wall Street Journal*, says, "In 19 years since my Bagehot Fellowship, I've made the rounds. Every step of the way, my experience at Columbia provided a well of perspective to cover complex issues. Nearly two decades later, I'm as thankful as ever that I had the Bagehot experience."

As the second Bagehot Fellow to direct this Program, I strive to make the Knight-Bagehot experience as memorable for the incoming Fellows as it was for me. In his review of this year's program, David Trilling wrote, "It's been restorative to spend nine months in the classroom, to make new friends and to enjoy the carefree life of a student, all while mastering new skills." Steven Overly, a reporter for *The Washington Post*, wrote, "I have no doubt that I will look back on the Knight-Bagehot Fellowship as a year that changed my career. The education inside and outside of the classroom is second to none, and any business journalist would be fortunate to take part." Jeff Roberts, who covers law and technology for *Fortune*, told the incoming class, "You'll have a remarkable year, and leave as a member of one of the most selective clubs in journalism."

The ultimate beneficiaries of the Knight-Bagehot Fellowship, of course, are the millions of readers, viewers and listeners who are the recipients of quality economics and business journalism. By contributing to the Knight-Bagehot Program, many of our funders feel that they are improving the level of public knowledge about business and economics generally, as well as improving the sophistication of coverage that their own corporations receive. All Knight-Bagehot Fellows share a commitment to accurate and thoughtful journalism, and, in-

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creasingly, the Knight-Bagehot Fellowship has become a much sought credential.

The Program's reputation is due largely to the high regard for journalism excellence fostered by the faculty of the Graduate School of Journalism and the Fellowship's long-standing association with one of the nation's finest Graduate Schools of Business. The relationship between the Knight-Bagehot Program and the Columbia Business School is special. Without the Business School's cooperation, it would be difficult, if not impossible, for the Fellows to receive a thorough background in business, economics and finance. The Fellowship continues to have the support and respect of media organizations, foundations, corporations, and individuals whose gifts support an exceptional educational program.

### **2015-2016 HIGHLIGHTS**

Fiscal 2016 was a year filled with celebration and accomplishments, beginning with the 40th anniversary dinner where we honored two of our alumni with the "Christopher J. Welles Memorial Prize." It ended in May with the graduation of this year's ten Knight-Bagehot Fellows.

- We celebrated the Knight-Bagehot Program's 40th anniversary with a reunion dinner held in New York City on October 29, 2015, in the Broadway Ballroom of the Marriott Marquis in Times Square. The dinner drew a crowd of more than 550, among them 49 corporate and foundation sponsors and their guests, and featured a "fireside chat" with Randall Stephenson, CEO of AT&T. We also honored Columbia University Professor Joseph Stiglitz for his dedicated service to the critiquing of global economics. As part of the ceremony, the faculty of the Columbia School of Journalism presented a prize for the best business journalism produced by a former Bagehot Fellow during the past year. This year's "Christopher J. Welles Memorial Prize" was awarded to Mark Clifford ('87) and Daniel Bases ('00). The next Chris Welles Prize will be presented at the 41st Anniversary Dinner Celebration which will be another major fundraising event held at the Marriott Marquis on October 27, 2016. Dinner chairs for the 40th anniversary were H. Rodgin Cohen of Sullivan & Cromwell, Alberto Iburguen of John S. and James L. Knight Foundation, Brian Moynihan of Bank of America, Douglas L. Peterson of McGraw Hill Financial, and Tom Speechley of The Abraaj Group. Through the efforts of our enthusiastic Co-Chairs, a dedicated alumni, a committed board of advisors and an expert events consultant, our dinner raised \$590,550.
- In honor of the Program's founders, former Columbia Journalism School Dean Elie Abel, Soma Golden Behr and Steve Shepard, the Knight-Bagehot alumni committee established a scholarship fund in 2000 with a goal to raise \$25,000 every year from former Fellows to help cover a portion of the cost of one Fellow's tuition every academic year. This year, 119 graduates of the program contributed a total of \$29,960. (All donors are listed on page 6.)
- Thanks to this year's successful fundraising, we were able to accept ten journalists into the Program and maintain at \$55,000 the living stipend paid to Fellows while they take their nine-month leaves from their jobs to attend Columbia University.
- As participants in the Knight-Bagehot Program, the Fellows this year partook in 22 seminars, attended 23 dinners with 27 special guests, and went on 13 field trips to various media organizations and financial institutions in New York and the American Institute for Economic Research in Great Barrington, MA. (A complete list begins on page 9.)
- A Wiegiers Fellowship was awarded by the Columbia Business School to a deserving member of this year's Knight-Bagehot class. This fellowship, made possible by a generous grant from George A. Wiegiers, former managing director of Dillon Read & Company, assists Knight-Bagehot Fellows who want to spend another year at Columbia to earn an MBA degree. This year's Wiegiers Fellowship recipient is Kim Gittleson, who covered the U.S. economy for BBC.
- In 1995, the Journalism School faculty approved the granting of a Master of Science degree to qualified Knight-Bagehot Fellows who take additional credits of journalism courses, and in a continuing trend, all of this year's class of Knight-Bagehot Fellows received an M.S. degree. Beginning with the 2017-2018 academic year, Knight-Bagehot Fellows will be allowed to choose from two academic tracks: the Certificate in Economics and Business Journalism or the Master of Arts in Journalism. Fellows who opt for the Certificate may select any university courses relating to business, economics or finance. To earn the M.A. degree, Fellows will take most of their courses at the Journalism School and produce a master's thesis; those who choose this track will not be able to apply credits during their fellowship year toward an MBA. Because of the demanding nature of the curriculum, Fellows are not permitted to take on outside assignments while school is in session.

- During the summer of 2016, the Journalism School will begin a major refurbishment of the Knight-Bagehot seminar room, including reconstruction of room; installation of new windows and carpet; replacement of all furnishings; and upgrading of technology in the room. We have budgeted \$500,000 to cover the entire cost of this renovation.
- The Knight-Bagehot Board of Advisors met three times during the academic year and spent the bulk of each meeting discussing fundraising opportunities, program development and alumni relations. (See page 21 of this report for a complete list of board members.) In 2010, the Board established the “Christopher J. Welles Memorial Prize” as a cash prize to be presented annually to a former Knight-Bagehot Fellow whose work most epitomizes Chris’ ideals of thorough reporting, good story-telling and timeliness. The prize this year went to Mark Clifford (’87) for his book, *The Greening of Asia: The Case for Solving Asia’s Environmental Emergency*, and to Daniel Bases (’00), senior correspondent at Thomson Reuters for his series on the Argentina debt crisis.
- The Knight-Bagehot Alumni Committee, chaired by Greg Farrell (’97), met several times during the year and continued its campaign to encourage graduates of the program to make financial contributions. As a result, 119 Knight-Bagehot alumni/ae contributed a total of \$29,960 to the program. (The list of alumni/ae contributors appears on page 6.) Knight-Bagehot alumni events, which were open to prospective Fellows as well as graduates of the Program, were hosted by Finsbury in February and by the Journalism School in April.
- In the summer of 2013, the Knight-Bagehot Program announced the establishment of a new business journalism prize underwritten by the Women’s Economic Round Table (WERT). Called “The WERT Prize,” it will be awarded annually for the best essay written on a specific topic by a Knight-Bagehot Fellow or Knight-Bagehot alumnus/na. The essay topic will be announced in September of every year, the deadline for entries will be November 30, and the winner, who will receive a cash prize of \$2,000, will be announced in January. The WERT Prize will be awarded at a Knight-Bagehot alumni event held by mid-February each year. The essay topic for the 2015 WERT Prize (“Climate Change”) was announced in September. Knight-Bagehot Fellows (former and current) were limited to one submission of no more than one thousand (1,000) words. The essay question was: What aspect of climate change has been

overlooked by the press? The WERT Prize judges, Peter Bakstansky, Maile Hulihan and Marcia Stammel, made their recommendations for the winning essay, and passed them to me, Director of the Knight-Bagehot Fellowship, and Dr. Amelia Augustus, Director of the Women’s Economic Round Table. In January we announced the winner of the third WERT Prize for the best essay written by a current or former Knight-Bagehot Fellow. The winning entry by Sara Silver (“When Quants Take on Climate Change”) was published by the American Institute for Economic Research on its website [www.aier.org](http://www.aier.org). A cash prize of \$2,000 was presented to Sara at a Knight-Bagehot alumni event hosted on February 3 by Finsbury, where Sara moderated a panel discussion on “Market Solutions to Climate Change.”

## THE PROGRAM

The Knight-Bagehot Program is unlike most mid-career fellowships, which tend to be rather informal and unstructured, a kind of sabbatical for reflection and revelation and contemplation. In distinct contrast, the Knight-Bagehot Fellowship is designed to provide an extensive and intensive exposure to economics, business and finance. Most Fellows report that they work harder at Columbia than they did on their jobs.

To qualify for the “Certificate in Economics and Business Journalism,” Knight-Bagehot Fellows must complete 30 points in course credits. Fellows may select any University course relating to business, economics, or finance, but in practice, Fellows take most of their courses at Columbia’s highly regarded Graduate School of Business. One of the required courses taught at the Journalism School is produced by the Knight-Bagehot director and provides a diverse schedule of specially arranged seminars and field trips, and a good number of informal off-the-record dinners which expose the Fellows to the maximum amount of useful information in the time available.

One of the strengths of the Program is its proximity and access to Wall Street and New York media companies. This year, the Fellows took 13 trips off campus. Among our stops were visits to The New York Stock Exchange, the Federal Reserve Bank of New York, *The Wall Street Journal*, *The New York Times*, CNN, and Bloomberg. (See pages 9 and 10 for a complete program list.)

Like any academic program, the Knight-Bagehot Fellowship does not intend to promote any special point of view. It seeks to expose the Fellows to a broad range of viewpoints. Speakers are chosen on the basis of their ability to

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present an informed and well-articulated lecture on the assigned topic, and, especially in the case of dinner guests, on their standing in the world of economics, business, finance or media, and the importance of their opinions and ideas about matters of topical interest.

This year, our dinner guests, whose backgrounds and ideological persuasions ranged widely, included H. Rodgin Cohen, Sabine Chalmers, Jamie Dimon, Rob Kindler, Sallie Krawcheck, Alan Murray, Gretchen Morgenson, Robert Rubin, Vivian Schiller, Paul Steiger, Joseph Stiglitz, Paul Volcker and Laura Walker.

## THE FELLOWS

Over the past 41 years, Columbia University has granted Bagehot Fellowships to 372 highly qualified and energetic reporters. During their year at Columbia, the Fellows are treated as any other full-time graduate student and are expected to take--and pass--at least 30 credits.

Despite the hard work, most Fellows look back fondly on the experience. At the end of his academic year, Iraki Kibiriti ('97) wrote to the incoming class of Knight-Bagehot Fellows: "The Program will challenge your time management skills to the limit. As designed, it leaves you free to do whatever you like but takes away that freedom by virtue of its intensity. You will work hard--extremely, I must emphasize--but in the end will rejoice at the skills and knowledge you will have amassed."

During my 23 years as director, 58 Fellows have found the experience so invigorating that they applied and were accepted for admission to Columbia Business School to complete an MBA degree. In so doing, they joined about a dozen other former Bagehots who have earned a business degree.

Most gratifying is the fact that nearly three-quarters of our working graduates, including those with MBAs, remain in the field and have turned their personal academic enrichment into enriched journalism. Many have gone on to win impressive journalism awards and honors. And several are sharing their knowledge and expertise as teachers and educators.

The chief criterion for selection of Knight-Bagehot Fellows is demonstrated journalistic excellence. The 2015-2016 Fellows were another exceptionally talented group:

**Justin Doom** was a reporter covering renewable energy for Bloomberg News.

**Kim Gittleson**, a reporter for BBC News, won the Wiegers Fellowship and will complete her MBA.

**Tiffany Hsu** covered the California economy for *The Los Angeles Times*.

**Iris Kuo** reported for Argus Media, an international energy wire based in Houston.

**Carolina Mandl** covered the banking industry for *Valor Economico*, Brazil's leading business newspaper.

**Steven Overly** is a staff writer for *The Washington Post*.

**Jeff Roberts** focuses on technology law and policy for *Fortune*.

**Cory Schouten** was managing editor of *Indianapolis Business Journal*.

**David Trilling** was Central Asia Correspondent for *The Economist*.

**Jamila Trindle** was a senior reporter for *Foreign Policy Magazine*.

## SOURCES OF FUNDING

The Fellowship was initiated in 1975 with large grants from eight firms (AT&T, Alcoa, Citibank, Exxon, General Electric, IBM, Mobil and Prudential). Over the years, the roster of funders has expanded to include hundreds of contributors, including about four dozen Fortune 500 companies and more than a dozen media corporations.

In 1987, the John S. and James L. Knight Foundation made a commitment to provide a \$3 million endowment that assures the Fellowship of an on-going source of funds and ensures its existence for years to come. To recognize this commitment, the Fellowship was renamed the Knight-Bagehot Fellowship in September, 1987, in honor of John S. and James L. Knight, founders of Knight Foundation. The Fellowship continues to carry the name of Walter Bagehot, the 19th century editor of *The Economist*, for whom the Program was originally named. Over the years, Knight Foundation has contributed a total of \$5 million to the endowment and \$1,225,000 in operating funds. Included in this is a \$2 mil



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lion challenge grant, for which Knight Foundation matched every dollar raised by Columbia University for the Program's endowment over a four-year period. The last matching gift of \$500,000 was paid in early 1999. Income from the Knight-Bagehot endowments covered 82 percent of the operating budget in 2015-2016.

Columbia University's endowment reported a 0.9 percent loss for the year. The value of the fund declined 6.2 percent to \$9 billion for the year through June 30, posting the smallest loss among six Ivy League schools that posted losses. Columbia's president Lee Bollinger said in a statement that the "university has been well positioned to withstand economic downturns over this turbulent period." The fund's five-year and 10-year annualized returns are 7.4 percent and 8.1 percent.

The Knight-Bagehot Endowment Fund, which had a market value of \$23,797,567 on June 30, 2016, distributed \$1,167,671 in fiscal year 2016 to the Program for expenses. The income from the endowment varies from year to year, based on the market value of the shares held by the Fellowship in Columbia University's endowment pools. We anticipate that the endowment will generate about \$1,170,000 in income to the Knight-Bagehot Fellowship for the 2016-2017 academic year.

To cover the remaining Program costs, including tuition, we must raise another \$450,000 in fiscal 2017. Our annual budget of about \$1.42 million would be impossible to meet were it not for the generous support of a committed group of long-time funders. We are, of course, extremely grateful to all of our funders, including the 119 graduates of the Program who made substantial contributions of their time or money to the Fellowship in 2015-2016. (A complete list of donors appears on page 6 of this report.)

## FINANCES

To ensure adequate financing for operations in 2015-2016, the Fellowship's fundraising goal was \$500,000. In the fiscal year ended June 30, 2016, the Fellowship was credited with incoming revenues of \$618,153 plus endowment income of \$1,167,671 to cover operating costs. Costs associated with our 40th anniversary dinner, our primary fundraising event, amounted to \$222,220.

Fellowship expenses are of four types: tuition, stipends, program and administration. Total operating expenditures for the year came to \$1,422,278. Tuition and fees at \$56,574 per Fellow, were the largest expense, at a total cost

of \$565,740. Stipends, at \$55,000 for each of the ten Fellows, amounted to \$550,000. The program costs include honoraria for seminars, which range from little or nothing to \$500 for individual speakers, and weekly dinners which average about \$1,200 each. To allow maximum funding for the Fellows, the Fellowship purposely maintains a small administrative staff. Total program and administrative expenditures for the year were \$306,538. After costs associated with the 40th anniversary dinner, the Program ended the year with a surplus of \$141,326. This surplus will help to offset the cost of a major refurbishment of the Knight-Bagehot seminar room which began in June, 2016, and will be completed by the time the class of 2017 arrives on campus for orientation in August, 2016.

Our primary goal continues to be to improve economics and business journalism by providing intensive and extensive training to an elite group of professional journalists so that their work will become more knowledgeable, fair and accurate. Our basic funding strategy is to solicit the employers of Knight-Bagehot Fellows, as well as the chief executive officers, senior communications and contributions executives at major corporations and educational foundations who share our goals. Thanks to the generosity of our loyal supporters, the Knight-Bagehot Program has survived the last recession and emerged financially strong.

Terri Thompson, Director

*Terri Thompson became director of the Knight-Bagehot Fellowship in Economics and Business Journalism at Columbia University Graduate School of Journalism in 1993. In her 20 years as a business journalist, she has reported, written and/or edited for the Coralville (Iowa) Courier, Purchasing Magazine, BusinessWeek, Institutional Investor, U.S. News & World Report and Lear's. A graduate of New York University, Columbia University Graduate School of Journalism and a 1981 Bagehot Fellow at Columbia, she is the author of "Biz Kids' Guide to Success: Money-Making Ideas for Young Entrepreneurs" (Barron's, 1992) and editor of "Writing About Business: The New Columbia Knight-Bagehot Guide to Economics and Business Journalism" (Columbia University Press, 2000). A former president of the New York Financial Writers' Association, Thompson is the recipient of numerous journalism awards, including the NYFWA's Elliott V. Bell Award for making a significant, long-term contribution to the profession of financial journalism.*

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# Knight-Bagehot Funders 2015-2016

## WE THANK THE FOLLOWING FOR THEIR GENEROUS CONTRIBUTIONS:

Abernathy MacGregor	Financial Times	MasterCard
The Abraaj Group	Finsbury	McGraw Hill Financial
Alcoa	Fitch Ratings	McKinsey & Company
ASC Advisors LLC	FleishmanHillard	Metz Group LLC
AT&T	Joele Frank, Wilkinson	NASDAQ
Peter Bakstansky	Brimmer Katcher	The New York Times
Bank of America	Gabelli Funds	Oppenheimer Funds
Bloomberg	Goldman Sachs	Prudential Financial
BNY Mellon	Bruce Greenwald	Reuters
The Boston Consulting Group	Hill & Knowlton	Sard Verbinnen & Co
Nancy Brenner	Pamela Hollie	Peter J. Solomon Company
Brunswick Group LLC	IBM	Joseph Stiglitz
Business Insider	Innisfree M&A Incorporated	Strategy+Business
Cadwalader, Wickersham & Taft	Investment Company Institute	Sullivan & Cromwell
Citi	John S. and James L.	TechCrunch
CNBC	Knight Foundation	Temin and Company
CNNMoney	JPMorgan Chase & Co.	UnitedHealth Group
Columbia Business School	Kekst and Company	The Wall Street Journal
Elliott Management	Steven Lipin	

## ALUMNI/AE CONTRIBUTORS

Thomas M. Anderson, '09	Greg Farrell, '97	Tim Larimer, '03	Susan Scherreik, '91
Steve Askin, '91	Allison Fass, '08	Pat Winters Lauro, '04	Anya Schiffrin, '00
Terry Atlas, '77	Gregg Fields, '06	Andrew Leckey, '79	Chana Schoenberger, '06
John Authers, '00	John Finotti, '95	Alfred Lee, '15	Leslie Scism, '92
Jill Barshay, '11	Tom D. Fowler, '04	Joshua Levitt, '05	Donna Shaw-Bielski, '99
Daniel Bases, '00	Barbara French, '81	David Lieberman, '04	Sally Sherry, '05
Rachel M. Beck, '01	Gabriel Friedman, '13	Trudy Lieberman, '77	Debra Silimeo, '87
Peter Beller, '11	Mark Garrison, '15	Emilie Lounsberry, '03	Sara Silver, '00
Sandra Block, '94	Roseanne Gerin, '14	Pamela Luecke, '87	Seth Stevenson, '11
Dan Bobkoff, '15	Paul Glader, '08	Julie MacIntosh, '07	Kyle Stock, '09
Ira Breskin, '92	William Glasgow, '78	Anora Mahmudova, '12	Jenny Strasburg, '06
Michael Brush, '95	Stephen Govoni, '84	Hajime Matsuura, '12	Peter Svensson, '14
Helen Burggraf, '06	Tim Gray, '01	Cynthia Mayer, '95	Elyse Tanouye, '87
Charles Butler, '99	Martha Graybow, '10	Bruce Melzer, '00	Anne Thergesen, '97
David Cho, '06	Howard Green, '07	Rena Merle, '11	Terri Thompson, '81
Lisa Chow, '12	Peter Green, '04	Dave Michaels, '12	Craig Torres, '89
Mark Clifford, '87	Gail Gregg, '82	Jerome Morgan, '76	Halah Touryalai, '15
Lauren Coleman-Lochner, '03	Greg Griffin, '08	Bryan Myers, '08	Jamila Trindle, '16
David T. Cook, '77	James Grimaldi, '93	Nandagopal J. Nair, '13	Jaclyn Trop, '13
Lynn Cook, '07	Elizabeth Harris, '09	Barbara Noble, '96	Leslie Wayne, '80
Bryan Corliss, '07	Thomas C. Hayes, '79	Kim Norris, '96	Michael J. Weiss, '00
Jose Eduardo Costa, '08	Doreen Hemlock, '95	Alexander Osipovich, '11	David Wessel, '81
Barbara Demick, '85	Jackson Hewett, '10	John Oslund, '97	Carolyn Whelan, '06
Emmanuel K. Dogbevi, '14	Jan Hopkins, '83	Natalie Obiko Pearson, '09	James A. White, '79
John J. Doran, '99	Jeff Horwitz, '14	Joellen Perry, '10	Mark Whitehouse, '04
Stephen Dunphy, '76	Neil Irwin, '07	Laura Petrecca, '02	James Wyss, '09
Michael DuVally, '94	Reshma Kapadia, '04	Matthew Philips, '11	Amy Yee, '14
Jim Edwards, '08	Aaron Kessler, '14	Amit Prakash, '03	Erin Zlomek, '15
James Elsener, '76	Lewis Krauskopf, '13	Donna Rosato, '99	Sam Zuckerman, '89
Geraldine Fabrikant, '00	Annalyn Kurtz, '15	Margot Sanger-Katz, '14	

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## 2015-2016 Income

Knight-Bagehot Endowment (income distributed for expenses).....	\$1,167,671
Funds raised for operation.....	611,059
Application fees.....	7,000
Royalties from book sales.....	94
<b>TOTAL INCOME.....</b>	<b>\$1,785,824</b>

## 2015-2016 Expenditures

### FELLOWSHIPS

Tuition and fees (\$56,574 for 10 Fellows).....	\$565,740
Stipends (\$55,000 for 10 Fellows).....	550,000

### ADMINISTRATION

Salaries/Benefits.....	\$254,698
Seminar program.....	10,750
Dinner program.....	35,450
Advertising/marketing.....	1,180
Office expenses.....	4,460

**TOTAL OPERATING EXPENDITURES.....\$1,422,278**

**40TH ANNIVERSARY DINNER EXPENSES.....\$ 222,220**

## 2015-2016 Summary of Income and Expenditures

Total income.....	\$1,785,824
Total expenditures.....	\$1,644,498
Balance.....	\$ 141,326



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## 2016-2017 Budget (proposed)

### FELLOWSHIPS

Tuition and fees (\$59,000 for 10 Fellows).....	\$590,000
Stipends (\$55,000 for 10 Fellows).....	550,000

### ADMINISTRATION

Salary/Benefits.....	\$270,000
Seminar program.....	27,500
Dinner program.....	42,500
Advertising/marketing.....	4,000
Office expenses.....	6,000

**TOTAL EXPECTED OPERATING EXPENSES.....\$1,490,000**

## Previous Fellowship Operating Budgets

2003-2004.....	1,020,646
2004-2005.....	1,044,668
2005-2006.....	1,057,439
2006-2007.....	1,087,106
2007-2008.....	1,179,485
2008-2009.....	1,205,991
2009-2010.....	1,144,923
2010-2011.....	1,157,214
2011-2012.....	1,266,787
2012-2013 .....	1,292,426
2013-2014 .....	1,368,447
2014-2015 .....	1,395,740
2015-2016.....	1,422,278
2016-2017(proposed).....	1,490,000

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# Knight-Bagehot Fellowship 2015-2016 Program

## FALL SEMINAR LECTURES

**Excel Training.** August 13.  
**Al Chen.**

**Storytelling.** Sept 9. **Tom Herman,**  
columnist, *The Wall Street Journal*.

**Translating the Numbers Into  
English.** September 16. **Allan  
Sloan,** contributor, *The Washington  
Post*.

**Central Banks and the Economy.**  
September 21. **Jon Hilsenrath,**  
chief economics correspondent, *The  
Wall Street Journal*.

**Foreign Corrupt Practices Act.**  
September 28. **Leslie Wayne,** ad-  
junct professor, Columbia Journal-  
ism School; former reporter, *The  
New York Times*.

**Covering the Economy.** September  
30. **Sylvia Nasar,** author,  
*A Beautiful Mind* and *The Grand  
Pursuit*; Knight Chair in Business  
Journalism, Columbia University.

**Private Equity & Venture Cap-  
ital.** October 5. **R.A. Farrokhnia,**  
professor, Columbia Business  
School.

**Design Thinking & Ideation  
Studio Methods.** October 7. **R.A.  
Farrokhnia,** professor, Columbia  
Business School.

**Municipal Finance.** October 12.  
**John Doran,** senior assignment edi-  
tor, multi-media, Thomson Reuters.

**100 Years of Global Muckraking.**  
October 14. **Anya Schiffrin,** School  
of International and Public Affairs,  
Columbia University.

**The Federal Reserve System.** Oc-  
tober 21. **Peter Bakstansky,** former  
senior vice president, New York  
Federal Reserve Bank.

**Economic, Business, and Investment  
Insights from the Profits Perspective.**  
Oct. 8. **David Levy,** Chairman, The  
Jerome Levy Forecasting Center.

**Covering Healthcare.** Oct. 26.  
**Trudy Lieberman,** contributor,  
*Health News Review*; contribut-  
ing editor, *Columbia Journalism  
Review*.

**The Writing Process.** October 28.  
**Diana B. Henriques,** author, *The  
Wizard of Lies*.

**Understanding Financial State-  
ments.** November 4 & 9. **Julie  
Floch** and **Ed Martin,** certified  
public accountants, EisnerAmper  
LLP.

**Real Estate.** Nov. 11. **Joseph  
Rubin,** partner, Ernst & Young Real  
Estate.

**Advice from Career Services.** No-  
vember 13.

**Entrepreneurial Journalism.**  
November 13. **Jeremy Caplan,**  
Education Director, Tow-Knight  
Center for Entrepreneurial Journal-  
ism, CUNY's Graduate School of  
Journalism.

**Covering Mergers & Acquisitions.**  
November 16. **Donna M. Hitsche-  
rich,** Professor, Columbia Business  
School.

**Fiscal & Monetary Policy.**  
November 23. **Stephen Buckles,**  
professor of economics, Vanderbilt  
University.

**Ethics in Digital Journalism.**  
November 30. **Richard G. Jones,**  
Associate Editor, News Administra-  
tion, *The New York Times*.

**Financial Analysis.** December 2 &  
December 7. **Suresh Govindaraj,**  
professor of accounting, Rutgers  
University.

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## DINNER PROGRAM

**James B. Stewart**, author and Bloomberg Professor, Columbia School of Journalism. Sept. 21.

**Steve Shepard**, Dean, City University of NY School of Journalism. September 28.

**Paul Levy**, Founding Partner, JLL Partners. October 5.

**H. Rodgin Cohen**, Senior Chairman, Sullivan & Cromwell. October 12.

**Steve Coll**, Dean, Columbia Graduate School of Journalism. October 26.

**Alan Murray**, Editor, *Fortune*. November 9.

**Paul Steiger**, Founder, ProPublica. November 16.

**Gillian Tett**, U.S. Managing Editor, *Financial Times*. November 23.

**Bruce Greenwald**, Professor, Columbia Business School. November 30.

**Kevin Delaney**, Editor-in-Chief, Quartz. December 7.

**Paul Volcker**, Chairman, Volcker Alliance; former Chairman, Federal Reserve System. January 25.

**Robert Kindler**, Vice Chairman, Global Head of M&A, Morgan Stanley. February 1.

**Sallie Krawcheck**, Chair, Ellevest Network. February 8.

**Robert E. Rubin**, Co-Chairman, Council on Foreign Relations; former Secretary of the Treasury. February 15.

**Gretchen Morgenson**, assistant business & financial editor, *The New York Times*. February 22.

**Laura Walker**, President & CEO, WNYC. February 29.

**Joseph Stiglitz**, author and Columbia University Professor. March 7.

**Vivian Schiller**, Executive Editor-in-Residence, Weber Shandwick. March 21.

**Tom Speechley**, CEO, Abraaj North America. March 28.

**Sabine Chalmers**, Chief Legal & Corp. Affairs Officer, InBev; and **Steve Lipin**, senior partner, Brunswick Group. April 4.

**Heidi Moore**, Business Editor, Mashable. April 11.

**Andrew Ross Sorkin** and **Nikhil Deogun**, Senior Vice President, Business News, CNBC. April 18.

**Jamie Dimon**, CEO, JPMorgan Chase. April 25.

## FIELD TRIPS

**CNN**. Briefing and tour with **Lex Haris**. January 29.

**New York Times**. Briefing and tour with **Peter Lattman**. Feb. 11.

**New York Stock Exchange**. Briefing and tour of trading floor. February 12.

**Overseas Press Club Foundation** lunch. February 26.

**Wall Street Journal**. Briefing with **Matt Murray**. March 4.

**Financial Times**. Briefing with **John Authers**. April 10.

**New York Federal Reserve Bank**. Briefing with **William Dudley**. March 25.

**Bloomberg**. Briefing with **Winnie O'Kelley**. April 1.

**Business Insider**. Briefing with **Julie Hansen** and **Henry Blodget**. April 8.

**Facebook**. Briefing with **Dayo Olapade**. April 15.

**Thomson Reuters**. Lunch with **Steve Adler**, and **John Doran**. April 22.

**The Economist**. Briefing with **Tom Easton** and **Patrick Foulis**. April 29.

**American Institute for Economic Research**, Great Barrington, MA, with economists led by **Marcia Stamell**. May 12-14.

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# Knight-Bagehot Speakers 1975-2015

## (Selected List / Title at Time of Visit)

**Michael C. Armstrong**, Chairman & CEO, AT&T

**John Arnhold**, chief investment officer, First Eagle Investment.

**Ken Auletta**, author and columnist, The New Yorker.

**Jagdish Bhagwati**, Columbia University professor.

**Nancy Barry**, president, Enterprise Solutions to Poverty.

**W. Geoffrey Beattie**, deputy chairman, Thomson Reuters

**Alfred R. Berkeley, III**, vice chairman, Nasdaq

**Lloyd Blankfein**, CEO & Chairman, Goldman Sachs.

**Henry Blodget**, CEO and Editor-in-Chief, Business Insider.

**John Bogle**, founder, Vanguard.

**Barry P. Bosworth**, senior fellow, Brookings Institution.

**Thorton Bradshaw**, former chairman, RCA Corp.

**Elizabeth R. Bramwell**, president and chief investment officer. Gabelli Growth Fund.

**William J. Bratton**, exec. v.p., First Securities Consulting.

**Warren Buffet**, CEO, Berkshire Hathaway.

**Willard Butcher**, chairman and chief executive, Chase Manhattan Corp.

**Samuel Butler**, presiding partner, Cravath, Swaine & Moore.

**Paul Calello**, CEO Credit Suisse.

**Marshall N. Carter**, CEO, State Street Bank and Trust.

**Frank Cary**, chairman, IBM.

**Linda Chavez-Thompson**, executive v.p., AFL-CIO.

**Chris Christie**, U.S. Attorney for NJ.

**Abby Joseph Cohen**, president, Global Markets Institute, Goldman Sachs.

**Roy M. Cohn**, partner, Saxe, Bacon & Bolan.

**E. Gerald Corrigan**, president, Federal Reserve Bank of New York.

**James Cramer**, markets commentator, TheStreet.com.

**Robert Crandall**, former chief executive officer, American Airlines.

**Lester Crystal**, executive producer, MacNeil/Lehrer NewsHour.

**Mary Cunningham**, v.p. of strategic planning, Joseph E. Seagram & Sons.

**W. Bowman Cutter**, managing director, Warburg Pincus.

**Jamie Dimon**, president & COO, J.P. Morgan Chase.

**Michael Eisner**, chairman & CEO, Walt Disney Co.

**Matthew Fink**, president, Investment Company Institute.

**Jay Fishman**, chairman, president & CEO, The St. Paul Companies.

**Malcolm S. Forbes, Jr.**, CEO & president, Forbes Inc.

**Gail Foster**, chief economist, The Conference Board.

**Audrey Freeman**, labor economist, The Conference Board.

**Mario J. Gabelli**, chairman, Gabelli Funds, Inc.

**John Kenneth Galbraith**, professor of economics emeritus, Harvard.

**Clifton C. Garvin, Jr.**, chairman and CEO, Exxon.

**Luther Gatling**, president, Budget & Credit Counseling.

**Timothy Geithner**, president, Federal Reserve Bank of New York.

**Rudolph Giuliani**, U.S. Attorney.

**Robert N. Gordon**, president, Twenty-First Securities.

**Victor Gotbaum**, exec. director, District Council 37, American Federation of State, County and Municipal Employees.

**Robert A. Gough**, senior economist, Data Resources, Inc.

**J. Peter Grace**, chairman and chief executive, W.R. Grace & Co.

**Richard Grasso**, chairman, New York Stock Exchange.

**Andrew Grove**, president, Intel Corp.

**John Gutfreund**, former chairman, Salomon Brothers.

**Heidi Hartmann**, president and director, Institute for Women's Policy Research.

**Robert Heilbroner**, economics professor, New School for Social Research.

**John G. Heimann**, comptroller of the currency.

**Doug Henwood**, editor and publisher, Left Business Observer.

**Leo Hindery**, CEO, YES Network.

**Carl Icahn**, CEO, Icahn Management, L.P.

**Richard Jenrette**, chairman, The Equitable.

**Andrea Jung**, CEO, Avon Products.

**Lillian Katz**, president and founder of Lillian Vernon Corp.

**Henry Kaufman**, economist, Salomon Brothers.

**Lamar Kelly**, senior vice president for asset sales, Resolution Trust Corp.

**Robert F. Kennedy, Jr.**, senior attorney, Natural Resources Defense Fund.

**James M. Ketelsen**, chairman & CEO, Tenneco Inc.

**Alan Kistler**, director of field organizing, AFL-CIO.

**Klaus Kleinfeld**, CEO, Alcoa Inc.

**Sallie Krawcheck**, chairman & CEO, Smith Barney.

**Paul Krugman**, economist and author.

**Edward S. Lampert**, chairman, ESL Investments.

**Lawrence Kudlow**, president, Rodman & Renshaw Economics Inc.

**Ben Lawksy**, New York's Superintendent of Financial Services.

**Dean LeBaron**, president, Battery-march Financial Management.

**Gerald Levin**, chairman, Time-Warner Inc.

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**Arthur Levitt, Jr.**, chairman, SEC.

**Loida Lewis**, chairman and CEO, TLC Beatrice.

**Martin Lipton**, partner, Wachtell, Lipton, Rosen & Katz.

**Carol Loomis**, senior editor-at large, *Fortune*.

**Gary Lynch**, partner, Davis Polk & Wardwell.

**Alice Tepper Marlin**, executive director, Council on Economic Priorities.

**Donald B. Marron**, chairman & CEO, PaineWebber Inc.

**Deryck Maughan**, vice president, Citigroup, Inc.

**Robert McClements, Jr.**, president and chief operating officer, Sun Co.

**Joe Moglia**, CEO, TD Ameritrade.

**Brian Moynihan**, CEO, Bank of America.

**Dr. David Mullins, Jr.**, principal, Long Term Capital Management.

**Thomas Murphy**, chairman, General Motors.

**J. Richard Munro**, president and chief executive, Time Inc.

**P.J. O'Rourke**, foreign affairs editor, Rolling Stone.

**Mancur Olson**, distinguished professor of economics, University of Maryland.

**Eugene D. Orza**, associate general counsel, Major League Baseball.

**Alan J. Patricof**, chairman, Patricof & Co. Ventures, Inc.

**Michael Pertschuk**, chairman, Federal Trade Commission.

**Thomas J. Peters**, president, Palo Alto Consulting Center.

**T. Boone Pickens, Jr.**, chairman and chief executive, Mesa Petroleum.

**Harvey Pitt**, CEO, Kalorama Partners.

**Clyde Prestowitz**, president, Economic Strategy Institute.

**Richard Ravitch**, chairman, NY Metropolitan Transportation Authority.

**Summer Redstone**, chairman and CEO, Viacom.

**Donald T. Regan**, chairman and chief executive, Merrill Lynch & Co.

**Robert B. Reich**, lecturer, in public policy, Harvard University.

**Robert Ritterelser**, president and chief executive, E.F. Hutton.

**Alice M. Rivlin**, director, Congressional Budget Office.

**Stephen Roach**, senior economist, Morgan Stanley.

**Dr. Paul Craig Roberts**, chairman, Institute for Political Economy.

**James Robinson**, chairman, American Express Co.

**David Rockefeller**, chairman, Chase Manhattan Bank.

**Ray Rogers**, director, Corporate Campaign Inc.

**Felix G. Rohatyn**, partner, Lazard Freres & Co.

**David Rubenstein**, co-founder & managing director The Carlyle Group.

**Jerry Rubin**, director of business development, John Muir & Co.

**Marjorie Scardino**, president, The Economist Newspaper Group.

**Amartya Sen**, master, Trinity College.

**Donna E. Shalala**, assistant secretary for policy development, Dept. of Housing and Urban Development.

**Walter Shipley**, chairman, Chemical Bank.

**Paul Singer**, CEO, Elliott Management.

**Anthony M. Solomon**, president, Federal Reserve Bank of New York.

**Peter J. Solomon**, investment banker and owner, Peter J. Solomon & Co.

**Andrew Ross Sorkin**, columnist, The New York Times.

**Neil M. Soss**, chief economist and vice president, First Boston.

**Jerry I. Speyer**, president, Tishman Speyer Properties.

**Stanley Sporkin**, director, division of enforcement, Securities & Exchange Commission.

**Howard Stein**, chairman, Dreyfus Corp.

**Saul Steinberg**, chairman, Reliance Group Holdings.

**William Steere**, chief executive officer, Pfizer Inc.

**David Stern**, commissioner, National Basketball Association.

**Joseph Stiglitz**, Economist.

**Manuel Suarez-Mier**, Minister for economic affairs, Embassy of Mexico.

**Richard Syron**, chairman, American Stock Exchange.

**Nancy Teeters**, chief economist of the House Budget Committee.

**Peter Thiel**, CEO, Clarium Capital Mangement, LLC.

**Lester Thurow**, professor of economics, M.I.T.

**Myron E. Ullman, III**, chairman & chief executive officer, R.H. Macy & Co., Inc.

**Sir Brian Urquhart**, former Under Secretary General, United Nations.

**Richard A. Viguerie**, president, The Viguerie Co.

**Paul Volcker**, chairman, Federal Reserve Board.

**Hicks Waldron**, chairman, Avon Products Inc.

**Charls Walker**, Washington lobbyist; former Deputy Secretary of the Treasury.

**Henry Wallich**, governor, Federal Reserve Board.

**Bruce Wasserstein**, chairman & CEO, Wasserstein Perella Group.

**Marina v.n. Whitman**, vice president and chief economist, General Motors.

**Byron R. Wien**, investment strategist, Morgan Stanley Dean Witter.

**Mark Willes**, CEO, Times Mirror.

**Michael J. Williams**, president & CEO, Fannie Mae.

**Robert Wright**, president, National Broadcasting Co.

**Walter Wriston**, chairman, Citicorp.

**Daniel Yergin**, president, Cambridge Energy Research Associates.

**Dr. Muhammad Yunus**, managing director, The Grameen Bank.

**Fareed Zakaria**, managing editor, Foreign Affairs.

**Mortimer B. Zuckerman**, real estate developer and owner, *U.S. News & World Report & NY Daily News*.



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## The 2016-2017 Knight-Bagehot Fellows

**Tim J. Craig**, 40, is Afghanistan-Pakistan bureau chief for The Washington Post. In his 13 years at the Post, he covered local and state government in Maryland, Virginia and Washington D.C., before moving to Pakistan as bureau chief in 2013, where he covers the struggle against terrorism and how residents of both Pakistan and Afghanistan cope with war and economic uncertainty. He began his career as a reporter for The Baltimore Sun in 1999, after graduating from Gannon University with a B.A. in Communications English.

**Edward Krudy**, 39, joined Reuters in 2009 as a stock market reporter, going on to lead the Wall Street team for two years. Since 2013 he has been covering state and local government and municipal finance with a recent focus on Puerto Rico's debt crisis. British-Hungarian, he graduated with a B.A. in East European languages and regional studies from University College London in 2001 and an M.A. in history from the Central European University in Budapest in 2004. In 2007, he set up Thomson Financial's Budapest bureau ahead of the merger with Reuters, and before that worked for a number of Hungarian and international news organizations, including Interfax Central Europe and Business Hungary.

**Stephen Kurczy**, 33, is special correspondent for Americas Quarterly, the Latin America-focused magazine and news site published by Americas Society/Council of the Americas. Previously, he was Brazil correspondent for Monitor Global Outlook, a business publication of The Christian Science Monitor, where he was formerly desk editor. He also freelances for Fusion and has contributed to The New Yorker and VICE. After getting his start with The Day newspaper of Connecticut, he reported on staff for The Cambodia Daily and Debtwire, gaining journalism and language experience across three continents. He graduated from Calvin College in 2005.

**Douglas MacMillan**, 32, based in San Francisco, has been technology reporter for The Wall Street Journal since 2013. He was part of the team that received the 2015 Scripps Howard Award for Business/Economics Reporting for a series of stories exposing new risks in private tech investing. Previously, he covered technology for Bloomberg News and Businessweek. He is the first beat reporter for a major news outlet focused on Uber, Airbnb and other rising tech startups. He graduated in 2005 from Vanderbilt University with a B.A. in English.

**Silvana Ordoñez**, 26, is a Spanish-language personal finance correspondent and assignment desk producer for CNBC, where she writes, produces and presents CNBC-branded segments in Spanish for Telemundo. Before joining CNBC in 2012 as a news associate, she was a metro reporter for the Miami Herald. She graduated with a Bachelor of Science in Journalism from Florida International University, where she was awarded outstanding journalism student of the year.

**Tracey Samuelson**, 33, is a New-York based reporter for APM's Marketplace, covering business and economic stories. Recently, her work has focused on the impact of international trade on the U.S. economy and public perception of trade agreements. In addition to Marketplace, her radio stories have appeared on NPR, including Morning Edition, All Things Considered, and the Planet Money podcast, as well as in print for The New York Times, New York Magazine, and the Christian Science Monitor, among others. She has a B.A. from Williams College and an M.S. in Journalism from Columbia.

**Christie Smythe**, 33, as legal reporter for Bloomberg LP, covers consumer, banking, white-collar fraud and other business cases in Brooklyn federal court. Prior to joining Bloomberg in 2012, she wrote and edited for Law360.com, an online news service for corporate lawyers. Previously, she was a business reporter for the Cape Cod Times and a real estate reporter for the Arizona Daily Star. She graduated in 2005 with a Bachelor of Journalism from the University of Missouri.

**Timothy J. Stenovec**, 32, has spent the last three years reporting, writing, and editing technology stories, most recently as technology editor at Tech Insider, Business Insider's consumer tech site. He reports and edits stories focused on products, services, apps, streaming media, and the future of TV, and covers such companies as Apple, Netflix, Amazon, Facebook, and Google. Previously, he reported and edited for The Huffington Post, and was a reporting intern for The New York Times. He began his career working at a TV station in Colorado. He graduated magna cum laude from Colby College with a B.A. in History, and from New York University earned an M.A. in Journalism.

**Roshanak Taghavi**, 34, focuses on U.S. security policy and economics, politics and culture of the MENASA region for Newsweek Middle East. After graduating with a Bachelor of Science in Business from Boston College, she began her journalism career in 2003 reporting on Iranian politics for Egypt's English-language newspaper, Al Ahrām Weekly. For two years she was a correspondent for Dow Jones Newswires and The Wall Street Journal, and has since freelanced for a variety of news organizations, including Foreign Policy Magazine, The Christian Science Monitor, and Al Jazeera English. In 2007, she earned a Master of International Affairs from Columbia.

**John Tozzi**, 32, is a health care reporter for Bloomberg.com and Bloomberg Businessweek. Since joining Businessweek magazine in 2008, he has also covered small business and entrepreneurship online and in the print magazine. Previously, he covered community news in Queens for the TimesLedger chain of weekly newspapers. He graduated summa cum laude with a Bachelor of Science in Journalism from Boston University's College of Communication in 2005.

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# Knight-Bagehot Alumni 1975-2016

## 1975-1976

**Ovid Abrams**  
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**Scott Aiken**  
(deceased)

**Douglas Campbell**  
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**Stephen Dunphy**  
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**Robert Hagen**  
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**John Holusha**  
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**Doreen Chu Jagoda**  
Retired

**Philip Moeller**  
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Money Magazine, PBS NewsHour  
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**Jerome S. Morgan**  
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## 1976-1977

**Terry Atlas**  
Senior Writer (Foreign Policy)  
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**Dennis Chase**  
(deceased)

**David T. Cook**  
Senior Editor  
Christian Science Monitor  
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**Alan Gersten**  
(deceased)

**Rita Palmer Golden**  
Efford Cottage  
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**Trudy Lieberman**  
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**Andrew R. McGill**  
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**Peggy Printz**  
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**Deborah Rankin**  
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**Harvey D. Shapiro**  
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## 1977-1978

**Janet Bodnar**  
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**John Collins**  
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**William Glasgall**  
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**Robert L. Kearns**  
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**Michelle Osborn**  
Retired

**Thomas Richman**  
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**Jonathan Williams**  
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**Jacob Wortham**  
(deceased)

## 1978-1979

**Lisa Bergson-Riddle**  
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**Debora (Greene) Modra**  
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**Andrew Leckey**  
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**Dennis Smith**  
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## 1979-1980

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**Leslie Wayne**  
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## 1980-1981

**Michael Connor**  
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**Barbara J. French**  
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**1981-1982****Charley Blaine**

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**Gail Collins**

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**Floyd Norris**

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**1982-1983****Christine Bockelmann**

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**Aly Colon**

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**Peter Christian Hall**

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**Lawrence J. Tell**

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**Mary Williams Walsh**

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**1983-1984****Victoria Rea Gits**

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**Jack Willoughby**

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**1984-1985****Penelope Muse Abernathy**

Knight Chair, Digital Media Economics  
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**Frances Whittelsey**

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**1985-1986****Gus Hedberg**

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**1986-1987****Mark Clifford**

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**1987-1988****Geoffrey Foisie**

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