

COLUMBIA WOMEN'S LEADERSHIP NETWORK IN BRAZIL ANO II

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 are eligible for scholarships to cover tuition (\$ 10,000) and 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

Women and Power

March 18 (Monday) 2019, 09:00 AM - 05:00 PM - Rio de Janeiro

Instructor: Débora Thome (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.

Readings:

- *Sexist attitudes: Most of us are biased*
Jennifer Raymond
<https://www.nature.com/articles/495033a>
- *Why women aren't CEOs according to women who almost were*
Susan Chira
<https://www.nytimes.com/2017/07/21/sunday-review/women-ceos-glass-ceiling.html>
- *The world's most powerful woman won't call herself a feminist*
Susan Chira
<https://www.nytimes.com/2017/09/16/sunday-review/angela-merkel-feminist-germany.html>
- *Why women's voices are scarce in economics*
Justin Wolfers
<https://www.nytimes.com/2018/02/02/business/why-womens-voices-are-scarce-in-economics.html>
- *Why Women Still Can't Have It All*
Anne-Marie Slaughter
<https://www.theatlantic.com/magazine/archive/2012/07/why-women-still-cant-have-it-all/309020/>
- *How the 'Shalane Flanagan Effect' works*
Lindsay Crouse
<https://www.nytimes.com/2017/11/11/opinion/sunday/shalane-flanagan-marathon-running.html>

- *Lin Bian, Sarah-Jane Leslie, Andrei Cimpian. "Gender stereotypes about intellectual ability emerge early and influence children's interests". Science, 2017; 355 (6323): 389 DOI: 10.1126/science.aah6524*
- *Duerst-Lahti, Georgia and Rita Mae Kelly, eds. 1995. Gender Power, Leadership, and Governance. Ann Arbor: University of Michigan Press. (todo o pdf)*
- *Puwar, Nirmal. 2004. Space Invaders: Race, Gender and Bodies Out of Place. New York: Berg. (Introdução e cap.5)*
- *Smith, Amy E. "On the edge of a glass cliff: women in leadership in public organizations." Public Administration Quarterly, vol. 39, no. 3, 2015, pp. 484–517., www.jstor.org/stable/24773425.*

Module #2

Women transforming the public sector: an international experience

March 19 (Tuesday) 2019, 10:00 AM- 5:00 PM - Rio de Janeiro

Instructor: 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).

- Kolbert 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." [2] In 2011, Kolbert received the Edith I. Spivack Award from the New York County Lawyers' Association's Women's Rights Committee.

This workshop, which will celebrate the end of the first year of the program, will be held with the Director of the Barnard College Women's Leadership Center, Kathryn Kolbert. The participants of the first and second groups met to begin the process of strengthening the network of fellows and to access how the leadership role dialogues with the management of people and resources in the context of government and public policies.

Module #3

Strengths Assessment and workshop

April 26 (Friday) 2019, 10:00 AM- 5:00 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.

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.

Readings:

- *Signature Theme Report*

Module #4

Development and Gender Policy

May 31 (Friday) 2019, 10:00 AM - 04:00 PM - Rio de Janeiro

Instructor: Kristy Kelly (Adjunct Assistant Professor of International and Public Affairs)

In this module we will discuss how gender equality discourses and practices are engaged, resisted, ignored and otherwise transformed in the process of training policy-actors how to bring a gender lens into development thinking. Professor Kelly will also examine the impact of gender and development issues with multilateral and non-government organizations around the world.

Module #5

International Module

July 22-26 (Monday-Friday) 2019 - 10:00 AM- 5:00 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 5 days.

1. Daily schedule (TBC)

Program NY 5-day intensive module *subject to change					
	Monday July 22	Tuesday July 23	Wednesday July 24	Thursday July 25	Friday July 26
9:30A M - 12PM	Effective Self- Advocacy <i>Selena Rezvani</i>	Gender, Politics and Development <i>Eugenia McGill</i>	Leadership, public-private partnership and government	Diversity on the Workplace	Innovation and technology in the Public Sector <i>Sarah Holloway</i>
12PM- 1PM	Lunch break	Lunch break	Lunch break	Lunch break	Lunch break
01:00 PM – 03:30 PM	Finding your entrepreneur ial spirit <i>Nathalie Molina Nino</i>	Site Visit: United Nations UN Women	Site Visit: City Hall + Talk with Loree Sutton	Site Visit: MetLife	Internal Seminar: Project Discussion and Evaluation

2. Site Visits:

- *Columbia World Projects and Obama Foundation*
- *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.

Module #6

Human Capital Management in the Public Sector

August 23 (Friday) 10:00 AM - 05:00 PM - Rio de Janeiro

Instructor: Cindy Pace (Assistant Vice President, Global Diversity and Inclusion, at MetLife. Lecturer in professional development and executive education and adjunct professor of organizational leadership)

Since the 1990s, there have been hundreds of conceptual and empirical articles investigating the relationship between Strategic Human Resource Management (SHRM) and performance. This workshop will debate how contemporary HRM can be articulated to transform the public sector. It will note the differences between the traditional bureaucratic model and the new management approaches of public sector operation and activity. The instructor will explore how the institutional, policy and organizational changes delivered a new paradigm of managing members of public service organizations.

Through case studies, this session will discuss the role of human resource management policies and practices in increasing service quality, efficiency and organizational effectiveness in the public sector.

Module #7

Negotiation and Conflict Resolution

September 27 (Friday) 10:00 AM - 05:00 PM

Instructor: Beth Fisher-Yoshida (Academic Director of the Negotiation and Conflict Resolution program, School of Professional Studies – Columbia University)

In 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 class will help professionals address this dilemma when negotiating or addressing conflict with key counterparts.

Module #8

Technology's Impact on the State

November 22 2019 - 10:00 AM - 05:00 PM – Rio de Janeiro

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

In this module Professor Wichowsky will discuss technology's impact on the State. First, we will provide common understanding of current technological developments impacting government, society and citizens. Afterwards, Alexis will explore intended and unintended consequences of technological advancements for good and ill on the state and the regulatory relationship between fast-developing technology and slow-moving bureaucracies

The goal is to explore the importance of data for the public sector and its influence on decision making.

Module #9

Communication in Public Affairs – Media Training

December 13 (Friday) 10:00 AM - 05:00 PM

Instructor: Barbara Greene

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.

Readings:

- [“How to Make a Great First Impression,”](#) *Harvard Business Review*
- [“Making Allies with the Media,”](#) *Intermedia Communications Training*
- [“Briefing Memo Checklist,”](#) *Johns Hopkins Bloomberg School of Public Health*
- [“A 3-Step Guide to Message Triangles,”](#) *Marketing Partners*
- [“13 ways to overcome your fear of public speaking and win the room,”](#) *CNBC*
- [“Campaign strategy: 12 basic guidelines,”](#) *Campaignstrategy.org*

Module #10

II Global Forum on Women’s Leadership: Commencement Ceremony (2018 cohort), welcome to the new cohort

March 20, 2020 - Rio de Janeiro

The second Global Forum on Women’s Leadership will be the only public event to celebrate the end of the cohort 2019 and the beginning of the new cohort. In this one-day event, we will bring together women and global representatives to discuss women's empowerment in the labor market and women's leadership position, their effect on economics, politics, and what have been the paths women have taken from different parts of the world to improve the participation of women in leadership positions and in politics.

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.

REQUIRED READINGS:

1. *Negotiating Gender Roles: Gender Differences in Assertive Negotiating Are Mediated by Women's Fear of Backlash and Attenuated When Negotiating on Behalf of Others;*
2. *Jeffrey Pfeffer: How to "Lean In" to Power.*

REQUIRED VIDEO:

1. *Negotiation expert: Lessons from my horse | Margaret Neale | TEDxStanford*

- **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.

- **Innovation and technology in the Public Sector**

Instructor: Sarah Holloway (Lecturer in the Discipline of International and Public Affairs; Director, Management Specialization; Director, Global Ed Tech Entrepreneurship Program at the Center for Development Economics & Policy)

TBD – The Innovation Practice – tailored to the public sector - The Innovation Practice is an intimate and curated gathering of senior-level innovation practitioners from corporates and academic thought leaders. This is not your typical sit-down and listen conference: attendees will be active participants throughout with hands-on programming and peer-to-peer learning. In other words, no pitching, no vendors, and no selling – only innovation decision makers sharing, discussing and debating innovation practices.

Instructors Bio:

[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.

[BETH FISHER-YOSHIDA](#) is Vice Chair of the Faculty of Professional Studies and the Academic Director of the Negotiation and Conflict Resolution program. As Professor of Professional Practice, Dr. Fisher-Yoshida teaches classes in negotiation, conflict resolution, and conflict analysis. Her approach to learning is based on her core belief that when we improve communication by developing more self-awareness, we will have better relationships and improved negotiation practices.

[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.

[DÉBORA THOME](#) 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).

[EUGENIA MCGILL](#) is a Senior Lecturer in the Discipline of International and Public Affairs and the Interim Director of the Economic and Political Development Concentration at SIPA, where she directs the Workshop in Development Practice and teaches courses in Methods for Development Practice and Gender, Politics and Development. Her teaching and research interests include the social impacts of globalization, development interventions and development finance, particularly gender-related impacts, as well as innovative and inclusive approaches to development planning.

[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."

[KRISTY KELLY](#) is a sociologist specializing in gender equality policies in Vietnam. Kelly's current research project examines how gender equality discourses and practices are engaged, resisted, ignored and otherwise transformed in the process of training policy-actors how to bring a gender lens into development thinking.

[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.

[SARAH HOLLOWAY](#) has worked in the public and nonprofit sector for 25 years. She is currently a full-time member of the SIPA faculty where she teaches Nonprofit Financial Management and Social Entrepreneurship. In addition to teaching, she runs the school's Management Specialization—a set of courses and activities that support knowledge and skill building in non-profit, for-profit and social enterprise management.

Sarah is a member the Boards of the NYC Foundation for Computer Science Education (CSNYC), The Armory Foundation, Mission Restore, Five One Labs Columbia Entrepreneurship. She is a former board member of The Institute of Play, LIFT Investments, the Ft. Tryon Park Trust, Friends of Public School 187, and the New York City Workforce Investment Board.

[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.

[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-convener of the Women, Gender and Sexuality Studies Council at Columbia University.

[VALERIE PURDIE GREENAWAY](#) serves as Director for the Laboratory of Intergroup Relations and the Social Mind (LIRSM). She is an associate professor in the Department of Psychology at Columbia University, core faculty for the Robert Wood Johnson Health & Society Scholars Program (RWJ Columbia-site), and research fellow at the Institute for Research on African-American Studies (IRAAS) at Columbia.

Dr. Purdie Greenaway has authored numerous publications that have appeared in journals such as Science, Psychological Science, and Journal of Personality & Social Psychology.