



Annual Report 2020

Columbia Global Centers
Beijing

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A portrait of President Lee C. Bollinger, an older man with grey hair, wearing a dark blue suit, white shirt, and teal tie. He is smiling slightly and looking towards the camera. The background is a blurred cityscape at dusk or night.

Message
from

President
Lee C. Bollinger

“ The network of Columbia Global Centers that now span the world are promoting teaching, research, public outreach, and local and regional engagement in Jordan, Turkey, Tunisia, Kenya, Brazil, Chile, China, India and France. Through their extraordinary contributions to our University community, the Centers are fulfilling their promise, individually and collectively, and making Columbia a global university for the 21st century. ”

A portrait of Safwan M. Masri, a middle-aged man with short, graying hair, smiling. He is wearing a dark pinstriped suit jacket over a light blue dress shirt and a dark brown tie. The background is a blurred outdoor setting.

Message from

Executive Vice President
Safwan M. Masri

“ The most pressing issues we are grappling with today – increasing political polarization, accelerating climate change, deepening inequality – are inherently global in nature. Understanding their impact, and formulating intelligent responses, is impossible without sustained engagement in and with the world.

This is precisely why Columbia Global Centers were created ten years ago – to be deeply responsive to and integrated with issues of local, regional, and global significance. By allowing us to learn from and with the world, the Centers advance knowledge and its exchange, helping us to study significant questions and address the most urgent global challenges. ”

About the Beijing Center

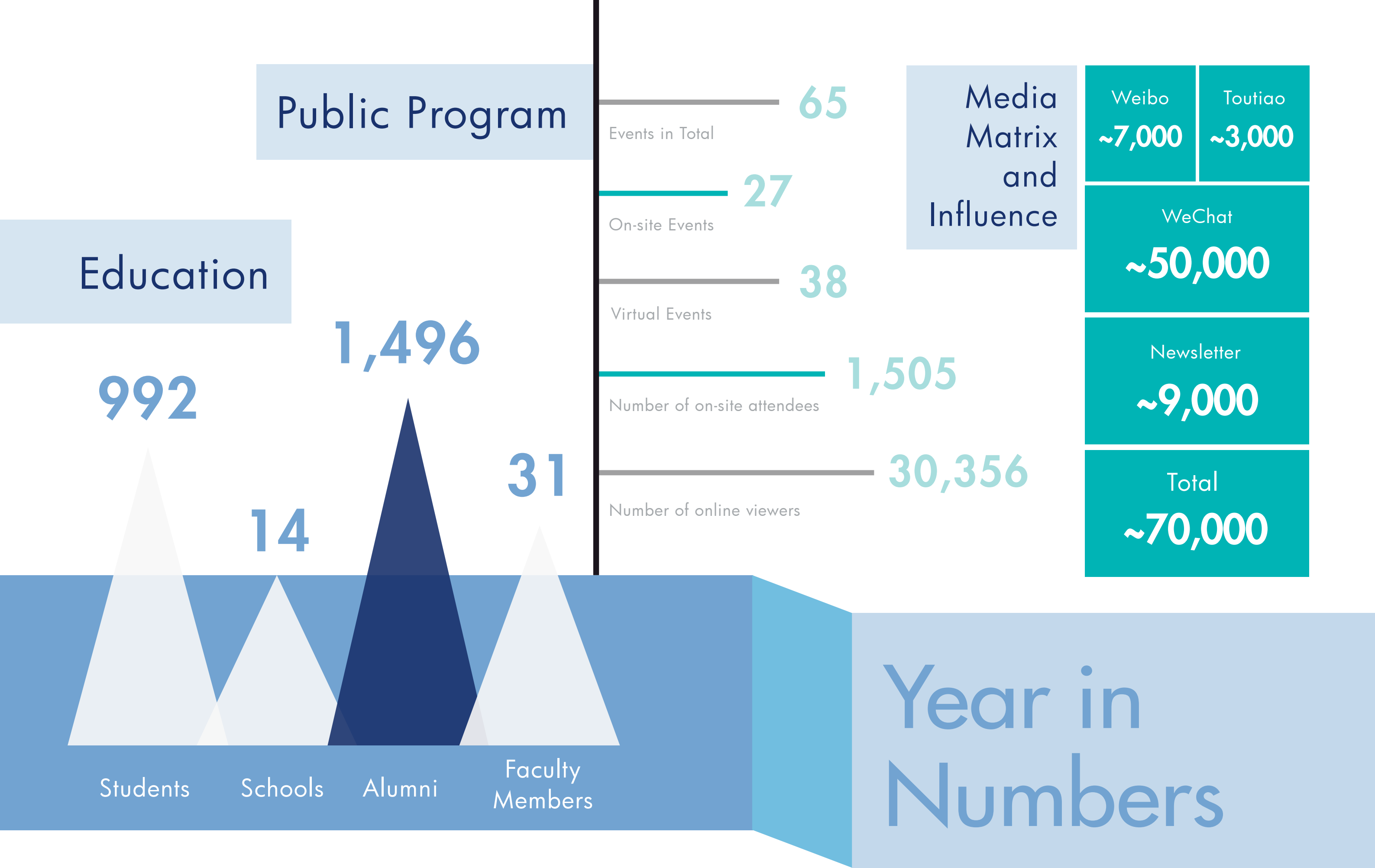
Serving as a hub for the Columbia community in East Asia, Columbia Global Centers | Beijing facilitates and promotes academic exchanges, research, and scholarship programs in the region, to build connections with local intelligence.

In 2019-2020, the Center focused on the global themes of medicine & public health, environment & sustainability,

business & innovation & entrepreneurship, engineering & applied science, art & culture, and education. We welcomed people from across disciplines and different life paths to share, discover, and spawn new initiatives.

The Beijing Center also provides opportunities to study abroad and enhanced career prospects to Columbia students and alumni. We

prepare them with broad global views and international experience via conversations with their peers and the local students, staff, faculty, and the broader community at the Center.



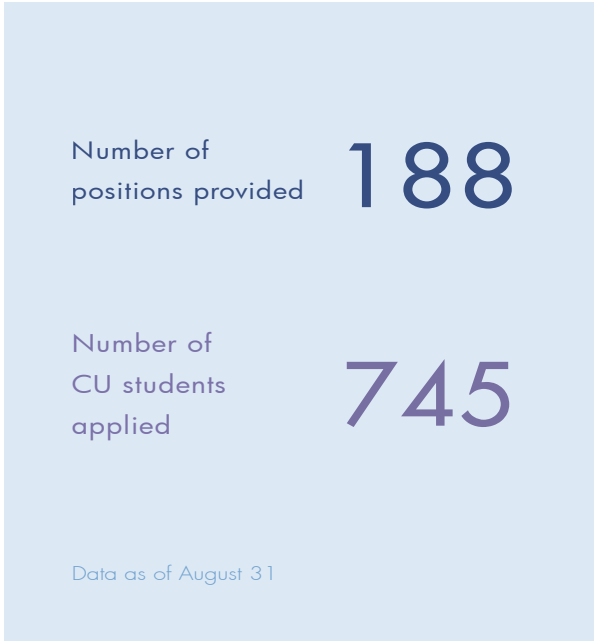
Beijing Center Services



Career Development

The COVID-19 pandemic has had a dramatic impact on the global job market. To minimize its negative impact, our Beijing Center’s career development program provided students with exclusive access to a series of virtual career fairs, information sessions and networking events, in partnership with local organizations’ recruitment initiatives. We will continue to ensure our students and alumni have up-to-date information about job vacancies and internship opportunities in China.

Student Services



Job Information Release



The Beijing Center launched a “Career Opportunity in China” page on its Website and a WeChat recruitment column for Columbia students to help them find the latest job and internship openings.

Summer 2020 Global Virtual Internships

As one of the nine Columbia Global Centers, we rolled out this bespoke program that identified more than 175 “virtual internships” throughout our partner networks. Despite travel restrictions, students could still find rewarding opportunities as a global intern doing important work.



Virtual Career Fair



10 Schools

846 Students

56 Leading Companies

60 Positions Offered

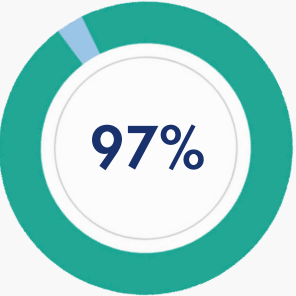


942 Students

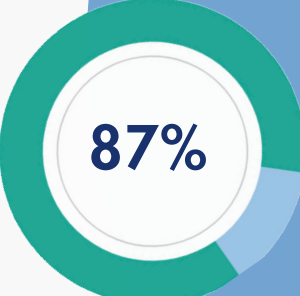
35 Leading Companies

10 SPS Programs

Students and alumni said they would recommend this event to their friends



Students and alumni either strongly agreed or agreed that the event expanded their job search options



August 17
-
August 21



Employers said that they would participate in future virtual Columbia SPS events

How does it feel to work at
Columbia Global Centers | Beijing?

"That was when all my
wildest dreams became
palpable."

— Qi HONG
Graduate School of
Arts and Sciences '21

Scan and read
the full story of Qi Hong



Internship Opportunities at the Beijing Center

The benefits of being a virtual intern

"During my internship, both of my mentors at the Beijing Center were pros. We bonded quickly with each other. They didn't hesitate to show me the ropes and allowed me to work on important stuffs, not just asking me to do some menial work. I learned a lot from them and my experience working at the center was very meaningful."

— Karen LIU
Columbia College '23



Scan and read
the full story of Karen Liu

Local Orientation & Network Building

With this program, the Center helps facilitate the studies, research and work of students and alumni throughout the region. By familiarizing them with various aspects of the local culture, they gain deeper understandings of regional countries and practical insights into their diversity. The program has built a mutual learning platform for future engagement and cooperation with leaders and peers.

Role Play



On November 16, the second round of Role Play organized by GSAPP alumni, focusing on architectural practices based in Beijing.

Thanksgiving Celebration

On November 28, more than 150 Columbia students and alumni gathered at the Beijing Center to celebrate Thanksgiving. The Columbia Alumni Association of Beijing supported the event.





Student Academic Engagement

Global Youth Leadership for Environmental Sustainability

Global youth leaders from Columbia SIPA and Schwarzman Scholars of Tsinghua University gathered at Columbia Global Centers | Beijing in January with students from local universities and industry professionals to discuss climate change and youth leadership for environmental sustainability.

Since 2019, one of the priorities of the Beijing Center has been to provide cultural exchange experiences to both undergraduate and graduate students.

In response to Columbia's commitment to diversity and academic achievements, the Center, along with scholars and the local companies, has hosted workshops, seminars and themed initiatives. These activities have greatly promoted the exchange of ideas and joint research, fostering a broader network of academic collaborations among students from Columbia, China and other countries and regions in East Asia.



Speak Up Initiative

In an effort to activate youth leadership in protecting biodiversity and promoting a sustainable development of human society, the Beijing Center launched a “Speak Up Initiative” this May, calling on young people to express their views and take actions in the context of the sustainable development and the future of humanity.

Among 200 applications from students all over the world, six out of them are Columbia students from Columbia College, Barnard College, Columbia Engineering, Columbia SIPA, and Teachers College. They proactively spoke up for marginalized groups of people and vulnerable creatures on the earth as an attempt to promote biodiversity and the sustainable development during the 12th International Youth Summit on Energy and Climate Change, co-hosted by the Beijing Center.

Marketing Services

With social media becoming increasingly popular and accessible around the world, the Beijing Center's digital strategy has attracted followers from across the region and the wider Columbia community. The Center's online presence has strengthened its strategic digital marketing and communications.

Content Operation

The Beijing Center creates and distributes valuable and relevant content to attract and retain a clearly defined audience. We have partnered with news media platforms in China allowing us to share critical insights from Columbia University through dialogues and interviews with Columbia's professors.



Event Operation

Between September 2019 and July 2020, the Beijing Center generated more than 30 articles in Mandarin and 59 articles in English that mainly featured Columbia faculty members' work and opinions. The Center also published stories focusing on Columbia's expertise, and promoting events and news of the university.

The articles were made available on ten Chinese and English online platforms, including the Center's website, newsletters, Facebook, Twitter, WeChat, Weibo, Toutiao, Sohu, Zhihu, and "ThePaper." Total views of our posts have topped 7.5 million and counting.



在这里，看哥大 EXPERIENCE COLUMBIA IN BEIJING

As one of the first and long-standing regional hubs for Columbia Community since 2009, the Beijing Center has remarkable brand recognition in China, rich network resources, and highly efficient event management service packages including designing, supporting and delivering well-attended events. The Center is also equipped for all types of multimedia presentations, while our skilled staff can provide follow-up services to produce tangible results.

Media Matrix and Partnership

The Beijing Center's strong media presence and connections allow us to create opportunities for Columbia's wider influence in China, expand communication between Columbia and the country, and promote further academic engagement and collaborations.

In close partnership with China's mainstream media organizations and key opinion leaders, the Center has continued to broaden the exposure of the University to more than 1 million readers.

In 2020, Beijing Center partnered with national news outlets, including CGTN, China Daily, and Global Times on issues of public concerns such as public health and governance, mental health, U.S.-China relations and other topics.

Online Community Management

The COVID-19 pandemic has changed everything, especially the way we connect with each other. In response, the Center has maintained an active Columbia China community on WeChat with more than 1,900 Columbia students, alumni, parents and friends interested in Columbia. People can not only learn about the Center and the University via our media products, online and in-person events, but also can connect, share and exchange information and resources with our growing number of online constituents.

Admission Support

The Beijing Center has been working on connecting various programs of the University and the prospective students through a series of on-site and virtual information sessions. The sessions provided exclusive accesses for those students and their parents to learn about the admission process, requirements and resources for international applicants, academic advising, extracurricular activities, financial aids, career development, and other topics of schools and programs at Columbia University.

The effectiveness of the admission process has connected more and more prospective students directly back to the vibrant community at Columbia University.



The Columbia Engineering Asia Roadshow 2019 in November, featuring Professor Soulaymane Kachani, the Senior Vice Dean at Columbia Engineering.



Columbia Business School 's information session in November, 2019 by Amanda Carlson, Assistant Dean in Admissions.

Advancing Research

The Beijing Center is able to help advance research projects and organize creative activities to support locating funding, applying for grants, conducting regulatory compliance, and managing sponsored projects. We are here to provide a place and bring together world's most innovative change-makers and thinkers to spark out a chemistry.

The Center also serves as a regional hub for a wide range of resources to enhance local research, to promote inter-university collaborations, and to drive emerging thoughts and research collaborations across the disciplinary boundaries. We aim to provide scholars opportunities to expand their research and skills with regional academics, experts, and practitioners, and collaboratively address global issues.

Columbia-China Musculoskeletal Genetics Conference
President's Global Innovation Fund Round VII Awardee - Columbia
University-China Musculoskeletal Health Gene Research

“

This conference served as a platform to discuss topics, projects, and potential future steps in the musculoskeletal gene research.

”

— Dr. X. Edward Guo, Stanley Dicker Professor of Biomedical Engineering and Chair, Department of Biomedical Engineering



Beijing Center Initiatives



Professional Development

Women Leadership Study Tour Program



Women Leadership Study Tour is a customized executive training program, collaboratively designed and delivered by Columbia Global Centers| Beijing and Teachers College, Columbia University, in 2019.

We offered a service chain of the program design, implementation and evaluation to maximize the participants' academic experience. With a series of selective courses and diverse pedagogical models that aligned with the core curriculum of Columbia University, this program connected high-flying women leaders with world-class faculty, brought them original IVY League learning experiences, and helped them advance their knowledge and skills in women leadership, business management, and artistic achievement.



Thematic Programs

To strengthen the mission of promoting academic exchanges and research cooperations between Columbia University and local professionals, the Beijing Center has invested an extraordinary effort to develop thematic programs and contents to feature Columbia's expertise, deepening academic supports to our faculty and students and activating relationships with our local partners.

We presented 39 programs, including 16 virtual events, inviting over 40 faculty members and local experts to engage with public audience about a wide range of thematic discussions.

A Tale of Two Cities - Covid-19 and Beyond in New York City and Wuhan –Thematic program of Health & Medicine

- How can we heal the healers, with Susan L. Rosenthal, Professor of Medical Psychology (in Pediatrics and Psychiatry), Columbia Vagelos College of Physicians and Surgeons - March 26, 2020
- Why Does Mental Health Counseling Matters? - June 16, 2020

Hear the Earth–Thematic program of Environmental Sustainability

- How is COVID-19 pandemic affecting clean energy and climate action, with Jianjuan Tu, Research Fellow at SIPA Center on Global Energy Policy (CGEP) - April 29, 2020
- Green stimulus and development workshop with scholars from CGEP - June 15, 2020
- Breaking through the Bottleneck: Green Energy in the Post-pandemic Era - July 18, 2020

Reset Global Competence Education for the Future –Thematic program of Education

- Educational Models around Global Competence –VR, AR and Immersive Learning - January 4, 2020

Women Empowerment & Leadership

- Documentary Screening: Mainland - December 10, 2020
- Women in Sports, Fashion, and Film: Inspiring Positive Changes With Columbia alumni - August 23, 2020

Entrepreneurship and Business Innovation

- Economics and Consumer Insight with Ran Kivetz, Philip H. Geier Jr., Professor of Marketing at Columbia Business School - September 2, 2019
- The Future of Immersive Entertainment Industry with Columbia alumni - November 2, 2019
- Tech for Social Good with Columbia alumni - August 22, 2020
- Startups in Education, Fashion, Technology, and Sports: How can entrepreneurs contribute to society with Columbia alumni - August 22, 2020

2020 Special: the COVID-19 Spotlight and Silver Lining

Since the beginning of the COVID-19 pandemic, we have been working closely with experts and scholars from Columbia University, Peking University, Chinese Academy of Sciences and other institutions and various media outlets to produce our series of COVID-19 thematic programs. Through the informative online discussions, we have helped our audiences better understand the global crisis and have offered guidance on public health monitoring.

Economy

- Chinese economy in the context of the Coronavirus pandemic - April 20, 2020
- Addressing the economic opportunities and challenges of COVID-19 in China - April 27, 2020

Mental Health

- “Feeling stressed or anxious about coping COVID-19? Here's what can help Coping with anxiety and stress” with adjunct professor of Psychology and Education, Department of Clinical Psychology, TC - March 21, 2020
- “The secret to fulfillment in middle age” with

Jianxiong Li and Shanshan Wang, visiting scholars of WEA and others.

- May 18, 2020
- “What is the key to happiness?” with Dr. Dongmao Wen, visiting scholar of Columbia, and professor of Peking University - June 8, 2020

Journalism in the pandemic — Roles, Demands, and Misinformation with Columbia alumni - May 11, 2020



LIST OF EVENTS

Medicine & Public Health

11/02-03/2019 Forum

The harmony of civilizations and prosperity for all — The changing world and the future of humankind

12/18-19/2019 Symposium

Columbia-China Musculoskeletal Genetic Center

01/09/2020 Panel discussion

Columbia-CCMU Medical technology innovation and application in pediatrics international conference

02/24/2020 Panel discussion

The Coronavirus pandemic in China and beyond

03/21/2020 Webinar

Feeling stressed or anxious about COVID-19? Here's what can help

03/26/2020 Audiopost

Physician burnout during the Coronavirus outbreak

03/24-30/2020 Audiopost

Seven-day discussions on mental health issues

04/29/2020

Columbia psychiatrist Katherine Shear talks about mental health and coping with COVID-19 at CGTN World Insight

05/30/2020 Webinar

Accelerated globalization's impact on the role of healthcare professionals

06/08/2020 Webinar

What is key to mental serenity and happiness

06/16/2020 Webinar

Supporting frontline healthcare providers

06/17/2020 Webinar

Wildlife trade and the global health crisis

Energy, Environment & Sustainability

09/11/2019 Workshop

SBTi Chinese Handbook release and training workshop

09/21/2019 Panel discussion

Beijing environmental sustainability: ESG information disclosure and business climate action

12/19/2019 Panel discussion

2019 Business climate action cases

01/07/2020 Panel discussion

SIPA China Delegation on climate change and sustainable development

01/10/2020 Screening + Panel discussion

The documentary film A Journey to United Nations Climate Change Conference: Origin

01/15/2020 Panel discussion

China's communications strategy, practice, and experience in climate change

02/29/2020 Panel discussion

Waterways in contemporary Chinese ecological art

04/29/2020 Webinar

Clean energy and climate action

04/29/2020 Webinar

The Ages of Globalization: Book Launch

06/15/2020 Closed-door meeting

US-China green stimulus online workshop

06/18/2020 Opening Ceremony

The 12th International Youth Summit on Energy and Climate Change

07/19/2020

Breaking through the Bottleneck: Green Energy in the Post-pandemic Era

07/21/2020

"Speak Up" Initiative Finale: Meet Our Young Delegates, Hear Their Voices

Education

06/11/2019 Panel discussion

The Rise of alternative education in China – The road ahead

01/04/2020 Public lecture

Application of AR in K-12 education

**Women
Empowerment
& Leadership**

10/12/2019

Film screening

Documentary Screening:
Maineland

08/23/2020

Panel discussion

Women in Sports,
Fashion, and Film:
Inspiring Positive
Changes

**Business
Innovation &
Entrepreneurship**

09/10/2019

Lecture

Behavioral economics
and consumer insight

11/02/2019

Panel discussion

Immersive entertainment
industry

04/20/2020

Webinar

Chinese Economy
in the context of the
Coronavirus pandemic

04/27/2020

Webinar

Economic impact of the
Coronavirus on China

08/22/2020

Panel discussion

Tech for Social Good

08/22/2020

Panel discussion

Startups in Education,
Fashion, Technology,
and Sports: How can
entrepreneurs contribute
to society

**Information
session**

11/01/2019

**Information
Session**

Mailman School of
Public Health

11/09/2019

**Information
Session &
Reception**

School of Engineering
and Applied Science

11/12/2019

**Information
Session**

Columbia Business
School

08/06/2020

Orientation

Mathematics of Finance
Program at Graduate
School of Arts and
Sciences

08/15/2020

Welcome

Reception

Columbia
Undergraduate Class
of 2024 Welcome
Reception

**Career
Development**

04/12/2020

Webinar

Tezign global internship
program

05/18-22/2020

Webinar

Weeklong virtual career
fair

06/05/2020

Columbia Global Forum:
New Summer Initiatives
for Columbia Students

08/11/2020

How can Columbia SPS

accelerate your career?
Join us to find out

08/17-21/2020

SPS Greater China
Virtual Career Fair

Gatherings

10/26/2019

Meet & greet

CAA Alumni Panel and
Reception

11/03/2019

Meet & greet

Barnard parents
gathering

11/16/2020

Panel discussion

GSAPP "Role Play"
alumni gathering

11/28/2019

Meet & greet

CAA (Columbia
Alumni Association)

Thanksgiving dinner

2020 Special

05/11/2020

Webinar

Journalism in the
COVID-19 pandemic
— Roles, demands, and
misinformation

05/18/2020

**Screening and
discussion**

Documentary focused on
middle-aged people

Benjamin L. Liebman

Robert L. Lieff Professor of Law; Director, Center for Chinese Legal Studies

Shih-Fu Chang

Richard Dicker Professor of Telecommunications; Professor of Computer Science; Senior Executive Vice Dean for The Fu Foundation School of Engineering and Applied Science

Thomas J. Christensen

Professor of International and Public Affairs; Director of the China and the World Program

Qin Gao

Professor of Social Policy and Social Work; Director, China Center for Social Policy

X. Edward Guo

Chair, Department of Biomedical engineering; Stanley Dicker Professor of Biomedical Engineering and Professor of Medical Sciences (in Medicine)

Merit E. Janow

Dean; Professor of Professional Practice in the Faculty of International and Public Affairs

Eugenia Y. Lean

Professor of East Asian Languages and Cultures; Director, Weatherhead East Asian Institute

Lydia H. Liu

Wun Tsun Tam Professor in the Humanities; Director, Institute for Comparative Literature and Society

Arthur Lerner-Lam

Deputy Director, Lamont-Doherty Earth Observatory; Science Coordinator, Program in Environmental Science and Policy; Lamont Research Professor in the Lamont-Doherty Earth Observatory; Adjunct Professor of Earth and Environmental Sciences

David B. Sandalow

Senior Research Scholar in the Faculty of International and Public Affairs

Wei Shang

Wm Theodore and Fanny Brett de Bary and Class of 1941 Collegiate Professor of Asian Humanities and Du Family Professor of Chinese Culture, Department of East Asian Languages and Cultures

Haruo Shirane

Shincho Professor of Japanese Literature; Chair, Department of East Asian Languages and Cultures

Weiping Wu

Professor of Architecture, Planning and Preservation; Director of the MS Urban Planning Program in the Faculty of Architecture, Planning and Preservation

Tian Zheng

Chair, Department of Statistics; Professor of Statistics; Associate Director for Education, Data Science Institute

Deliang Tang

Associate Professor of Environmental Health Sciences

Mingfang Ting

Lamont Research Professor in the Lamont-Doherty Earth Observatory; Adjunct Professor of Earth and Environmental Sciences; Associate Director, Lamont-Doherty Earth Observatory; Co-Director, Masters in Climate and Society Program

FACULTY
ADVISORY
COMMITTEE

ADVISORY BOARD

Anla Cheng

P: CC '09, CC' 16, CEO, Founder of SupChina

Jon Christianson

'89 LAW, '89 BUS, Partner, Skadden Arps Slate Meagher & Flom LLP

Wei Sun Christianson

89 LAW, Chief Executive for China and Co-CEO, Asia Pacific at Morgan Stanley

Anna Fang-Hamm

CC '04, Partner and CEO of ZhenFund

Coco Han

'02 SIPA, Peking University '11 EMBA, Board Member of the Nassau County Museum of Art, and Founder of the Goldstone Wealth Management Consultants, Inc.

Jack Hsu

CBS '98, Founder and Chief Executive Officer of Ivy Group

Hua Huang

LW '20, P: CC '17, General Manager, Beijing Xuansheng Venture Real Estate Development Co. Ltd.

David Jin

CBS '98, Senior Partner & Managing Director, Boston Consulting Group's Shanghai office

Korhan Kurdogulu

IA '90, P: CC '20, Owner and Manager of ATA Holding

Kai-Fu Lee

CC '83, P: CC '12, Chairman and CEO of Innovation Works

Charles Li

LAW '91, P:CC '16 , CC '18 , CEO, Hong Kong Exchanges and Clearing Limited, Columbia University Trustee

He Lin

LW '20, P: CC '17, Beijing Xuansheng Venture Real Estate Development Co. Ltd.

Roberta Lipson

BUS '77, CEO and President, Chindex International, Inc.

Jeffrey Lu

Chief Executive Officer and Executive Director of China Mengniu Dairy Company Limited

Cherie Nursalim

BUS '90, Chair, Three on the Bund; Vice Chairman, GITI Group

James Riady

P: LW '11, TC '11, Deputy Chairman & CEO of Lippo Group of Companies

Nina Sun

IA '01, P: CC '14, President, Sunnybund Co., Ltd.

Zhe Sun

GFS99, GFS00, P: CC '14, Adjunct Senior Research Scholar in the Faculty of International and Public Affairs at Columbia University

Allen Wang

GSAS '89, Founder and CEO of Babytree

Boming Wang

SIPA '88, President of Stock Exchange Executive Council; Editor in Chief, Caijing magazine; Chairman of SEEC Media Group Limited

Lan Xue

Cheung Kong Chair Professor of Public Policy and Management, Dean of Schwarzman College, Tsinghua University

Lan Yang

IA '96, P: CC '18, Founder and Chairperson of Sun Media Group and Sun Culture Foundation

Alex Zhang

CC '03, Executive Director of Eco-Forum Global

Hejuan Zhao

Founder and CEO of TMTPOST Tech Group and ChainDD

OUR TEAM

Safwan M. Masri
Executive Vice President for Global
Centers and Global Development
at Columbia University



Helena Na Xiao
Associate Director



Thea Qi Pang
Communications Officer
(until July 2020)



Xuan Liang
Office Manager



Chenchen Duan
Communications Assistant



Miaomiao Bai
Operations Assistant



Runhan Tian
Event Coordinator
(until June 2020)



SPECIAL THANKS



Jordan Orange

Chair of the Department of Pediatrics at Columbia University's Vagelos College of Physicians & Surgeons



Jeffrey D. Sachs

University Professor and director of the Center for Sustainable Development at Columbia University



Amanda B. Carlson

Assistant Dean of Admissions at Columbia Business School



Anthony Puliafico

Associate Professor of Medical Psychology (in Psychiatry) at CUMC; Administrative Titles; Director, Columbia University Clinic for Anxiety and Related Disorders (CUCARD)-Westchester



William Runkle

Vice Chair of Department of Pediatrics



Soulaymane Kachani

Senior Vice Dean of Columbia University's School of Engineering and Applied Science, Vice Provost for Teaching and Learning



Richard A. Polin

Executive Vice Chair of Department of Pediatrics and Chief of Division of Neonatology and Perinatology at Columbia University



Weiping WU

Professor of Urban Planning and Director of the M.S. Urban Planning Program, Columbia University



Kevin TU

Fellow at the Center on Global Energy Policy of Columbia SIPA



Dr. Susan Michaels-Strasser

Assistant Professor of Epidemiology (in ICAP) at the Columbia University Irving Medical Center



Susan L. Rosenthal

Professor of Medical Psychology (in Pediatrics and Psychiatry), Columbia University Vagelos College of Physicians and Surgeons



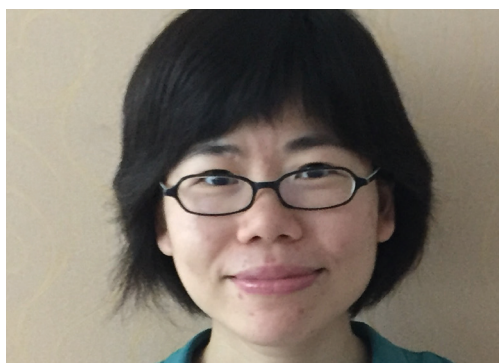
Betti-Sue Hertz

Director and chief curator of the Wallach Art Gallery, Columbia University



David P. Roye Jr.

Emeritus St. Giles Professor of Pediatric Orthopedic Surgery and Special Lecturer, Columbia University Vagelos College of Physicians and Surgeons



Yang Wan

Assistant Professor of Epidemiology, Mailman School of Public Health, Columbia University



Judy Kuriansky

Adjunct Professor of Psychology and Education, Dept of Clinical Psychology, Teachers College



Xiaojun YUAN

Lamont Research Professor of Columbia University



Ran Kivetz

Professor of Marketing, Tenured Professor of
Columbia University Business School



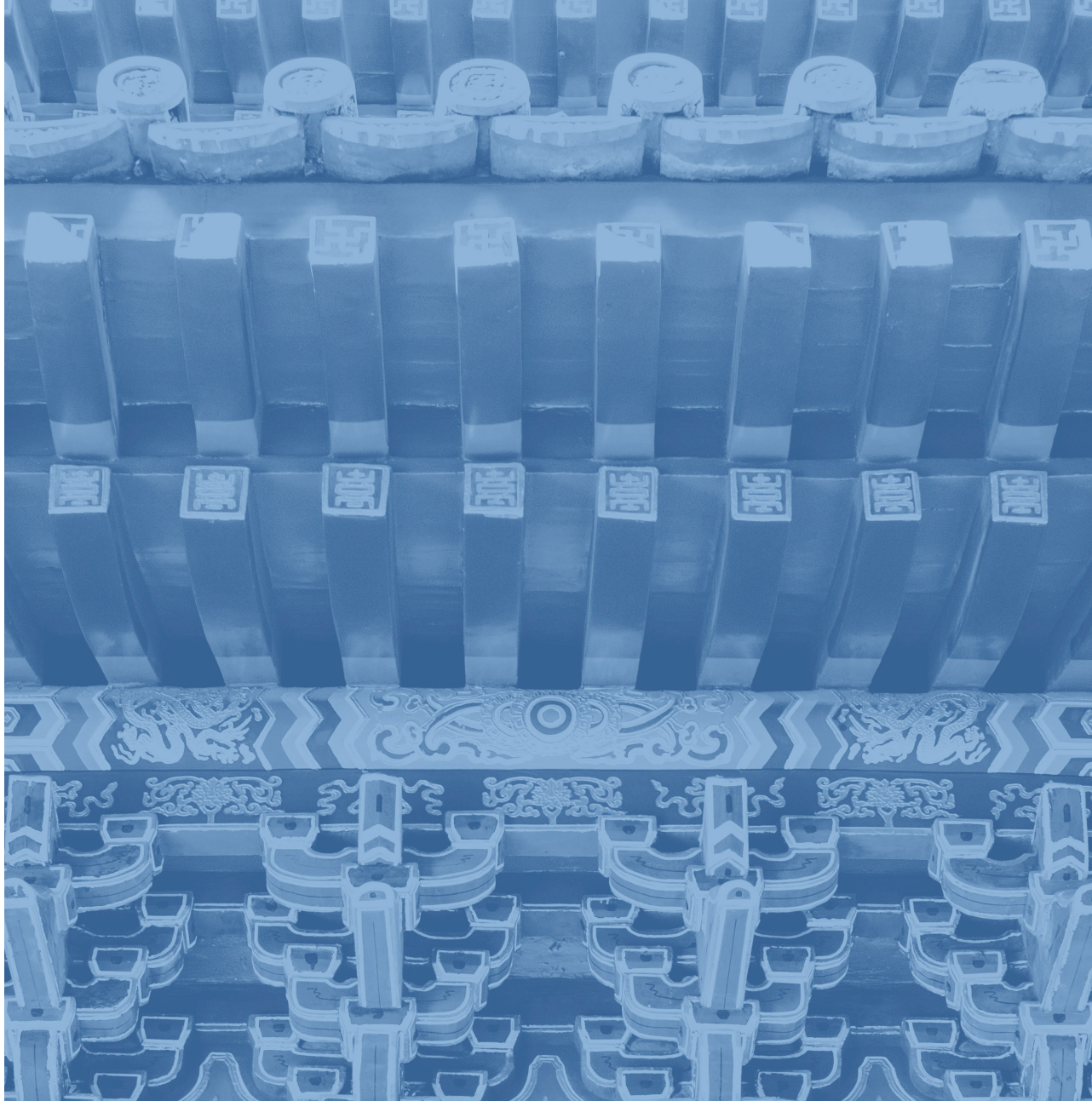
Nicholas Bartlett

Assistant Professor of AMEC/EALAC at Barnard
College and Columbia University



Kristina Onishchuk

Assistant Director of Admissions and Recruitment



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