

COLUMBIA WOMEN'S LEADERSHIP NETWORK IN BRAZIL

Syllabus

1. SUMMARY

The Columbia Women's Leadership Network in Brazil program selects annual groups of up to 20 mid-senior level professionals with the goal of creating a growing network of women who will contribute to the transformation of public service in Brazil. Taking advantage of the talents and academic excellence of Columbia University, each cohort will consist of women working in different areas of public management from different parts of Brazil. These professionals will participate in workshops in Brazil and at the Columbia University campus in New York City. The program consists of 10 modules that include strategic training and networking activities, roundtables, a seminar and mentorship sessions. All the activities will be closely supervised/facilitated/supported by Columbia Global Centers | Rio de Janeiro, including academic coordination and local management, in close collaboration with faculty from Columbia University.

2. CONCEPT

Managing human capital is a complex and central issue in any organization and particularly delicate in the case of public administration. We understand that recognizing good professionals and offering them training and exposure to networks within public agencies are positive investments that contribute to the improvement of institutional frameworks. These practices must be fostered through consistent programs. In addition, the topic of leadership and innovation in public management today has an even greater significance when considering disruptive changes within institutions, mobilizing agents, and aggregating knowledge in order to transform the profile of the professionals who formulate policies and their implementation.

Our program, with its aim to promote women empowerment and leadership, carves out an important niche in the landscape of executive programs. Although the strengthening of new female leadership roles is not the focus of most executive programs in Brazil, the theme is internationally recognized and has gained special attention today as companies and organizations that aim to promote gender equity tackle persistent gender inequality and gender bias in the workplace.

We understand the challenges to professional growth in women's careers and the role that networks play as a decisive factor in replicating good practices and encouraging behaviors focused on changing the institutional culture of agencies and public agencies. Executive education programs for women with a leadership profile are often designed with the sole purpose of bringing together leading women to share experiences, design new professional strategies and deepen reflection on innovation and positive disruptions in the institutions where they operate.

Considering all these elements, we pioneered a program to form networks and prepare women leaders through practical learning on relevant public management topics.

In this program, we will work on the issue of human capital management by selecting public servants with a distinguished profile within the different public agencies (from the federal, state and municipal levels). We will bring together a group of women with high transformation potential to participate in a series of educational, professional and networking modules that put participants at the center of discussions on the key strategic challenges of public management today. We will organize sessions with women leaders belonging to our network of partners who can inspire and broaden the discussion with the group. We will bring specialists from Columbia University and elsewhere to discuss the proposed topics. We will add value through disseminated and documented content throughout the process.

3. CORE TOPICS

The format of this course will therefore meet two demands: 1) to identify talents in the public sector with a leadership profile so as to form groups of committed and engaged women; 2) to offer opportunities for advanced training and integration into a powerful network of agents promoting transformation in public management.

I. Communication and Ethics in Public Management (leveraging technology and social media);

The shifts taking place in our communities, industries, governments, and within the entire human social structure require finding your communication style, which should represent your authentic voice, but the secret great leaders know about effective communication is that marrying your authentic self with the needs of your audience is what truly motivates and inspire others. Strong communication—the ability to listen actively, speak persuasively, and establish authority—is an integral skill for successful leaders. Throughout history, women’s words have moved audiences to action.

By the same token, public institutions must be willing and able to push back against excessive pressure from wealthy private actors and to reflect on corruption as a harmful practice that merits opposition. Participants will learn to treat corruption, mainly, as an institutional problem with no single, easy solution. Solutions, however, do exist.

II. Innovation and Leadership in Government;

Women bring a new and vital range of skills to the task of leading in an increasingly diverse, global society, from active listening to consensus building to self-reflection to reasoned risk taking. The evidence is strong and growing: when the leadership table includes people with these traits, the world does better.

Leadership can make the difference between success or failure of organization, whether it is in the public, private or social sector. Leadership is also comprised of skills that can be learned and perfected. In the activities that tackle innovation and leadership, participants will discuss effective leadership techniques, how women can become leaders who improve organizational performance, and cutting-edge techniques for leaders in an era of global competition.

III. Entrepreneurial Spirit: Being imaginative, flexible, and persistent in pursuing opportunity.

Persistence, the determination to achieve one's ultimate goal despite difficulties, is considered one of the most vital traits of entrepreneurs. Staying focused in the face of adversity is what separates those who succeed from those who fail. At the Athena Center, we believe that this trait is so imperative for leadership that we dedicate the entire next section to "Resilience," of which persistence is a necessary component. Successful leaders report that taking small, incremental steps and persisting in pursuing one's larger goal is particularly effective and rewarding and generates momentum for the entire team.

The most important impact of women's entrepreneurial spirit may be the example it provides to a world that continues to diversify with exponential speed. When leaders adopt these time-tested strategies of entrepreneurs—being imaginative, flexible, and persistent in pursuing opportunity—they are best able to manage change and succeed.

IV. Advocacy and networks on the Public Sector.

The solution to advancing women's leadership lies not only in encouraging and developing women as leaders but also in being able to reshape institutions and society so that they encourage women's success and include women at the decision-making Table. In the roundtables and mentorship sessions organized during the program, we will gather women leaders from Brazil and other parts of the world to discuss how double binds and other challenges particular to women when facing leadership positions and how they can unleash and strengthen their potential.

4. ACTIVITIES

10 modules that include lectures, workshops, orientation sessions, roundtables, public events (seminar and a global forum) and a 5-day international module in New York at the Columbia University campus that combines lectures and site visits, in addition to an internal seminar with women leaders. More details below.

5. FINAL PROJECT, DELIVERABLES

Participants are expected to conceive and develop a group project throughout the year. The project is developed in phases: 1. Participants identify a problem they face in their workplace connected with one of the four core topics of the program (see above); 2. Before the international module, participants will divide in groups and organize ideas for a project. 3. Groups submit a 1-page outline with the basic ideas of the project and present it on an online discussion session with academic coordinator (June). 3. On the last day of the NY module, the groups will share the findings of the visits and lectures in an internal seminar. 4. In September, each group will submit the first draft of the final project for feedback. 5. Each group will present their final project to a committee of faculty and academic peers in the Third Annual Seminar on Innovation in the Public Sector in São Paulo in November. The academic committee includes the Director of the Columbia Global Centers | Rio de Janeiro, Thomas Trebat, the Academic Coordinator of the program, Daniella Diniz and selected members of the Columbia faculty teaching the workshops in Brazil.

6. EVALUATION AND ATTENDANCE POLICY

Course evaluation will be based on the following formula:

1. Class Participation – 50%

Attendance and individual participation, as well as engagement in the group project will be evaluated.

2. Final Group Project – 50%

The evaluation of the project will be based on:

- a. Merit and relevance of the project;
- b. Innovative approach to the subject;
- c. How the ideas are presented; the structure of the text and the consistency of the proposed solution.

Grading system:

Letter Grade	Percentage
A	90%-100%
B	80%-89%
C	70%-79%
D	60%-69%
F	0%-59%

Attendance is not an option--it is a requirement.

Punctuality, alertness, and participation in class discussions and exercises will be taken into consideration.

Absences will need to be communicated with at least 1 week in advance. For each absence after 2, the final grade may be lowered by one letter. Any student who misses 3 or more modules is subject to failure, unless justified as excused absences.

"Excused" absences include the following:

- Illness or injury that is documented by a letter from a physician or health professional.
- "Mental duress" (divorce, death of friend or family member) that is documented in writing.
- Officially sanctioned and sponsored travel that is documented by a letter by senior management.
- Required court appearances that are documented by a letter from the clerk of the court.

7. CERTIFICATION

Following the approval of the academic committee, participants who successfully complete the requirements will receive a formal certificate of completion issued by the Columbia Global Centers | Rio de Janeiro. The minimum requirement to receive the certificate of completion of the course is an average of B, or 80%.

8. ENGAGEMENT AND NETWORK

During the course, the instructors and the academic coordinator will be available to discuss the content, answer questions and support the production of the final project.

Additionally, all the participants will be encouraged to take part in extra activities and share text and articles regarding leadership and management topics with their peers. We will create an “online library” on GoogleDrive in which all participants will be able to add documents. Social media can be used to maintain the engagement between the participants and the academic coordinators.

Participants are also expected to help in the recruitment and the mentorship of the 2019 cohort.

9. TUITION AND FINANCIAL AID

All selected participants will receive a fellowship that covers 100% of tuition (10,000 USD) on all instructional costs (workshops, lectures, seminars, site visits). Each participant is financially responsible for all costs of traveling, accommodations and meals involved in the local and international modules.

Participants who fail to obtain the certificate of completion, according to the policies described above, will reimburse the full tuition costs covered in the program.

10. APPLICATION REQUIREMENTS

1. Bachelor's degree
2. At least 5 years of managerial experience in public office
3. Language proficiency (English)

11. PROGRAM DESCRIPTION

Module #1

Building Capacity, setting the stage, harnessing power

March 22 (Thursday) 2018, 10:00 AM - 03:00 PM - Rio de Janeiro

Instructors: Daniella Diniz (Academic coordinator, Columbia Global Centers | Rio de Janeiro)
Débora Thomé (Visiting Scholar at Institute of Latin American Studies, Columbia University)

Welcome Session and lecture

Introduction of the Program, Syllabus

Group Dynamic

Networking lunch with participants, sponsors and members of the board of advisors

In the morning, participants will attend a class in which they will be presented, firstly, to topics that involve the current situation of women in the world and in Brazil, among them data on economics, education, politics, demography. In the second part, we will discuss issues related to women and power, with historical and conjunctural data, as well as discussions about the role of women in leadership and how it is understood by society.

In the afternoon, there will be a small briefing followed by a momentum to delve deeper into the challenging issues of women in the workplace. We will also count with the presence of members of the board of advisors that will exchange experiences and meet the group.

Module #2

Identifying and optimizing the use of key resources: Strengths Assessment and workshop

April 12 (Thursday) 2018, 10:00 AM- 4:00 PM - Rio de Janeiro

Instructor: Dr Brian Perkins (Senior Lecturer – Teachers College, Director of the Urban Education Leaders Program at Teachers College, Columbia University in the Department of Organization and Leadership)

The participants will take an online survey that uncovers the strengths of your team of leaders along 34 empirically-validated themes. It enables your leaders to discover their top five Strengths Insights and build their daily activities and long-term strategies around them. Along with the Strengths Discovery report, your leaders receive an Action-Planning Guide which helps in releasing the power within and transforming your educational organization along the way. Along with the Strengths Discovery report, your leaders receive an Action-Planning Guide which helps in releasing the power within and transforming your educational organization along the way.

During the workshop, the instructor will convene the group by administering the different instruments, analyzing the resultant reports, tracking the organization's progress, building an improvement plan customizable to the organization's needs and aspirations, and transforming the plan into actions and strategies. Our goal is to work with the participants to unlock the full potential of our leaders and nurture the organization's growth in a measurable and sustainable manner.

Module #3

Sharing diverse strengths and perspectives: Workshop “Negotiation and Conflict Resolution” and Roundtable with Brazilian Women Leaders

May 24 (Thursday) 2018, 10:00 AM - 04:00 PM - Rio de Janeiro

Instructor: Zach Metz (Adjunct Assistant, Columbia University's School of International and Public Affairs)

Theme: Developing Women Leaders in the Public Sector

In the first part of this module, we will discuss how the ability to negotiate and resolve conflict skillfully is fundamental to success. While pursuing substantive goals such as deliverables, timelines, and budgets is critical, strong negotiators also understand the importance of cultivating long-term relationships with counterparts. People often feel pressured to choose between two objectives that seem mutually exclusive: either reach substantive goals or nurture the relationship capital. This presentation will help professionals address this dilemma when negotiating or addressing conflict with key counterparts.

The workshop will be followed by a roundtable with Brazilian Women Leaders which will bring closer the group of professionals that will be part of the program and introduce the theme of mentorship and advocacy for women leadership in the public and private sector. This module is an opportunity to discuss the most pressing issues pertinent to women in the workplace, including leadership and mentorship. It will also gather prominent women leaders to share their experiences, as well as being a moment of reflection on women's empowerment in the professional sphere and strengthening the network.

Module #4

Exploring your potential, understanding your goals: Workshop “Public Ethics” and Project Orientation

June 14 (Thursday) 2018 10:00 AM - 04:00 PM – Rio de Janeiro

Instructor: Paul Lagunes (Assistant Professor, Columbia University's School of International and Public Affairs)

What is corruption? Is corruption a necessary evil? Is corruption sand or grease on the wheels of a country's economy? Why is corruption so pervasive around the world? This session will attempt to answer these and other questions relating to the topics of good governance and corruption. Together we will explore core theories about corruption and learn about corruption's damaging influence on local and national governments. We will also examine some of the most promising strategies available for promoting integrity in public administration. The session aims to accomplish two goals. First, to reflect on corruption as a practice that reduces government legitimacy, affects the quality of public service delivery, and biases policy and its application in favor of special interests. Second, to provide a grounded appreciation of local and national regimes' potential for advancement. Good governance is possible.

In the second half of this module, participants will discuss the project outline in groups, and present the problem related to one of the four core themes that will be developed during the year and submit a one-page project outline to be discussed online or in person with academic coordinators. This is the project proposal to be developed after the NY trip, using the content from the lectures and visits. It will lead to a final project that will be presented in November, during the Seminar on Innovation in the Public Sector.

Module #5

**Striving for success, owning expertise, and projecting power: International Module
July 16-20 (Monday-Friday) 2018 - 10:00 AM- 4:00 PM - New York (Columbia Campus)**

Classroom sessions, group visits and activities, along the lines of traditional executive education programs. The themes selected for the international module are in synergy with the training that will be offered in Brazil. The module will consist of academic sessions in the morning, with afternoon visits, with a total of 6-8 hours daily for 4 days.

1. Daily schedule (TBC)

Program NY 5-day intensive module *subject to change					
	Monday July 16	Tuesday July 17	Wednesday July 18	Thursday July 19	Friday July 20
9:30A M - 12PM	Effective Self-Advocacy <i>Selena Rezvani</i>	Finding your entrepreneurial spirit <i>Nathalie Molina Nino</i>	Women's Leadership and Innovation <i>William Eimicke</i>	The impacts of gender policies <i>Yasmine Ergas</i>	
12PM-1PM	Lunch break	Lunch break	Lunch break	Lunch break	Lunch break
01:00 PM – 03:30 PM	Strategic Storytelling <i>Barbara Greene</i>	Site Visit: NY Stock Exchange	Site Visit: United Nations	Site Visit: City Hall + Talk with Loree Sutton	Roundtable: Women creating change: a dialogue with women leaders

2. Site Visits:

- *NY Stock Exchange:*
- *City Hall + Lecture with Loree Sutton, Commissioner for New York City Department of Veterans Services (DVS)*
- *United Nations/UN Women*

3. Internal Seminar and Roundtable:

On the last day in NY, participants will present the problem that they have identified on their workplace and start to discuss possible solutions. The groups will share the findings of the visits and lectures in an internal seminar. A roundtable with Members of the Board of Advisors will bring closer the group of professionals that will be part of the program and connect with the group as well as discuss relevant themes related to the group projects and strategies of advancing the theme of women leadership in the public and private sector.

Guests/Mentors: Members of the Board of Advisors (see list at the end of this document)

Module #6

Exploring your communication style - *The DISC Assessment*

August 30 (Thursday) 10:00 AM - 04:00 PM - Rio de Janeiro

Instructor: Dr Brian Perkins (Director of the Urban Education Leaders Program at Teachers College, Columbia University in the Department of Organization and Leadership)

The DISC Assessment gives valuable information on how we prefer to communicate with others. Everyone has a natural communication style, ranging in diversity from directness to openness. The assessment also provides insightful instructions on treating and communicating with others the way they want to be treated. The DISC assessment is a simple, practical and highly accurate tool that measures communication behaviors. It first helps us to understand our own styles, and then equally as important, how to enhance communications with others. It does not measure intelligence, values, or performance, but rather encourages us to explore all behavior styles and appreciate the differences. By learning how to read other people's styles you can modify the way you interact and as a result, enhance the effectiveness of your messages.

In this final workshop, the instructor will convene the group by administering the different instruments, analyzing the resultant reports, tracking the organization's progress, building an improvement plan customizable to the organization's needs and aspirations, and transforming the plan into actions and strategies. He will compare the results of this survey with the first Strengths Finder test to assess how they the participants have leveraged and developed their leadership potential

Module #7

Finding your Voice: Communication in Public Affairs (leveraging technology and social media)

November 8, 2018, 10:00 AM - 04:00 PM

Instructor: Alexis Wichowski (Adjunct Associate Professor, Columbia University's School of International and Public Affairs)

This day-long workshop will be a hands-on experience in which we explore communication best practices in government agencies for routine and crisis communications, as well as ways to handle intra-governmental communication with difficult or oppositional leadership. The workshop will consist of brief lectures, group exercises, public speaking practice, seminar-style discussions, and by the end of the day, the production of a communications campaign that stretches participants to apply their skills as creative and ethical professionals in innovative new ways.

Module #8

3rd Annual Seminar on Innovation in Public Management: Best practices in Public Administration

November 9 2018 - 10:00 AM - 05:00 PM - São Paulo

The Seminar aims to bring examples of innovative practices, generate a debate about the perspectives and challenges of public management, and to bring together professionals and leaders from different sectors who want to revitalize the current scenario of public administration. During the Seminar, the participants of the Women Leadership Network will present their projects and findings from the experience in NY.

Module #9

Mentoring and Advocating for the Women in Power: A Global Forum

December 7, 2018 - 9:00 AM - 05:00 PM - Brasília

In this Global Forum, we will invite the women directors of the Columbia Global Centers in different parts of the world and women from our international network to share their experiences as women leaders and their global perspective on the theme of women transforming public management across the world.

Participants are expected to help organize the Forum and will be actively engaged in the preparation and during the event.

Module #10

Beginning a new cycle: Commencement Ceremony (2018 cohort), welcome to the new cohort

March 19, 2019 - Rio de Janeiro

Workshop with Kathryn Kolbert (Director of the Athena Center for Leadership Studies, Professor of Leadership Studies, and Professor of Professional Practice, Department of Political Science at Barnard College).

NY Module outline:

- Effective Self-Advocacy

Instructor: Selena Rezvani

Dispelling the myth that good work speaks for itself, learn the importance of self-promotion and seeking visibility.

Practice promoting yourself with authority and charisma.

- Strategic Storytelling: How to Use Storytelling as a Leadership Tool

Instructor: Barbara Greene

Good storytelling is a hallmark of effective leadership. It's a medium that allows leaders to move others. It also lets people know how the leader thinks and feels. Learn the elements of a persuasive story, when and how to share your story, and how to leverage strategic storytelling to expand your influence.

- Harnessing Your Entrepreneurial Spirit

Instructor: Nathalie Molina Nino

Entrepreneurs are people who think out of the box and make their own rules. But where do they begin? Does becoming an entrepreneur require specific expertise, innate skills, gall, or luck? In this workshop you will learn how to harness entrepreneurial spirit—the ability to be flexible, persistent and adaptable to create change in your organization and increase your impact.

- Women's leadership and Innovation

Instructor: William Eimicke (Professor of Professional Practice, Columbia University's School of International and Public Affairs)

Leadership can make the difference between success or failure of organization, whether it is in the public, private or social sector. Leadership is also comprised of skills that can be learned and perfected. Professor Eimicke has led large public-sector organizations in the United States, advised leaders from all three sectors in the United States, Asia, Latin America and the Middle East, and taught leadership at Columbia University and many other universities around the world for nearly three decades. In this session, Professor Eimicke will discuss effective leadership techniques, how leaders can improve organizational performance, and cutting-edge techniques for leaders in an era of global competition, including Public-Private Partnerships and Performance Management.

- The Impacts of Gender Policies

Instructor: Yasmine Ergas (Director of the Specialization on Gender and Public Policy, Columbia University's School of International and Public Affairs)

Gender is such an important dimension of all public policy; the promotion of gender equality depends on the commitment of professionals in all fields. Professor Ergas will help participants to develop skills to assess, formulate, and implement policies that promote gender equality.

Instructors Bios:

[ALEXIS WICHOWSKI](#) is an adjunct associate professor in Columbia University's School of International and Public Affairs, teaching in the Technology, Media, and Communications (TMaC) specialization. She is also Press Secretary and Senior Advisor at New York City's newly created Department of Veterans' Services, providing support to the City's half million veterans and their families. She has previously served New York City as a Disaster Relief Field Responder, before and during 9/11.

[BRIAN K. PERKINS](#) is the Director of the Urban Education Leaders Program at Teachers College, Columbia University in the Department of Organization and Leadership. He is the former Chair and Professor of Education Law and Policy at Southern Connecticut State University in New Haven, Connecticut. As Chair, Dr. Perkins successfully led his department through the licensure of the University's first doctoral program and full NCATE accreditation.

[BARBARA GREENE](#) conducts customized training sessions and workshops in such areas as executive development, internal communications and leadership communications. She is also an expert on crisis management, crisis communications and media relations. She has a lot of international experience, including in Latin America and was involved in programs of the Athena Center with the Tomodachi Women's Leadership Program and the Girl Scouts Leadership Program. She also leads several leadership labs at Barnard College each semester.

[DANIELLA DINIZ](#) leads the programs and communications of the Columbia Global Centers | Rio de Janeiro, serving as a liaison between businesses, institutions, and individuals interested in forging partnerships with Columbia, and members of the Columbia community invested using the resources of the Global Center to form collaborations in Brazil. She has been at the Center since its launch in 2013 and has, since then, helped develop the framework for collaborative projects between Brazilian institutions and Columbia University counterparts. Her background includes over ten years of experience in research in academic institutions across a wide range of disciplines including law, political science and intellectual history. She has also designed and taught at Columbia Graduate School of Arts and Sciences for five years.

[DÉBORA THOMÉ](#) is a visiting Scholar at Institute of Latin American Studies (Columbia University). PhD Candidate at the Universidade Federal Fluminense (Rio de Janeiro - Brazil) she studies how institutions shape women's representation in politics. Beyond her research, she has fought for women's rights in Brazil, speaking in various conferences about feminism and organizing cultural activities and pro-abortion advocacy groups. Debora also trained more than 300 women from all over Brazil planning to run for office in a program of the Brazilian Government Agency for Women's Policy. In her master, she studied Conditional Cash Transfers and policies to reduce inequality. Author of a children's book about Brazilian women leaders called "50 brasileiras incríveis para conhecer antes de crescer". She has just finished a book about women and power in Brazil (coming on April).

[KATHRYN KOLBERT](#) is the Constance Hess Williams '66 Director of the Athena Center for Leadership Studies, Professor of Leadership Studies, and Professor of Professional Practice,

Department of Political Science at Barnard College. As the founder director of the Athena Center, a premiere, interdisciplinary center dedicated to the advancement of women's leadership, Kolbert provides Barnard students and adult women, a wide range of education, research, professional development, and public education programs both in New York and across the globe. A public-interest attorney, journalist, and visionary in the not-for-profit world, Kathryn Kolbert brings to Barnard an extraordinary depth of experience in collaborative leadership, educational programming, and civil-rights advocacy. She has been recognized by The National Law Journal as one of the "100 Most Influential Lawyers in America," and by The American Lawyer as one of 45 public-interest lawyers "whose vision and commitment are changing lives." In 1992, Kolbert argued the landmark case of *Planned Parenthood v. Casey* before the U.S. Supreme Court and has been credited with saving *Roe v. Wade* with what Jeffrey Toobin has called "one of the most audacious litigation strategies in Supreme Court history."

[LOREE SUTTON](#), Brigadier General (Ret.), MD is the founding Commissioner for New York City's Department of Veterans' Services (DVS). Established in 2016, DVS is the nation's first municipal-level agency devoted solely to veterans and their families. A career Army psychiatrist, Sutton seeks to demonstrate the essential role of community as the front line of hope and healing, guiding veterans and their families in their journey from 'doing better' to actually 'getting better' – at home, work, school and life. Resilient communities build safety nets for catching falls and springboards for launching goals. This 'whole health' approach, incorporating peer support, arts/culture, holistic services and clinical treatment, lays the foundation for success by restoring trust and overcoming stigma.

[NATHALIE MOLINA NINO](#) is the CEO of BRAVA Investments and the writer of *LEAPFROG, The New Revolution for Women Entrepreneurs* (Tarcher Perigee, a Penguin Random House imprint). She is committed to delivering returns to investors while making a catalytic impact on women in the world. In 2012, while at Columbia University, Molina Niño co-founded *Entrepreneurs@Athena* at the Athena Center for Leadership studies of Barnard College, with the mission of leveling the playing field for women entrepreneurs.

[PAUL LAGUNES](#) is an Assistant Professor at Columbia University's School of International and Public Affairs. His research focuses on corruption, especially as it affects subnational governments in the Americas. Two basic questions motivate Lagunes' research: First, how does corruption actually work in practice? Second, what tools are available for limiting corruption's harmful effects? By relying on randomized control trials, Lagunes offers insights on corruption's regressive impact on society, the factors maintaining a corrupt status quo, and the conditions under which anti-corruption monitoring is most effective. Focus areas: Corruption, urban governance, Latin American politics and policy.

[THOMAS TREBAT](#) joined Columbia after a lengthy career on Wall Street dedicated to economic research on Latin America. He formerly served as Executive Director of the Institute of Latin American Studies at Columbia University and of the Institute's Center for Brazilian Studies. Prior to joining ILAS in February 2005, Tom was Managing Director and Head of the Latin America team in the Economic and Market Analysis department of Citigroup. He joined Citicorp Securities in 1996 as the head of Emerging Market Research.

[WILLIAM B. EIMICKE](#) is the founding director of the Picker Center for Executive Education of Columbia University's School of International and Public Affairs. The Picker Center runs the School's Executive MPA program, university partnerships, and non-degree professional training programs. Eimicke teaches courses in public management, applied policy analysis, and management innovation. He also teaches at Peking University, the National University of Singapore and the Universidad Externado de Colombia.

[YASMINE ERGAS](#) is Director of the Specialization on Gender and Public Policy and Lecturer in Discipline in International and Public Affairs. She also directs the program in Gender and Human Rights of Columbia University's Institute for the Study of Human Rights, is a member of the Executive Committee of the University's Institute for Research on Women, Gender and Sexuality, and is the co-convenor of the Women, Gender and Sexuality Studies Council at Columbia University.

[ZACHARY METZ](#) is a partner and the Director of Peace Building practice at Consensus, a consulting firm specializing in negotiation, conflict resolution and peacebuilding. The firm works with private and public sector clients, NGOs, international organizations and governments. He has worked in the field of conflict resolution and peacebuilding for fifteen years. His areas of expertise include training and large-group facilitation, conflict assessment, conflict-sensitive development, restorative justice and program design and evaluation. Metz has provided expertise to the United Nations Development Programme, UN Department of Economic & Social Affairs, International Organization for Migration, Search for Common Ground, and a wide range of international political and civil society organizations. He teaches the graduate course Applied International Peace Building at SIPA. He has also taught at Universidad Externado De Colombia, Sabanci University, the United States Military Academy at West Point and Lebanese American University.