

COLUMBIA GLOBAL CENTERS

OVERVIEW

Columbia University, founded in 1754, has been an international institution for nearly all of its history, and has had, since its inception, a broad view of its place in the world. In recent decades, the University has greatly expanded its international presence and extended the scope of its efforts to issues that affect the global community. The University's activities have provided it with a footprint on every continent, allowing for research and academic partnerships that have resulted in significant advances in fields ranging from the humanities to public health.

But despite its international reach, President Lee C. Bollinger and other leaders at Columbia began asking what the university should look like in 2050, in 2070, and this line of questioning inspired the realization that new structures needed to be put in place to leverage the opportunities and tackle the challenges that will face future generations.

To maintain its status as one of the world's leading institutions of higher education in the years ahead, the University embarked on establishing a deliberate approach regarding international engagement. This approach deviates from the popular model of internationalization that a number of other universities have adopted, which involves the establishment of a branch of the home university in a foreign country, the recreation of the school's academic infrastructure, and the solicitation of student enrollment. Rather than follow this trajectory, Columbia University chose to create an entirely new model as the next step in its long history as an international research university: **the Columbia Global Centers**.

The global centers are nimble hubs that provide a foundation for students, faculty, affiliates, and alumni to explore academic opportunities. Because the centers do not have the structural rigidity of the branch campus, they allow the University to increase its global scope and enrich diversity of academic experience, while maintaining strong connections with the home campus. Perhaps more importantly, the centers also represent multi-directional learning: Columbia is not thrusting education onto a new environment; instead, through the global centers, it becomes a partner in its international contexts. The experience of opening and operating the centers allows members of the Columbia community the opportunity not only to impart knowledge and expertise, but to *learn*.

There are currently eight Columbia Global Centers operating in Amman, Beijing, Mumbai, Paris, Istanbul, Nairobi, Santiago, and Rio de Janeiro. The centers encourage new relationships across schools, institutes, and academic departments at Columbia. Attuned to the priorities and unique circumstances of its host region, each center leverages the University's diverse intellectual capacities from across the undergraduate, graduate and professional schools, and pursues a set of university-wide core activities that evolves over time based on the active engagement of faculty and students. The centers help increase international content in the classroom; supplement the curriculum with international study abroad,

internship opportunities, and course offerings; provide resources needed to attract students from abroad; facilitate research opportunities for Columbia students and faculty on globally relevant, interdisciplinary topics; and provide a point of ongoing engagement for international alumni.

Functioning as a network, the global centers encourage teaching and research that require working across disciplinary boundaries, having a presence in multiple regions, and engaging non-Columbia experts and scholars from those regions. Some of the centers' programs and research initiatives are country-specific, some regional, and an increasing number are multi-regional, even global. The network is in its infancy, and each center has started by building strong links with universities and institutions in its respective region. The long-term ambition is that many programs will have a global reach and involve multiple centers in the network engaged in truly global conversations.

The global centers will help transform Columbia into a global university for the 21st century, a university in which faculty will base their research and students their learning wherever their intellectual interests take them—finding fellow scholars and fellow students across the growing world of tertiary education. Starting from its base in a global city, Columbia will partner with many others seeking to fashion a global perspective on global challenges.

Governance and Funding

The legal set-up of the eight global centers varies depending on the local legal environment and requirements, but in all cases the centers are autonomous and independent. Each center's fiduciary governance structure includes Columbia University senior administrators, typically including one or more representatives of finance and the Office of Global Centers in New York.

Each global center is guided by an advisory board that provides ongoing strategic leadership and counsel regarding the center's activities and plans, as well as supports the center's networking and fundraising efforts. A center's advisory supports its priorities and goals and gives gravitas and credibility to its mission and work. To date, three of the eight global centers have functional advisory boards: Amman, Beijing, and most recently, Istanbul, with plans to establish boards for the remaining five centers underway. Advisory boards are diverse, and are generally comprised of 12-15 members (local, regional and international) who are prominent academics, public figures, and business leaders who typically have some kind of connection to Columbia University.

In addition to advisory boards, the centers are each advised by university-wide faculty steering committees that provide academic and intellectual input, leadership, and direction regarding the center's activities and plans, as well as support the center's engagement with faculty and help create innovative and sustainable programming at and through the center. The committees meet at least three times per year to review the center's programming and future plans, and propose themes and ideas for new projects, activities, and collaborations. Committee members are selected based on their commitment to

globalization in general, and to the study of the region represented by the center, and their familiarity with, and interest in, the nations, cultures, universities, and issues of the region the center represents. Each committee is chaired by a faculty member who is highly regarded within the University and viewed as a thought-leader by other members of the faculty, and who has the ability to give expert guidance to the committee as it works with the center’s director and with on-campus constituencies in determining how best to evolve the center.

The global centers report to the Office of Global Centers in New York on all issues including programming, collaboration, administration, financials, policies and protocols, as well as compliance with Columbia and U.S regulations. The Office of Global Centers is directed by Professor Safwan Masri, Vice President for Global Centers and Director of the Columbia Global Centers | Middle East. The Office of Global Centers’ team also includes: Xin Peng, Executive Director of Finance and Administration, Yewande Jegede, Financial Coordinator, and Tarik Chelali, CGC Programs Officer, with several vacancies in communications, programming, and administration that will be filled this fall. The global centers and central office work very closely with Edward Silver, the Associate General Counsel, and with the University’s financial and human resources apparatus to ensure compliance on all legal and financial matters.

The centers’ funding model involves several key features, including: minimizing dependence on University resources and core funds; engaging in revenue-generating activities; developing sufficient program resources (grants) that factor in both direct and indirect costs of the centers; and raising gift monies and in-kind support from donors—alumni, private individuals as well as institutions—which means that the centers do not rely on Columbia University for day-to-day expenses. In several cases, the facility—which would have otherwise generated large operational costs—has been made available for Columbia’s use by local partners. All of the centers draw on a lean, but committed staff, with the size of teams ranging from two to twenty four professional employees, depending on the maturity and scope of the center. This model gives the centers greater flexibility in that they do not rely on central resources for viability.

Leadership and Programming

Much of the programming generated at the global centers so far has been determined by faculty and student interest, as well as funding mechanisms. Programming has also resulted from visits by faculty and their identification, along with directors, of opportunities in each of the cities and regions. Faculty steering committees of each center, increasingly, will also help to ensure a continuous flow of new ideas and programs. Going forward, there will be much focus on collaborative network-wide initiatives, as well as on the implementation of global themes emerging on campus that can leverage the global centers. The following provides an overview of each global center including its leadership, team, facility, as well as a sampling of main programming and projects:

COLUMBIA GLOBAL CENTERS | EAST ASIA

The Columbia Global Centers | East Asia was one of the first centers to be launched in March 2009, and is based in Beijing, China. The Center is directed by Dr. Joan Kaufman, who most recently was a Lecturer in Global Health and Social Medicine at Harvard Medical School. The East Asia Center's Faculty Steering Committee is chaired by Merit Janow, Professor of International Economic Law and International Affairs at Columbia University's School of International and Public Affairs.

The Center moved to a new office this spring, which is located in west Beijing's tech-hub of Zhongguancun. Often referred to as China's "Silicon Valley," Zhongguancun is the country's biggest high-tech park and home to dozens of leading Chinese internet and technology companies, such as Lenovo, Sina, Tencent, and Baidu. This area also hosts the China headquarters of world-renowned corporations, including Microsoft, Google, and Intel. The Center is adjacent to China's top universities and colleges, specifically Tsinghua University and Peking University, as well as scenic areas like the Summer Palace. This new larger office features nearly 9,000 square feet of office space able to accommodate over 20 employees, a 1,000 square foot event space with multi-functional video and audio equipment. Up the spiral staircase is the primary workspace, with 14 desks, six private offices, a large conference room, and a salon space. Currently, the Beijing team consists of six employees.

Major programming and projects include:

- *Summer Palace Dialogue (SPD)* – SPD is a high-impact dialogue between economists and policymakers from China and the United States, tackling current problems in the global economy. SPD features an impressive lineup of economists and experts and has a growing influence; whereby the U.S. Ambassador to China and Deputy Governor of People's Bank of China have both participated in SPD activities.
- *Urban China Initiative (UCI)* – UCI is a research project launched by the East Asia Center, Tsinghua University, and McKinsey & Company and is a burgeoning think-tank assessing the dynamics of rapid urbanization in China.
- *Weatherhead Forum in Beijing* – The Forum is a collaborative effort with the Weatherhead East Asian Institute at Columbia University, aiming to increase Columbia faculty's exposure in the local academic community.
- *International Policy Advisory Group* – This is a joint program with Asia Development Bank and the Earth Institute, with significant input from Professor Jeffrey Sachs. The program aims to identify and discuss economic issues affecting Asia and feed the policy recommendations into discussion at the G-20 Summit. The Center contributed to the intellectual content of the conference and was also actively involved through logistical support.

COLUMBIA GLOBAL CENTERS | MIDDLE EAST

The Columbia Global Centers | Middle East was launched concurrently with the East Asia Center in March 2009 and is based in Amman, Jordan. The Center is directed by Professor Safwan Masri, Vice President for Global Centers. The Middle East Center's Faculty Steering Committee is chaired by Timothy Mitchell, Professor of Middle Eastern, South Asian and African Studies and Department Chair, and Professor of International and Public Affairs.

The Center's physical campus is a stately 45,000 square-foot building in the Dabouq region of Amman. The building contains an auditorium that seats approximately 140 guests, multiple conference rooms, nearly a half-dozen classrooms, and staff offices. The Columbia schools that have been most active have been dedicated office space on the second floor of the facility that overlooks an interior courtyard. For example, to support the programming and offerings of the Graduate School of Architecture, Planning, and Preservation (GSAPP), the Center has dedicated part of an upstairs wing to GSAPP's Amman Lab. The Amman Lab—which includes a studio, conference room, and faculty office—is connected to GSAPP's global network of Studio-X facilities, which promote research, education, and experimentation about the built environment. The Center also has videoconferencing capabilities that can be configured to classrooms, conference rooms, or the auditorium depending on program needs. In addition, the grounds include an adjoining teaching annex, which has several lecture halls that hold roughly 40 people each, in addition to a set of breakout rooms.

The Amman Center currently employs 24 full-time professional staff to manage programs, enrich academic content, and handle operational tasks. The staff is organized into several teams: the research team, which pursues academic partnerships and research activities and administers the development of the Center's various institutes; the programs and administration team, which develops academic programs in partnership with Columbia University schools in addition to managing internal operations, finances and human resources; the communications team, which leads communications, media and outreach efforts and develops alumni relations; in addition to the operations team, which handles logistics and event management. The Center also has an information technology office, as well as additional support staff for administrative, logistical, and maintenance-related tasks.

Major programming and projects include:

- *Institute for Sustainable Development Practice (ISDP)* – ISDP is one of the Center's flagship programs that was launched in December 2010 and implemented jointly in collaboration with the Earth Institute at Columbia University and the Jordanian Ministry of Planning to institutionalize sustainable development practice in Jordan and the region. As the first of its kind in the region, the Institute aims to tackle the challenges of sustainable development, from poverty, to climate change, to unemployment through capacity building, strategic research and policy support. Housed at the Center, the Institute focuses on sustainable development efforts in Jordan and the region, and is envisioned to serve as an innovative mechanism for mobilizing international expertise and experience, while

building national capacity. ISDP offers an array of programs that aim at building the capacity of development practitioners through specialized training and academic programs in Jordan and New York. The Institute also works closely with Jordanian governmental and non-government organizations on addressing challenges of sustainable development and poverty reduction through robust policy support and research programs.

- *Jordan Social Work Education for Excellence Program* – The Jordan Social Work Education for Excellence Program (JSWEEP) is a partnership among the CGC | Middle East, Columbia University School of Social Work (CUSSW), Jordan’s Ministry of Social Development (MoSD), and other entities. As one of the CGC | Middle East’s first flagship programs, the Center remains dedicated to building a strong, science-based foundation for the emergence of an exemplary social work profession in Jordan. The long-term vision for the partnership is to create a critical mass of social work researchers and professionals that join together to ensure that services and programs offered to the people of Jordan are effective, appropriate, and far-reaching. JSWEEP offers a range of programs to professionalize the practice of social work in Jordan, and one of its primary elements is a set of skill-building workshops.
- *Community-Family Integration Teams (C-FIT) Project* – Social work researchers from Columbia University, in conjunction with the Jordanian Ministry of Social Development, UNICEF, the judicial system, and NGO partners, have launched a major collaborative effort through the CGC | Middle East that is transforming the Jordanian social service delivery system. The C-FIT project has launched the region’s, first formal family-based therapeutic alternatives to institutional placements for children in the child welfare system and those youth in conflict with the law. The C-FIT project began operations in October 2010 and aims to develop diversion alternatives for children legally considered to be in need of care and protection (for example, orphanages and care homes), in addition to those in conflict with the law (for example, those at juvenile detention centers). It is anticipated that these programs will increase child wellbeing, promote community safety, and re-enforce deeply held cultural convictions about community/ family integrity.
- *Public Health Program* – In coordination with the Mailman School of Public Health at Columbia University, the Center is formalizing the establishment of a Public Health Program, which provides technical support to stakeholders in the health sector and develops training and capacity building programs for public health professionals in Jordan and throughout the Middle East. Some of the areas the Program is focusing on are Non-Communicable Diseases, family healthcare, eco-nutrition, and child protection.
- *Teacher Training* – The Center continues to be deeply involved in the work of the Queen Rania Teacher Academy (QRTA), which the Center helped establish even pre-dating its own official launch in March 2009. QRTA is an independent Jordanian institute committed to advancing teacher education and policy deliberation throughout the region, and was established under the patronage of Her Majesty Queen Rania Al Abdullah and in partnership with Teachers College (TC), through its

relationship with the Center. QRTA and TC have developed unique expertise in customizing teacher training programs for the Arab World in ways that are responsive to local education system constraints. This model leverages the knowledge of each partner—QRTA in regional contexts and Arabic language, TC in providing world-class research and pedagogical insights related to education, and the Center in its base of relationships throughout the region. With the Center’s help, QRTA continues to expand its set of scaffolded professional development programs through its unique school networks, which distinguish the Academy from other teacher training programs. These networks—in English Writing, Science, Math, and Leadership—are formalized and managed by QRTA, and create communities that reinforce and continue developing the lessons of in-service workshops throughout the school year. Through its multiple programs and networks, QRTA has reached more than 2,500 school teachers and educators, and is helping change the landscape of teaching and public education in Jordan.

- *Onsite Learning Programs for Full-Time Students* – Onsite learning is strongly advocated in the mission of the Columbia Global Centers | Middle East and the facilities available allow the Center to hold numerous onsite training programs, particularly over the summer. Among the programs held is the Summer Ecosystem Experiences for Undergraduates Program, the Summer Arabic Language Program, and the Summer Design Workshop.
- *Visiting Scholars and Fellows Program* – The Center established its foundation in research by establishing the Visiting Scholars and Fellows Program; a unique element of the Center that hosts a number of visiting scholars and fellows in Amman. These researchers pursue their own projects, which focus on a range of disciplines pertaining to the Center’s mission and activities. In addition, scholars contribute to the intellectual vitality of the Center by hosting conferences, discussions, and seminars. The program welcomes all research areas, but is particularly interested in research that focuses on issues of priority for Jordan and the region.
- *Speaker Series* – In association with the multiple visits by prominent Columbia University faculty members and international academics, the Center hosts regular public lectures for members of the community to engage with scholars and provide them with the opportunity to learn about a wide range of topics, from economics, to public policy, to the arts. Recent speakers include Lisa Anderson, President of the American University in Cairo; Naomi Tutu, Human Rights Activist and Daughter of Archbishop Desmond Tutu; Thomas Friedman, best-selling author, three-time Pulitzer Prize winner, and New York Times columnist; and Rashid Khalidi, Edward Said Professor of Arab Studies at Columbia University; among numerous others.

COLUMBIA GLOBAL CENTERS | EUROPE

The Columbia Global Centers | Europe was inaugurated in March 2010 and is based in Paris, France. The Center is directed by Dr. Paul LeClerc, former President of the New York Public Library and a noted

scholar of French literature. The Europe Center's Faculty Steering Committee is chaired by Mark A. Mazower, Ira D. Wallach Professor of History and Department Chair.

The Center is located at Columbia's historic Reid Hall, which has welcomed students, scholars, and faculty since it was bequeathed to the university in 1964 by Helen Rogers Reid. Located in the heart of the Montparnasse district of Paris, the original structure, dating back to the 18th century, housed the Dagoty porcelain factory. It came into the Reid family's possession in the late 19th century. Mrs. Whitelaw-Reid not only developed the site as a French-American educational venue specifically dedicated to the arts, but she also enlarged the property to its current size. Built around three distinct garden areas, it is composed of offices, classrooms, two large conference rooms, a library, a reading room, and, more recently, a state-of-the-art studio apartment for visiting faculty. The Center measures a total of 23,000 square feet of linear space and 9,000 square feet of garden space.

Since 1964, Reid Hall has pursued its heritage of French-American cultural exchange, facilitating international conferences and workshops, hosting more than a dozen French and American institutions of higher learning, and welcoming over 500 students per year. In the early 1970s, Columbia University founded its study abroad program for undergraduates. Each year, the program attracts over 200 undergraduates in the humanities and social sciences who study at the Center and in the French University system. In the early 1980s, GSAPP developed a program for undergraduates focused on architecture, planning, and the urban, social and political environments of the cities of New York and Paris. Every spring, the program attracts 35 students who study in Paris. In 1993, the Graduate School of Arts and Sciences initiated a full-standing Masters in French Cultural Studies, which has attracted an average of 12 students each year.

With the onset of the Columbia Global Centers | Europe, significant changes have been generated in the Reid Hall space; in personnel, programming, and general relations with Columbia faculty, alumni, and schools. The facilities have been progressively renovated; the staff has grown to 14, many new programs have been instated, and an increasing number of Columbia faculty members are invited to teach and conduct research at the Center. The Center's mission has also been enlarged to include partnerships with other European countries.

Major programming and projects include:

- *Masters in Public Health* – In 2010, the Mailman School of Public Health launched a Masters in Public Health in partnership with the École des Hautes Études en Santé Publique to train young professionals in identifying the health problems of a population, analyzing the resources needed to contribute to preserving and improving their state of health, and to make policy decisions.
- *Masters in History and Literature* – Fall 2011 saw the beginning of a Masters in History and Literature, whereby students are trained in historical approaches to the study of literature and in the interpretation of texts for the study of history. Several seminars are taught at the Center by Columbia faculty or partner institutions, but students also have access to the courses and seminars of France's

top two graduate schools in the humanities and social sciences: the *École normale supérieure* and the *École des hautes études en sciences sociales*.

- *Global Scholars Program* – In January 2012, Columbia University spearheaded an 8-month Global Scholars Program (GSP). This unique study abroad program trains undergraduates to address issues relevant to today’s world, develop research skills, and produce research projects related to their senior theses.
- *Creative Writing* – In the summer of 2012, the Creative Writing Program at Columbia University’s School of the Arts offered for a second time its summer course, *Paris Then and Now: Circles of Influence*, an intensive month-long program, in which creative writing students focused on the mutual influences among French and English-speaking writers from Modernism to the present moment while writing their own fiction, nonfiction, and poetry.
- In 2012-2014, three post-doctoral scholars have been invited to pursue their research at the Center, sponsored by the Blinken European Institute and funded by the Stavros Niarchos Foundation.

COLUMBIA GLOBAL CENTERS | SOUTH ASIA

The Columbia Global Centers | South Asia was launched in March 2010 and is based in Mumbai, India. The Center is directed by Dr. Nirupam Bajpai, who is also a Senior Development Advisor at Columbia’s Earth Institute. The South Asia Center’s Faculty Steering Committee is chaired by Sheldon Pollock, Arvind Raghunathan Professor of South Asian Studies.

The Center, with a physical presence of 2,500 square feet in the heart of Mumbai’s business district, has a staff strength of 10 employees engaged in a range of research and project work.

Major programming and projects include:

- *Model Districts Projects: Health and Education* – The Model Districts Health Project (MDHP), housed at CGC | South Asia, is a joint initiative between the Earth Institute at Columbia University, and the Ministry of Health and Family Welfare of Government of India. Its goal is to demonstrate which health and nutrition interventions are required to narrow policy-practice gaps in the National Rural Health Mission in five regionally representative districts across India. The Model Districts Education Project (MDEP) is a collaborative, 5-year, demonstration project of the Columbia Global Centers | South Asia, the Government of India, and key stakeholders in primary education in India. MDEP aims to improve the quality of primary education in rural India by developing and testing an evidence-based model that is “locally owned and operated” yet is readily transferable to other locales. The MDEP Project involves faculty from the School of Social Work, Teachers College, the School of Dental Medicine, the Department of Nutrition at the College of Physicians & Surgeons, and the Earth Institute and has launched in two districts in the Northeast and Southern regions of India.

- *Distinguished Lecture Series* – The Columbia Global Centers | South Asia has established a Distinguished Lecture Series with the intention of bringing prominent Columbia University faculty, as well as experts from other institutions, to Mumbai to speak on topics relevant to the region. The Lecture Series aims to showcase the breadth of Columbia’s faculty expertise across the 29 academic departments housed under the Faculty of Arts and Sciences. The series was launched in Mumbai in March 2012 and featured Executive Vice President for Arts and Sciences and Franz Boas Professor of Anthropology and Professor of History, Nicholas Dirks.

- *Global Scholars Program* – The Global Scholars Program, an initiative designed to allow Columbia undergraduates the opportunity to do comparative research over the summers at two or more of the University’s Global Centers, was launched at the East Asia and South Asia Global Centers in July 2012. Faculty research directors knowledgeable about the respective regions led eleven undergraduates through a six-week in-country research study and workshop throughout Beijing, Shanghai, and Mumbai on the theme of “Environment and Urbanization in Asia.” This immersive program provided students the opportunity to learn about field research methodologies in a comparative, cross-cultural environment. Students visited non-profit organizations, government agencies, schools, and historical and environmental sites while taking part in a series of lectures featuring leading professionals in the field. Upon return to campus in the fall, students will take a capstone seminar based on their summer research experience and will conduct an in-depth, comparative analysis of Asian environmental and urban conditions. In Mumbai, the Columbia students were joined by six local undergraduate students from the H.R. College of Commerce and Economics, University of Mumbai, with the aim of strengthening cross-cultural exchange.

- *Global Inequality Project* – Following a proposal developed by the South Asia Center for a Global Center network-wide research study on the question of inequality on a global scale, the Center has begun work on a research paper exploring inequality trends in China and India through the pre-reform and post-reform eras. The paper will explore how policy choices in agriculture, hard infrastructure, soft infrastructure, migration and other areas affect income inequality in both countries and the ways in which these inequalities have manifested.

COLUMBIA GLOBAL CENTERS | TURKEY

The Columbia Global Centers | Turkey was launched in November 2011 and is based in Istanbul, Turkey. It is currently the only country-specific center. The Center is directed by Ipek Cem Taha, a Turkish businesswoman, journalist, Co-Founder and Director of Melak Investments, and a graduate of the School of International and Public Affairs (SIPA) as well as Columbia’s Graduate School of Business. The Turkey Center’s Faculty Steering Committee is chaired by Holger Klein, Professor of Art History and Archaeology and Department Chair.

The Center is located in a historic building on Siraselviler Street, just off of the famous Istiklal Avenue in the central Taksim area. The Center operates in a workspace of approximately 3,000 square feet, which

includes several offices, a large meeting room, and multi-function space that can be used to hold meetings and events with a capacity of up to 50 guests. The Istanbul Center's team includes three professional staff who work on programming, finance and administration.

Major programming and projects include:

- *Istanbul Documentation Project* – A topographical survey that aims to create a digital documentation of Byzantine and Ottoman monuments in Istanbul, in collaboration with the German Archaeological Institute, the Istanbul Research Institute and the Pera Museum in Turkey. The project is led by Holger Klein, Professor of Art History and Archaeology at Columbia University.
- *Historical Dialogue and Reconciliation: Building an Interdisciplinary Historical Bridge and Accountability Network in the Middle East* – This is an upcoming project that will be led by Professor Elazar Barkan, Director of the Columbia Institute for the Study of Human Rights, who is involved in initiatives related to historical memory and dialogue. The project is linked to a grant from the Alliance of Historical Dialogue and Accountability, a convening body founded in 2010 by Professor Barkan at Columbia University's Institute for the Study of Human Rights.
- *Women Creating Change: Gender, Vulnerability and Power* – This project involves distinguished feminist scholars across Columbia's various schools and will focus on how contemporary global problems affect women and the role they play in addressing these problems. The project will be directed by Professor Lila Abu-Lughod, Director of the Center for the Critical Analysis of Social Difference and a Professor at the Institute for Research on Women and Gender.
- *Student Programming* – In the summer of 2012, the Istanbul Center held two programs for students from Columbia University: the Columbia Experience Overseas (CEO) Program and the Summer Design Workshop in conjunction with GSAPP and the Global Center in Amman.

COLUMBIA GLOBAL CENTERS | LATIN AMERICA (SANTIAGO)

The Columbia Global Centers | Latin America (Santiago) was launched in March 2012 and is based in Santiago, Chile. The Center is directed by Karen Poniachik, a SIPA graduate and former Minister of Mining and Minister of Energy in Chile. The Santiago and Rio Centers share the same Faculty Steering Committee, which is chaired by José Antonio Ocampo, Professor of Professional Practice in International and Public Affairs.

The Center occupies a 4,000 square feet, two-suite office on the first floor of the Flacso building in the Vitacura neighborhood of Santiago, adjacent to the headquarters of the United Nations Economic Commission for Latin America and the office of the International Labor Organization. The Center also enjoys full access to the Flacso building's auditorium, which seats up to 70 guests, as well as two classrooms with a capacity of 40 people each. The Center currently employs one full-time staff member based in New York, and a part-time assistant in Santiago.

Major programming and projects include:

- *Climate Risk Management* – The Center in Santiago has helped Columbia’s International Research Institute for Climate and Society work with Chile’s Ministry of Agriculture to improve climate risk management in the country. Smaller local partners in the northern Coquimbo region are also collaborating with the Center to develop an early warning system to improve preparedness and response to drought-related emergencies.
- The School of Economics and Business at Universidad de Chile has partnered with Columbia’s School of International and Public Affairs to offer a summer executive training program on regional and international finance topics featuring Columbia faculty.
- The Center helps coordinate annual field-placements in mining communities for students of the Master in Development Policy (SIPA/ Earth Institute).
- The Center has helped establish an agreement with the government regarding scholarships for graduate and PhD Chilean students accepted at Columbia University.

COLUMBIA GLOBAL CENTERS | AFRICA

The Columbia Global Centers | Africa is based in Nairobi, Kenya. The Center opened its doors in January 2012, but will be fully operational following its official launch planned for January 2013. The Center is directed by Dr. Belay Begashaw, a former Minister of Agriculture in Ethiopia and Director of the Millennium Development Goals Center for East and Southern Africa. The Africa Center’s Faculty Steering Committee is chaired by Mahmood Mamdani, Herbert Lehman Professor of Government and Professor of Anthropology.

The Center currently employs 35 staff members (many of whom are employed under the MVP Project), and operates in a modern, 14,000 square foot building that is equipped with videoconferencing facilities, and has ample office and parking space, as well as a library. The Center houses the Earth Institute’s Millennium Villages Project (MVP) as well as the Drylands Initiative.

Major programming and projects include:

- *Millennium Villages Project (MVP)* – Launched in 2005, MVP is the only concerted effort to help rural Africa achieve the Millennium Development Goals (MDGs) and empower communities to lift themselves out of poverty. The MDG Center provides technical backstopping and operational support to the project from its base at the offices of the Columbia Global Centers | Africa. The Center also hosts the Earth Institute’s Millennium Cities Initiative, which assists sub-Saharan cities to achieve these goals. For the last three years, ten to fifteen students of SIPA’s Masters in Development Practice (MDP) have spent three month placements in the Millennium Villages in Africa. This year,

twelve students were placed in four countries, and the Center will continue to facilitate these placements.

- *Drylands Initiative* – The Center also houses the Drylands Initiative; an ambitious, comprehensive, six-country program, launched in 2010, to boost capacity of dryland communities in drought-prone areas of Africa.
- *Engineering Projects* – The Africa Center is working with the School of Engineering and Applied Science (SEAS) on numerous projects focused on shared solar, child count, rapid soil testing, e-health and e-agriculture applications and technology, and houses SEAS' IT Lab.
- *Africa Soil Information Service* – The Center was recently awarded a new project by the Bill and Melinda Gates Foundation. Starting next year, the Center will implement the second phase of the Africa Soil Information Service in Africa. This 16 million dollar project will be completed in 2017, with an additional four million dollars from other funding sources.
- Discussions are also underway with various other schools including the Mailman School of Public Health regarding a possible human nutrition program, and the Graduate School of Architecture, Planning and Preservation, Teachers College, and many others.

COLUMBIA GLOBAL CENTERS | LATIN AMERICA (RIO DE JANEIRO)

The Columbia Global Centers | Latin America (Rio de Janeiro) is scheduled to be launched in New York in September 2012; although an official on-site launch will follow in March 2013. The Center is based in Rio de Janeiro, Brazil, and will be the eighth global center and the second in Latin America. The Center is directed by Dr. Thomas Trebat, former Executive Director of Columbia's Center for Brazilian Studies. The Rio and Santiago Centers share the same Faculty Steering Committee, which is chaired by José Antonio Ocampo, Professor of Professional Practice in International and Public Affairs.

Physically, the Center will occupy about 2,500 square feet of office space in a handsome building in the heart of the commercial center of Rio, close to many areas and buildings of historical interest. The office, when fully furnished, will have a small classroom, a seminar room, and offices for use by Columbia professors and students as well as staff. Its central location facilitates access to universities and research centers in Rio, as well as to the city transportation system. No staff has yet been formally appointed to the Rio Center.

Programming and projects include:

- Preliminary plans to use the Columbia Global Centers | Latin America (Rio de Janeiro) as a support base are being discussed with a growing number of Columbia schools, colleges, and departments. Close working relations with GSAPP will be a hallmark, whereby the School has already established a Studio-X laboratory in Rio for experimental work in urban design.

- Additionally, the Center is facilitating Brazilian projects for the Law School, the Business School, the School of Medicine, and SIPA, among others. The School of the Arts is looking to launch projects in film in Brazil, and the Global Scholars Program also seeks a Brazilian component. Various schools and departments are considering efforts to increase enrollments by Brazilian students in sciences and mathematical pursuits. Teachers College has plans to work in Rio in areas of primary and secondary education.