

COLUMBIA GLOBAL CENTERS | SANTIAGO

—
ANNUAL
REPORT
2017
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An aerial photograph of Santiago, Chile, showing a dense urban landscape with numerous high-rise buildings and a river in the foreground. In the background, the rugged, snow-capped peaks of the Andes mountains rise prominently against a clear sky. The entire image is overlaid with a semi-transparent blue filter.

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Columbia Global Centers promote and facilitate the collaborative and impactful engagement of the University's faculty, students, and alumni with the world, to enhance understanding, address global challenges, and advance knowledge and its exchange.

Message from Lee C. Bollinger



Photograph by Eileen Barroso.

Why does art provoke state censorship? How can pluralism be harnessed for positive political change? What role does religion play in protecting women from gender-based violence? Columbia's Global Centers are home to ongoing discussions of these and many other questions drawn from fields ranging from healthcare and sustainability, to social justice and armed conflict. These lectures and workshops, led by distinguished scholars from Columbia and other universities, are just one dimension of the rich intellectual life of the Global Centers. Our students are becoming proficient in foreign languages, and studying architecture and political science; researchers from diverse disciplines and backgrounds are collaborating to advance their scholarship.

As the world continues to change in ways that make us all feel more closely interconnected, and global society attains new levels of economic and technological integration, Columbia is evolving so that our scholarship and teaching reflect this reality. No enterprise at the University more fully embraces this future than our network of Columbia Global Centers. They are essential to expanding our understanding of the world and to preparing new generations to confront urgent problems that refuse to be cabined by national boundaries. The new perspectives that our faculty and students acquire in Columbia Global Centers stretching from Santiago to Beijing enrich the intellectual dialogue occurring on our New York campuses and bring all of us in closer contact with the rest of the world.

This is what we hoped for when we set forth to build Columbia Global Centers. With each passing year, we see a growing volume of innovative scholarship—in many instances, the product of collaborative programming involving multiple Centers. For this, we are indebted to you, our supporters, and to all of the remarkable faculty members and energetic students who are responsible, each in their own way, for creating this essential part of Columbia's future.

Lee C. Bollinger

President, Columbia University

The nine Columbia Global Centers –in Amman, Beijing, Istanbul, Mumbai, Nairobi, Paris, Rio de Janeiro, Santiago and Tunis– work individually and as a network to drive teaching and research across disciplinary boundaries, in partnership with experts and scholars from their regions.

By exploring global ideas both on campus and through their work in these regions, Columbia University reaffirms both its relevance and its commitment to creating meaningful impact and contributing a positive legacy for generations to come. It also opens up extraordinary possibilities for like-minded partners to join in achieving these transformative goals.

Message from Safwan M. Masri



Photograph by Eileen Barroso.

This past calendar year was a time of great global changes and challenges. The world experienced political upheavals, refugee crises, and contentious elections, the impacts of which were deeply felt by our Global Centers and our local, regional, and global partners. The acute and widespread effects of these events, however, reinforced that our network of Centers is uniquely positioned to take on the most pressing global issues of our time. By responding to and engaging with our individual local contexts, the Columbia Global Centers have helped us better understand each other, and brought firsthand perspectives back to our campus in New York City.

Our network also experienced many important new developments during the year. We welcomed a new Director to our Nairobi Center and laid the foundation for a new Global Center in Tunis. Across our network, we deepened our connections with local audiences through education programs, research projects, and public engagement. Collectively, our network held over 350 events worldwide.

On campus, and under the visionary leadership of President Lee C. Bollinger, we beheld the awesome development of an entirely new 17-acre campus in Manhattanville, which will soon add the new University Forum building—a space where scholars and thought leaders from various fields can come together to share ideas. Columbia's priorities were also given a new voice through two groundbreaking global initiatives: Columbia World Projects, which will connect our research capacities with organizations beyond the academy to transform our work into concrete consequences benefitting humanity; and the Columbia Commitment, a five-year capital campaign organized around university-wide initiatives known as Commitments, which will support the work of faculty and students across schools as they collaborate for transformative impact on major issues of our time.

Our network of Global Centers has emerged over this past year stronger and more energized than ever before. Much of our success is due to the support of our partners, colleagues, and friends, and for that I say thank you. Looking to the future, we will continue to deliver impactful work on the ground in our nine cities and to bring important perspectives from around the world back to our growing campus in New York City.

Safwan M. Masri

Executive Vice President for Global Centers and Global Development,
Columbia University

About the Santiago Center

SANTIAGO CENTER STAFF



Karen Poniachik
Director



Gisele Feldman
Program Manager



Catalina Navarro
Program and
Communications Officer

The Santiago Center was officially launched in March 2012. Since then, it has organized more than 150 public programs, including lectures by Columbia University faculty members, conferences, workshops, film festivals, documentary screenings, book launches and architectural installations, both in Chile and on Campus in New York.

The Center seeks to address emerging topics and challenges, such as population aging, the impact of robotization in the labor market, antibiotic resistance, new diagnosis techniques for mental illness and advances in engineering to resolve medical problems as well as other broader economic and social topics such as climate change, immigration and human rights. To all these issues, the Center brings a multidisciplinary approach, drawing on the knowledge and research of the numerous Columbia Schools, centers and labs.

Most of the Santiago Center's programs and research activities focus on key public policy issues that have important implications for both the advancement of knowledge and public debate in Chile, including earth sciences and the environment, corporate governance, the future of journalism, engineering, astrophysics and big data and artificial intelligence. In these and other areas, it seeks to promote joint research projects, supporting both inbound and outbound field and study trips.

Over the past few years, the Center has also supported work in areas that include post-earthquake reconstruction, public procurement mechanisms, production of energy from biomass and the role of memory, particularly from the perspective of women.

In 2013, the Center established the Santiago Research Cell (SRC), a group of alumni from the Columbia Graduate School of Architecture, Planning and Preservation (GSAPP), in a bid to develop a new type of GSAPP Global Network node, with a flexible organizational structure independent of a physical space. SRC, which has held a number of important events over the last few years, is able to provide Global Network initiatives with new regional input in fields such as architecture, urban planning, development of public spaces and the future of cities.

Since the Center was created, three Chilean Presidents –Ricardo Lagos, Sebastián Piñera and Michelle Bachelet– have addressed Columbia University's community in New York.

In another key part of its work, the Center seeks to inform Chilean students and professionals about the degrees, courses and other opportunities offered by Columbia University in New York. Similarly, it helps in searching for research and internship opportunities in Chile for Columbia University undergraduate and postgraduate students.

Faculty Steering Committee

The Santiago and Rio Centers share a Faculty Steering Committee (FSC), formed by experts on Latin America who provide insights and strategic consulting across a broad range of fields.

Nara Milanich

Associate Professor of History | Barnard College; Chair, Rio de Janeiro & Santiago Faculty Steering Committee

Gustavo Azenha

Director | Lemann Center for Brazilian Studies; Director of Graduate Studies | Institute of Latin American Studies

Walter Baethgen

Senior Research Scientist | International Research Institute for Climate and Society

Guillermo Calvo

Director of the Program in Economic Policy Management | School of International and Public Affairs

Cristiane Duarte

John P. Lambert, M.D., Associate Professor of Child Psychiatry | Columbia University Medical Center

Nelson Fraiman

Professor of Professional Practice | Columbia Business School; Director | W. Edwards Deming Center

Soulaymane Kachani

Vice Provost for Teaching and Learning | School of Engineering and Applied Sciences

Paul Lagunes

Assistant Professor of International and Public Affairs | School of International and Public Affairs

Ana Paulina Lee

Assistant Professor of Latin American and Iberian Cultures | Department of Latin American and Iberian Cultures

Don Melnick

Thomas Hunt Morgan Professor of Conservation Biology; Director, Center for Environment, Economy, and Society | Department of Ecology, Evolution and Environmental Biology

José Moya

Professor of History | Barnard College; Director | Institute of Latin American Studies

Richard Peña

Professor of Professional Practice | School of the Arts

Rodrigo Soares

Lemann Professor of Brazilian Public Policy and International and Public Affairs | School of International and Public Affairs

Ernest Sotomayor

Dean of Student Affairs | Graduate School of Journalism

Mariana Souto-Manning

Associate Professor of Early Childhood Education | Teachers College

Maria Uriarte

Associate Professor of Ecology, Evolution and Environmental Biology | Data Science Institute

Miguel Urquiola

Professor of Economics and International and Public Affairs | School of International and Public Affairs

Gisela Winckler

Lamont Research Professor | Earth Institute

Santiago Advisory Board

The Santiago Center's Advisory Board is composed of prominent academics, public figures, alumni and business leaders. It meets annually and provides advice, ongoing leadership and counsel regarding the Center's projects, activities and engagement with alumni.

1. Daniel Matamala and Gisele Feldman.
2. Paola Luksic and Safwan Masri.
3. Jenny Mager and Francisco Díaz.
4. Andrea Insunza and Ricardo Riesco.
5. Verónica Cabezas, Peter Morse, Paula Pacheco and Conrad Von Igel.
6. Juan Somavía and Claudia Heiss.

Gonzalo Bofill (MBA10)
Board member, Empresas Carozzi

Verónica Cabezas (TC10)
Professor of Education, Universidad Católica

Francisco Díaz (GSAPP13)
Professor of Architecture, Universidad Católica

Diego Flores (SIPA12)
Head of the Protected Areas Department, Ministry of the Environment

Claudia Heiss (GSAS03)
Assistant Professor, Instituto de Asuntos Públicos, Universidad de Chile

Andrea Insunza (JN13)
Professor of Journalism, Universidad Diego Portales

Ann F. Kaplan (SW72, MBA77)
Partner, Circle Wealth Management, and Columbia University Trustee

Paola Luksic
President, Luksic Foundation

Jenny Mager (SIPA12)
Head of the Mitigation and Emission Inventories Department, Ministry of the Environment

Daniel Matamala (JN12)
Senior News Anchor, CNN Chile

Peter Morse
Chief of Staff to the Vice Chairman, Banco de Chile

Paula Pacheco (SIPA12)
Social Policy Expert, UNICEF Chile

Ricardo Riesco (LLM05)
Independent lawyer

Juan Somavía (SIPA98)
Manager of External Affairs and Government Relations, Copper, Anglo American

Conrad Von Igel (SIPA07)
Managing Director, Anacleto Angelini Innovation Center, Universidad Católica



Santiago Center: Highlights of the Year

For Columbia Global Centers | Santiago, 2017 was a packed year with a constant flow of activities and, importantly, a growing number of visits by students, faculty members and researchers from Campus, which served to consolidate the Center's existing local partnerships and, in some cases, launch new ones.

Highlights of the year included:

- The Marcus G. Langseth research vessel, operated by the Lamont-Doherty Earth Observatory, continued its marine seismological research off the Chilean coast.
- A three-year joint research project was launched by Columbia University and Chile's Universidad Católica to gain a deeper understanding into wildfires and how they can be prevented.
- Marking the centenary of the Russian Revolution, the Center teamed up with three local universities to offer a series of talks about its causes as well as key figures in Russian and Soviet history such as Stalin, Zhukov, Shostakovich and Anna Akhmatova.
- A fourth annual meeting about Chile's public policy challenges took place on Campus, bringing together key local experts and attracting an audience of more than one hundred students, scholars and researchers.
- Four faculty members traveled to Chile to help train local neurologists in the management of cerebrovascular disease, the country's leading cause of death.
- The Center commissioned a leading Chilean novelist, Carla Guelfenbein, to write a set of short stories around the theme of Columbia University.
- In 2018, the Center's focus will be on Business School Executive Education programs, with topics including artificial intelligence, leadership, strategy, finance, marketing, social enterprise and talent management.

OTHER HIGHLIGHTS

1. Saskia Sassen speaking at the Congress of the Future, Chile's most important academic and scientific gathering (Page 25).
2. Columbia University-Universidad Católica Biomedical Engineering Symposium (Page 22).
3. Roosevelt Montas teaching at Universidad Adolfo Ibáñez (Page 25).
4. Seminar on the Impact of Climate Change on Forests and Glaciers in Chile (Page 14).



Patagonia Leadership Expedition

In January 2017, a group of 29 Columbia Business School (CBS) students traveled to Chile for a ten-day backpacking expedition in Patagonia. The expedition, in its fourth year with a fifth planned for 2018, uses the amazing natural classroom afforded by Chilean Patagonia, with its rugged terrain and quickly changing weather conditions, to hone students' leadership and teamwork skills. They have described the experience as "life-changing".

The expedition forms part of the global immersion programs offered by the Jerome A. Chazen Institute for Global Business and teaches technical outdoor skills and sustainable environmental practices as well as serving as an exercise in decision-making in challenging situations. It was led by CBS's Professor Michael Morris together with instructors from the National Outdoor Leadership School (NOLS).

The students hiked and camped, sleeping in tents on the mountain and preparing their own meals. The experience of this remote part of the world and its mercurial weather helped them build the resilience and tolerance of adversity and uncertainty that are so relevant in today's global economy.

Morris, a professor at both CBS's Management Division and Columbia University's Psychology Department, serves on the University's Committee on Global Thought. He founded CBS's Leadership Lab, which has designed evidence-based leadership development activities—curricular and extracurricular— including the executive coaching program, the peer advisor program and action learning ventures.



1, 2. Patagonia Expedition
(Photographs by Joji Takamoto).

I. PUBLIC PROGRAMS AND RESEARCH ACTIVITIES

Earth Sciences and the Environment

Chile is considered a natural lab for researchers in various fields of the earth sciences, including climate science, glaciology and seismology as well as renewable energies and sustainable public transportation. In 2017, the Santiago Center held a number of public events featuring scientists, faculty members and researchers from the Earth Institute's Lamont-Doherty Earth Observatory (LDEO) and other Campus centers focused on these topics.

Along with these public events, the Center has seen growing interest among Columbia scientists in collaborating with Chilean counterparts in research projects in the earth sciences. Indeed, many University researchers have been awarded funds by the President's Global Innovation Fund (PGIF) to research topics that include volcanology, forest fires, droughts and, more recently, the impact of dust on Chileans' health.

LDEO RESEARCH VESSEL IN CHILE

In January, Chile's President Michelle Bachelet visited the Marcus G. Langseth research vessel, operated by LDEO, which had been sailing in Chilean waters since October 2016 in a bid to identify faults in the seabed. The ship, which serves as the national seismic research facility for the United States academic research community, had docked at the port of Valparaíso in central Chile prior to starting the second part of its research mission in Chilean waters.

The event was hosted by LDEO's Deputy Director Arthur Lerner-Lam, and a team of three LDEO scientists: Sean Higgins, director of the Office of Marine Operations, and research professors Felix Waldhauser and Spahr Webb. In addition, Eduardo Contreras and Emilio Vera, seismologists from Universidad de Chile's Department of Geophysics, were participating in the mission.

Carol Z. Perez, US Ambassador to Chile, and Dr. Margaret Leinen, US Special Envoy for Scientific Affairs and Director of Scripps Institution of Oceanography, also joined the visit to which the Santiago Center invited several local scientists and alumni.

The vessel's landmark mission in Chilean waters was financed by the US National Science Foundation with funds granted to scientists Anne Tréhu of Oregon State University and Nathan Bangs of the University of Texas.



1. LDEO's Sean Higgins with President Bachelet and Ambassador Perez.
2. LDEO's Felix Waldhauser, Spahr Webb, Sean Higgins and Arthur Lerner-Lam.
3. The Langseth (Photograph by LDEO and Bob Vergara, A.P.S.).
4. Nathan Bangs with a group of local scientists and alumni.



PROMOTING WOMEN'S INVOLVEMENT IN CLEAN ENERGIES

In March, the Santiago Center, in conjunction with the Chilean Renewable Energy Association (ACERA), held a workshop designed to strengthen women's participation in the clean energy revolution that Chile

is experiencing and to promote their inclusion in leadership positions within the sector's companies, universities, government and non-profit institutions. The event was sponsored by Chile's Energy Ministry and supported by the United States Embassy.

The workshop began with a presentation about Chile's progress on renewable energies and energy efficiency by Paula Estévez, a Columbia alumna who heads the Ministry's International Department. She was followed by Britt Ide, one of the 61 ambassadors of the Clean Energy Education and Empowerment (C3E) initiative supported by 11 countries, who explained how the organization supports education and training as well as its action programs to incorporate more women professionals into the sector. Finally, ACERA's Executive Director Carlos Finat led a panel discussion featuring Marta Alonso, Managing Director for South America at Global Energy Services (GES); María Eliana Arntz, Executive Director of the NGO Casa de la Paz; Annie Dufey, Policy Leader for Energy and Climate at EBP Chile; Mónica Gazmuri, General Manager of the National Association of Energy Efficiency Companies (ANESCO); and Ximena Muñoz, Founding Partner of Suli Chile.



CLIMATE CHANGE: IMPACT ON FORESTS, GLACIERS AND AGRICULTURE IN CHILE

In recent years, Chile has experienced record high temperatures and a prolonged drought. As well as having an important impact on agriculture, this was a key factor behind the wave of wildfires that hit central-southern Chile in January 2017

and is also reflected in the receding and melting of glaciers in both the Andes and the Patagonia region.

These issues were the subject of a panel discussion held in May with the participation of two top scientists from Columbia University's Lamont-Doherty Earth Observatory (LDEO), Park Williams and Mike Kaplan. They spoke, respectively, about the impact of climate change on Chile's forests and glaciers and were joined in the discussion by Francisco Meza of Universidad Católica's Climate Change Center.

Park Williams also traveled to Valparaíso to give a lecture at Universidad Católica de Valparaíso. For Mike Kaplan, the event was part of a semester-long visit to Chile as a Fulbright scholar at Universidad de Magallanes in Punta Arenas, where he studied current and historical trends in glacier behavior.



1. At the Langseth, Karen Poniachik with Chilean scientists Alex Godoy-Faúndez, Laura Gallardo and Alejandra Stehr.
2. Paula Estévez.
3. Carlos Finat and the participants in the roundtable discussion on Women in Clean Energies.
4. Mike Kaplan near Monte San Lorenzo, one of Chile's southmost locations.
5. Park Williams.



"Para expandir el sistema de transporte, debe ser público"

Elliott Sclar, urbanista de la U. de Columbia, pone la equidad como eje de la planificación urbana.

Antonio Calafate a la izquierda de Sclar.

En un reciente viaje a Santiago, el Director del Departamento de Desarrollo de la Universidad de Columbia, Elliott Sclar, fue entrevistado por la editorial del periódico chileno para que le explicara la importancia de la equidad en la planificación urbana. En un momento de la entrevista, Sclar dijo: "El transporte público es el eje de la planificación urbana. Si no lo tenemos, no podemos tener una ciudad equitativa".

—¿Y el potencial de desarrollo urbano en Santiago?

—Si el potencial de Santiago es inmenso, pero si no tenemos un sistema de transporte público que permita a todos acceder a las oportunidades de desarrollo, entonces no podemos tener una ciudad equitativa.

—¿Y cómo se conciben las ciudades equitativas en la práctica?

—Para que el transporte público sea útil para la ciudad, tiene que ser un servicio que permita a todos acceder a las oportunidades de desarrollo urbano. Eso significa que el transporte público debe ser un servicio que permita a todos acceder a las oportunidades de desarrollo urbano.

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1. Don Melnick and his team at Malleco National Park and Tolhuaca National Reserve.
2. Elliot Sclar interviewed by La Segunda newspaper on July 20.
3. Athanasios Boursalas.

PREVENTING WILDFIRES

The 2016-2017 summer was the worst ever in Chile for wildfires. More than 500,000 hectares were burnt affecting cities, towns and rural areas, including national parks and reserves, with severe social, economic and health impacts. This highlighted the need to understand the causes and consequences of wildfires and to implement innovative approaches to their prevention. With the support of the President's Global Innovation Fund (PGIF), researchers at Columbia University and Chile's Universidad Católica met in Santiago and southern Chile in October 2017 to plan research to study: (a) climatic and anthropogenic causes of wildfires, (b) their ecological and socioeconomic consequences, and (c) how to apply the Rainforest Standard's Protected Area Credits™ (RFS|PAC), a science-based financial mechanism, to incentivize prevention.

A week of seminars, fieldwork and meetings led to discussions with Chile's Forest Service (CONAF), National Emergencies Office (ONEMI) and representatives of forestry companies; the selection of the project's research sites (Malleco National Park and Tolhuaca National Reserve); and a detailed research plan. Starting in March 2018, the initiative will deploy a team of scientists (and their students) from Columbia University, Universidad Católica (UC) and other US, Chilean and Canadian universities. The three-year project is led by Professor Don Melnick of Columbia University's Center for Environment, Economy, and Society (CEES) and the University's Department of Ecology, Evolution and Environmental Biology (E3B), and UC's Cristián Bonacic, Chair of its Department of Ecosystems and the Environment.

SUSTAINABLE PUBLIC TRANSPORTATION

In late June, the Santiago Center worked with Chile's Center for Sustainable Urban Development (CEDEUS) to address one of the most pressing issues facing large cities today: the design and implementation public policies to promote equality through the planning and development of sustainable public transportation. One outcome of this collaboration was a seminar featuring presentations by Elliott Sclar, Director of the Columbia Earth Institute's Center for Urban Transportation; Jacqueline Klopp, a researcher at that Center; Juan Carlos Muñoz, Director of CEDEUS; and Pablo Schwarz, Deputy Manager for Research at the Santiago Subway (Metro S.A.).

WASTE-TO-ENERGY

The rapid growth of waste generated by people and the ever-increasing scarcity of landfill space worldwide have created a major environmental problem. Faced with this challenge, municipalities and companies are seeking alternative solutions to the age-old method of landfilling. One proven alternative is thermal treatment for the recovery of energy (waste-to-energy or WTE). In August, the Santiago Center invited Athanasios Boursalas, Adjunct Assistant Professor at Columbia University's Earth Engineering Center and Manager of Waste-to-Energy Research and Technology (WERT-US), to explain the best available WTE technologies. His presentation was commented by Alex Godoy, Director of Universidad del Desarrollo's Center of Research in Sustainability and Strategic Resource Management (CiSGER) and a research associate at the Earth Engineering Center.

Corporate Governance

In 2016, the Santiago Center teamed up with Columbia Law School's Millstein Center for Global Markets and Corporate Ownership to host a series of workshops on "The Role of Directors in Creating Long-Term Value". The topics covered in 2016 included the Foreign Corrupt Practices Act (FCPA) and its implications for Latin America, the Board's role in transforming non-financial risks into value and the duty of care. In 2017, three workshops were held.

CYBERSECURITY, RESILIENCY AND THE ROLE OF THE BOARD

Cybersecurity is one of the major strategic, operational and financial risks facing companies today. Yet, Boards still struggle with basic questions about how to address this issue, including the proper corporate governance structure for dealing with threats. Among the many issues directors need to contend with are vulnerabilities to potential hackers, the firm's own employees and third parties; whether to take out insurance and hire outside help; and how much to allocate in terms of human and financial resources to mitigating the risk. These were precisely some of the topics covered in a superb lecture by Bill E. McCracken, Chair of the Advisory Board of Columbia Law School's Millstein Center and a Director of the National Association of Corporate Directors (NACD).

CORRUPTION: GLOBAL TRENDS AND LOCAL CHALLENGES

Recent scandals involving corporate misconduct both globally and in Chile have increased mistrust of business among investors, consumers and the community in general. In mid-May, the Santiago Center organized a conference on these issues with Evan Epstein, Executive Director of Stanford University's Rock Center for Corporate Governance; Héctor Lehuedé, Senior Manager of the OECD's Corporate Affairs Division; Andrea Repetto, a member of Chile's Presidential Commission against Conflicts of Interest, Influence Trafficking and Corruption; and Karen Poniachik, the Center's Director.

The conference was held in association with Universidad Católica's Center for Corporate Governance and the North American-Chilean Chamber of Commerce (AmCham). The panelists discussed global trends in the fight against corruption and economic fraud; international standards applicable to Chilean companies such as the Foreign Corrupt Practices Act (FCPA) and the OECD Anti-Bribery Convention; gaps in the local regulatory framework and practices; the compliance programs and internal controls that companies must implement to prevent, detect and remediate frauds; and directors' role in promoting values and an ethical internal culture.

1. Bill E. McCracken.
2. Matías Zegers, Andrea Repetto and Héctor Lehuedé (Photograph by Verónica Cáceres).
3. Evan Epstein (Photograph by Verónica Cáceres).



**INQUISITIVE
ROLE OF BOARD
MEMBERS.**

The questions board members should ask and how/when to ask them was the focus of a seminar on corporate governance held in August.

Four experienced board members shared their respective perspectives on how directors should exercise their duty by playing an inquisitive role in matters related to the company's risks and challenges as well as long-term growth strategies. Sergio Guzmán, a partner at the Tomate consulting firm, stressed the benefits of asking the right questions from the duty-of-care perspective, indicating that insightful questions encourage board members to reflect and help to bring underlying assumptions to the table and generate a virtuous cycle of debate. Some of the questions he suggested board members ask were: Do our annual agenda and budget reflect our priorities? Are

we treating employees fairly? Is our business model working? Are we listening to customers? Are we being successful in retaining talent? And what is our value proposition?

John Droguett, a senior partner at Tax Global, a Santiago-based consultancy company, spoke about what to look at and ask when analyzing financial statements (10Ks) while Fernando Prieto, CEO of educational and training company GAL&LEO, talked about the implications of the global technological revolution. Finally, Karen Poniachik, the Santiago Center's Director, proposed several questions board members should ask about environmental, social and governance issues (ESG), with a strong focus on ethics and compliance (E&C).

Journalism

In 2016, the Santiago Center teamed up with Columbia University's Journalism School and the Journalism School of Universidad Diego Portales (UDP) to offer a series of conferences and workshops on "The Future of Journalism". Focusing on key issues such as the challenges and opportunities faced by traditional media due to the advent of cutting-edge technologies, digital content, social media, empowered consumers and fake news, the events targeted local students, practitioners and editors and featured Columbia University faculty members, researchers and alumni. In 2017, two events were held as part of this ongoing series.

**NARRATING
LATIN AMERICA**

Radio Ambulante is an award-winning Spanish-language podcast, distributed by NPR, which uses long-form narrative radio journalism to report Latin American and Latino stories. Since its creation in 2012, it has covered issues, events and people from around the continent in a unique groundbreaking audio sequence that includes reporters' descriptions, interviews, dialogues and realistic backdrop sounds.

In August, its co-founder, Daniel Alarcón, Assistant Professor of Broadcast Journalism at Columbia University, visited Chile to participate in a conference, "How to Narrate a Continent (Without Dying in the Attempt)" in which he explained how editors and reporters work on each story and talked about the main journalistic and technical elements behind creating a podcast. During the conference, chaired by Chilean writer Alejandra Costamagna, he also reproduced a story, originally broadcasted in March 2017, entitled "*Contra la Gastronomía Peruana*" ("Against Peruvian Gastronomy").

While in Chile, Alarcón also presented his latest book "*La Balada de Rocky Rontal*" ("The Ballad of Rocky Rontal"), a set of chronicles originally published in English and translated into Spanish by Alejandro Zambra and Jazmina Barrera.

Daniel Alarcón and
Alejandra Costamagna.



TEACHING INVESTIGATIVE JOURNALISM

In early October, Ernest Sotomayor, Dean of Student Affairs and Director of Latin American Initiatives at the Columbia School of Journalism, visited Chile to participate in the seminar “The Challenges of Investigative Journalism”. He emphasized that journalism is at the heart of democracy and calls not only for rigorous reporting but also the incorporation of new technologies. Dean Sotomayor also urged journalists to work on investigative reporting as a public service that seeks to uncover the truth.

During the seminar, the Panama Papers and the Vacations in No Man’s Sea investigation of the cruise industry were discussed as two examples of serious, thorough and uncompromising reporting as well as of productive collaboration between media outlets and journalism schools. These two cases were presented by Columbia alumna Andrea Insunza, Director of the Research and Publications Center (CIP) of the School of Communication and Literature of Universidad Diego Portales, and Francisco Aravena, also an alumnus, who works as a radio reporter and anchor.



1. Ernest Sotomayor and Andrea Insunza.
2. Francisco Aravena.

Scholarships for Course on Investigative Journalism

The Santiago Center, in association with Columbia University’s Journalism School, awarded scholarships to two journalists for a two-week investigative journalism course organized by the Journalism School in conjunction with the Gabriel García Márquez Foundation for Iberian-American New Journalism (FNPI). The course took place in Cartagena de Indias, Colombia, in mid-March.

The scholarships went to Tania Tamayo and Jaime Pinochet. Tania is a faculty member of Universidad de Chile’s Institute of Communications and author of several investigative books while Jaime is an investigative reporter for the Contacto news program of the Canal 13 television channel who also has experience covering political issues for print outlets.

Centenary of the Russian Revolution

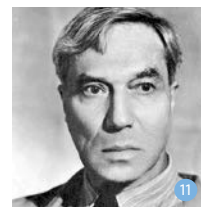
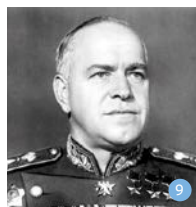
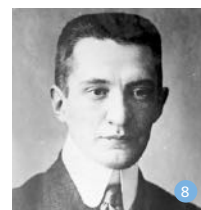
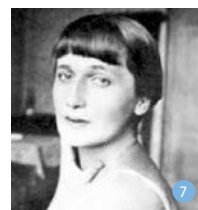
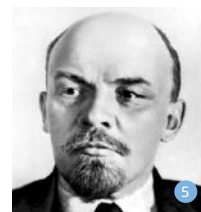
In 2017, the Santiago Center teamed up with three Chilean universities - Universidad Católica de Valparaíso, Universidad de Chile and Universidad Católica de Chile - to offer a series of eight talks to mark the 100th anniversary of the Russian Revolution. Speakers at the talks, which took place between September 2017 and January 2018, included Columbia University's Catherine Evtuhov, a specialist in Russian history, who gave a lecture entitled "Was there a Revolution in 1917? A View from Russia's Imperial Period" in which she examined its deeper roots and links to broader global developments.

During the series, other scholars spoke about the Russian Revolution in the context of other major political and social rebellions, its impact in Latin America and the role of the Red Army in the Second World War.

In mid-October, Wellesley College's Marjorie Agosin, a poet, human rights activist and literary critic, gave a talk about the life and work of Anna Akhmatova (1889-1966). Considered one of the greatest Russian poets, she lived and wrote in both pre-revolutionary Russia and the Soviet era. During her talk, Agosin read some of Akhmatova's poems, discussed her early work as well as that of the Stalin years, talked about her turbulent personal life and presented the documentary "Fear and the Muse: The Story of Anna Akhmatova" (Jill Janows, 1991).



1. Marjorie Agosin.
2. General John Griffiths, Chilean Army's Chief of Staff, speaking about the Red Army's campaign during World War II.
3. Joseph Stalin.
4. Dmitri Shostakovich.
5. Vladímir Ilich Uliánov (Lenin).
6. Tsar Nicolás II.
7. Anna Akhmatova.
8. Aleksandr Kérenski.
9. Gueorgui Zhúkov.
10. Leon Trotsky.
11. Boris Pasternak.



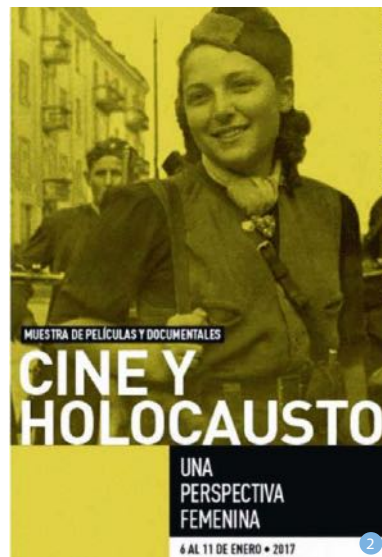
Culture and the Arts

The Santiago Center attaches special importance to fostering access to culture through film and literature programs.

FILM SERIES ON THE HOLOCAUST

In January, a film festival examined the Holocaust from a female perspective, with films and documentaries directed by women or focusing on the experience of women during the Holocaust. The highly successful festival was curated by Columbia University Film Professor Annette Insdorf (author of the landmark study “Indelible Shadows: Film and the Holocaust”). It included a Master Class taught by Insdorf together with Mark Ethan Toporek, a New York-based teacher and member of the Actors Studio.

Jointly organized with the Goethe Institute, Universidad Católica and Chile’s Museum of Memory and Human Rights, the festival screened four fictional films (“The White Rose”, “The Last Five Days”, “Lore” and “Wakolda”) and four documentaries (“Partisans of Vilna”, “Killing Kasztner”, “Numbered” and “The Decent One”). Aviva Kempner, a human rights activist and the producer of “Partisans of Vilna”, which chronicles Jewish resistance in Vilna, Lithuania, traveled to Chile to present this documentary.



Left page

1. Mark Toporek and Annette Insdorf.
2. Poster for the Holocaust Film Festival.
3. Joshua Furst (Photograph by Vince Passaro).

Right page

4. Richard Peña.



CREATIVE WRITING PROJECTS

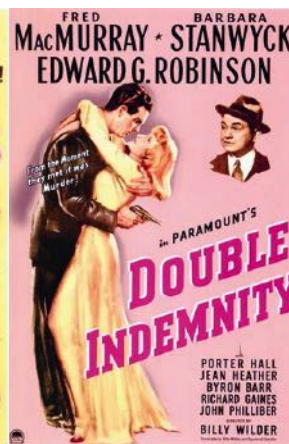
In early August, Joshua Furst, Adjunct Assistant Professor of Writing, and Alicia Meier, Communications and Global Programs Manager, both from Columbia University's School of the Arts, traveled to Chile in an exploratory mission to discuss possible joint projects with local authors and universities.

They met with members of the Creative Writing School of Universidad Diego Portales (UDP), where Joshua also participated in a conversation with students from its course on literary translation, as well as with leading Chilean fiction writers, including Alejandro Zambra, Carla Guelfenbein, Matías Celedón, María José Viera Gallo, Rafael Gumucio, Arelis Uribe and Alberto Fuguet. In addition, they joined the Santiago team in a working session with the Director of Universidad Católica's book editing outreach course, Kristina Cordero. Their discussions focused on the possibilities of establishing "Word for Word" programs between Columbia University and UDP writing students, holding a Creative Writing Advanced Workshop and other forms of collaborations.

SCHOOL OF THE ARTS RICHARD PEÑA IN CHILE

During a visit to Chile in August, Richard Peña, Professor of Professional Practice in Film at Columbia University's School of the Arts, taught a Master Class on "The History and Relevance of Film Festivals" in which he focused on the history and cultural impact of these events as well as on the opportunities that digital technologies offer creators of independent films and documentaries for organizing their own niche festivals. He also presented and commented the documentary "Leviathan" (2012), an experimental work about the North American fishing industry, and short films produced and directed by Columbia students at Universidad Católica's School of Communications.

His visit culminated with an extremely successful Film Noir Festival featuring presentations, reviews and commentaries on "Double Indemnity" (1944), "The Lady from Shanghai" (1947) and "Kiss Me Deadly" (1955).



Taking Columbia University to Chileans' Bookshelves

In 2017, the Santiago Center commissioned award-winning Chilean novelist Carla Guelfenbein to write a set of short stories around the theme of Columbia University. As part of the project, she spent time on Campus in New York during the fall in order to visit the University's libraries and other facilities, study its history and interview members of the University community. The short stories which she will write in Spanish will be published as a special edition to be launched in Santiago during the third quarter of 2019. The project seeks to acquaint Chilean readers with Columbia University through Guelfenbein's unique fictional narrative style.

Guelfenbein is the author of "The Other Side of the Soul", "The Women of My Life", "The Rest is Silence" and "Naked Swimmers". Her work has been translated into 15 languages by the most prestigious European publishers and has received

great acclaim from readers and critics alike. Nobel prize winner J. M. Coetzee has described her writing as "subtle, clear-sighted, compassionate".

Her fifth novel "*Contigo en La Distancia*" won the prestigious Alfaguara award in 2015. The jury, chaired by Spanish writer Javier Cercas, noted that, "This is a novel of literary suspense, built with great narrative skill, around a memorable female character and the power of genius. The author has successfully interwoven love and enigmas in a style that is both complex and transparent." Translated as "With You in the Distance", the novel will be launched in the US in June 2018 by Other Press.

Guelfenbein's latest novel "*Llévame al Cielo*" ("Take Me to Heaven") will be launched in Chile, other Latin American countries and Spain in April 2018. This will be her first crossover novel.



Other Programs

TALK ON PSYCHOANALYSIS AND SCIENCE

In early September, renowned Argentine psychoanalyst Alfredo Eidelsztein spoke to local students and practitioners about the relationship between psychoanalysis and contemporary science.



CHILDREN CONSTRUCT MEMORY THROUGH ART

In early December, in an activity supported by the Santiago Center, children from the state elementary school Escuela República de Israel organized a one-day art intervention in a Santiago public square to remember and honor the victims of the Holocaust. The intervention was entitled "The Route of Freedom and Hope".



WORKSHOP ON DYNAMIC PRICING

In mid-December, Universidad de Chile's School of Engineering hosted a workshop in Santiago to discuss dynamic pricing decisions, from both a theoretical and applied perspective. It was addressed by Columbia University's Omar Besbes, Philip H. Geier Jr. Associate

Professor of Business, and Assaf Zeevi, Kravis Professor of Business. Other key participants included experts from the London School of Economics and the Humboldt-Universität zu Berlin.

Joint Events: Harvard and MIT

In 2016, the Santiago Center teamed up with Chile's MIT Club, the MIT Sloan Latin America Office, Chile's Harvard Club and the Regional Office of Harvard University's David Rockefeller Center for Latin American Studies (DRCLAS) to organize a series of sessions on public policy. In 2016, three sessions took place addressing the role of the private sector in promoting productivity, Chile's digital challenges and pension reform. They were followed in 2017 by two further sessions.

THE FUTURE OF COPPER

Chile is the world's largest copper exporter and home to its greatest proven reserves. However, the industry faces a number of challenges in the form of lower grades and rising labor costs, with the resulting need to raise productivity, and increasing conflicts between companies and the communities in which they operate. In this context, the discussion on "The Future of Copper Mining in Chile" held in April attracted many business leaders, economists and industry representatives.

This panel discussion featured Alejandra Wood, Executive Director of the Center for the Study of Copper and Mining (CESCO); Jorge Gómez, Executive President of Collahuasi; and Óscar Landerretche, President of the Board of Codelco. It was moderated by Luis Felipe Ross, Founding Partner of Matrix Consulting.

PRESIDENTIAL ELECTION

Ahead of the November presidential election, local experts discussed Chile's pre-electoral climate, the candidates' programs and possible outcomes. This event was chaired by Francisco Aravena, a Columbia alumnus from the Journalism School and now a radio reporter and anchor. In a lively debate, journalist and writer Patricia Politzer, political analysts Max Colodro and Eugenio Guzmán and pollster Roberto Izikson discussed the reasons behind the country's political polarization, the different electoral scenarios and the implications of the potential victory of Sebastián Piñera (who won the election and took office on March 11, 2018).

Left page

1. Alfredo Eidelsztejn.
2. Part of "The Route of Freedom and Hope" art intervention.

Right page

1. Luis Felipe Ross, Alejandra Wood, Óscar Landerretche and Jorge Gómez.



Research Field Trips

The Santiago Center's activities in 2017 included two important research field trips.

BIOMEDICAL ENGINEERING

A delegation from Columbia University's Department of Biomedical Engineering (BME) traveled to Santiago in March to participate in a joint symposium with the Institute of Biological and Medical Engineering of Universidad Católica (UC). The activity corresponded to Columbia University's 2016 President's Global Innovation Fund (PGIF) and sought principally to foster collaboration between the two institutions.

BME participants included Tal Danino, Clark Hung, Elisa Konofagou, Aaron Kyle, Andrew Laine, Helen Lu and Barclay Morrison as well as post-doc students Dovina Qu and Robert Stefani. Discussion sessions during the symposium focused on research in the fields of biological engineering, biomaterials, bioimaging and biomechanics.

Columbia Professors Hung and Lu are already Co-Principal Investigators of a seed grant for research into "Electrotherapeutics for Musculoskeletal Tissue Repair and Regeneration" with UC's Loreto Valenzuela and Hugo Olguín. Similarly, Danino and his UC collaborator Daniel Garrido have received seed funding for a project on "Synthetic Biology and Microbiomedical Engineering Applications for Health" while Laine and his UC colleague Daniel Hurtado have a grant for a project on "Image-based Computation for the Quantification of Cardiac and Lung Deformation in Understanding Processes of Disease".

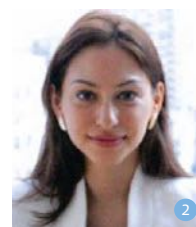
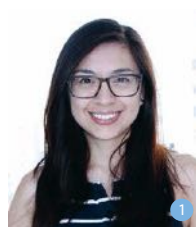
During the gathering, there were discussions comparing undergraduate and graduate education at Columbia University and UC as well as conversations about funding mechanisms to support faculty and student exchanges and future efforts to build institutional ties. The Columbia delegation also met with UC's Dean of Engineering, Juan Carlos De La Llera, and Vice-Provost for Research, Pedro Bouchon.

NEUROLOGY SYMPOSIUM

Every year, millions of people suffer an acute stroke, the second leading cause of death globally, as well as other neurological emergencies such as severe traumatic brain injury, subarachnoid hemorrhage, status epilepticus and spinal cord injury. In Chile, in particular, cerebrovascular disease is the leading cause of mortality, accounting for an annual 8,100 deaths, and there is a shortage of neurologists, most of whom are concentrated in urban areas and work in private practice.

In this context, a delegation of four faculty members from the Division of Critical Care and Hospitalist Neurology of Columbia University's Medical Center—Kiran T. Thakur, Kathryn Rimmer, Sachin Agarwal and Shivani Goshal—visited the country in September to participate in a "Train the Trainer" symposium. The Chilean partners included Andrea Slachevsky, Associate Professor, and Rodrigo Salinas, Assistant Professor, both from Universidad de Chile's School of Medicine. They were also joined by Carlos Romero, President of Chile's Society of Intensive Medicine (SOCHIMI).

Twenty neurologists from around the country, many of them practicing in emergency rooms or acute care hospitals in rural regions, participated in the event, which addressed the clinical approach and management of major neurological emergencies.



Visits from Campus

The many visits to Chile from Campus in 2017 are a sure sign of the growing interest of Columbia faculty and their Chilean counterparts in collaborative research projects and other joint initiatives. The visits included:

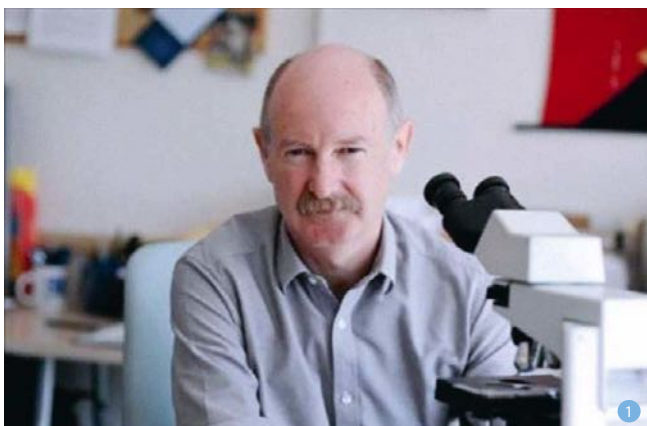
- In January, Saskia Sassen, Robert S. Lynd Professor of Sociology and Co-Chair of the Committee on Global Thought, and Rafael Yuste, Professor of Biology and Neuroscience and Co-Director of the Kavli Institute for Brain Science, participated in the sixth version of the Congress of the Future, Chile's the most important academic and scientific gathering, organized annually by the Senate, local universities, think-tanks and NGOs. Sassen was invited to open the event with a Master Class on the current impetus of migration while Yuste joined a panel about the evolution of man through technology.
- Andres Jaque, Adjunct Associate Professor at the Graduate School of Architecture, Planning and Preservation (GSAPP), visited Chile in early January to participate in several activities. Along with his colleague Enrique Walker, Jaque took part in a conversation about the politics of water, held at Universidad de Chile's School of Architecture, where they discussed architecture's role in creating awareness of the importance of managing water and how different projects could trigger political debate about the issue.
- Thomas DiPrete, Giddins Professor of Sociology and Co-Director of the Institute for Social and Economic Research and Policy, visited Santiago in March and spoke about gender inequality in STEM education at an event organized by the Santiago Center, ComunidadMujer, the Centro de Estudios de Conflicto y Cohesión Social (COES) and Universidad de Chile's Economics and Business Faculty (FEN). His presentation was commented by Alejandra Mizala from Universidad de Chile's Centro de Investigación Avanzada en Educación (CIAE), Valentina Paredes from COES-FEN and Andrea Canales from Universidad Católica's Institute of Sociology (ISUC).
- Roosevelt Montás, Director of Columbia University's Center for the Core Curriculum and Professor of Literature, Humanities and Contemporary Civilization, visited Chile in May to support the efforts of Universidad Adolfo Ibáñez (UAI) to deepen its core curriculum. UAI introduced this curriculum, which is in line with the model Columbia University has taught since 1919, in 2016.

Left page

1. Kathryn Rimmer.
2. Kiran Thakur.
3. Sachin Agarwal.
4. Aaron Kyle from BME with Pedro Bouchon, Pablo Irrarrazaval and Juan Carlos de la Llera from UC.
5. Clark Hung and Helen Lu from BME and Loreto Valenzuela from UC.

Right page

1. Rafael Yuste.
2. Thomas DiPrete with Daniel Hojman from COES and Alejandra Sepúlveda from ComunidadMujer.



Left page

1. Assaf Zeevi and Omar Besbes.
2. Raúl Katz.
3. Margaret Crahan.

Right page

4. Alexis Wichowski.
5. Merritt Fox.
6. Marcel Agüeros.
7. Rashid Khalili.



- Raúl Katz, Director of Business Strategy Research at Columbia University's Institute for Tele-Information, was a keynote speaker at a major conference organized by Chile's Foreign Investment Promotion Agency (InvestChile) in April. He spoke about current trends in the global digital economy and telecoms systems to more than 63 investors from 15 countries.
- In May, Margaret E. Crahan, Senior Research Scholar and Director of the Cuba Program at the Institute for Latin American Studies (ILAS), presented a book she co-authored with Soraya Castro-Marino entitled "Cuba-US Relations, Normalization and its Challenges".
- Marcel Agüeros, Associate Professor at the Department of Astronomy, visited his colleagues at Universidad Católica's Institute of Astrophysics in late May. As well as developing plans for future joint

projects with his local collaborator Julio Chanamé and discussing how to deepen connections between the two institutions, Agüeros participated in a departmental colloquium on his work to understand the evolution of low-mass stars. This visit was made possible by a grant from the President's Global Innovation Fund (PGIF) to support exchanges between the two institutions.

- In June, Alexis Wichowski from the School of International and Public Affairs (SIPA) traveled to Chile, after a working visit to Brazil organized by the Rio Center, and gave a talk on "The Potential and Perils of E-Policy" at an event organized jointly by the Santiago Center and the local think-tank Centro de Estudios Públicos (CEP).
- In early November, the Santiago Center teamed up with Carey, Chile's largest law firm, to organize



several events featuring Professor Merritt B. Fox, who teaches international securities regulation, corporate finance and capital markets regulation at Columbia University's Law School. Fox participated in a major academic conference entitled "Governance, Business and Law" held at Universidad Católica, where he delivered a keynote speech on foreign ownership corporate governance. During his visit, Fox also spoke about the US stock market in two roundtable discussions organized by the North American-Chilean Chamber of Commerce (AmCham) and Spencer Stuart, respectively.

- In November, Rashid Khalidi, Edward Said Professor of Modern Arab Studies and Co-Director of the Center for Palestine Studies, visited Chile to participate in the XIII Conference on Arab Culture, organized by the Center for Arab Studies at Universidad de Chile's School of Philosophy and Humanities. Khalidi spoke about the 1917 Balfour Declaration from the perspectives of its

victims. Abdel Razzaq Takriti from the University of Houston and Nur Masalha from the University of London's Centre for Palestine Studies also participated in the conference.

- In mid-December, Joanne Bauer, Senior Researcher at Columbia University's Institute for the Study of Human Rights and Adjunct Professor at the School of International and Public Affairs (SIPA), attended a three-day conference in Chile that focused on Latin American and Caribbean countries' implementation of the UN Guiding Principles on Business and Human Rights.

II. CHILE ON CAMPUS IN NEW YORK

As in previous years, a number of leading Chilean figures traveled to New York to participate in on-campus events.

POETRY READING

In September, Chilean poet Raúl Zurita was invited to Columbia University to participate in a series of events to mark the launch of a seminar on “Global Language Justice”, organized by the Institute for Comparative Literature and Society (ICLS) and financed by a two-year grant from the Andrew W. Mellon Foundation.

During a two-day inaugural event entitled “Poetry as Pluriverse: Thinking Global Language Justice”, Zurita participated, along with poets from other countries, in a reading at the Italian Academy for Advanced Studies in America. In addition, he joined in a workshop, “International Poetry, Translation and Language Justice”, moderated by Susan Bernofsky, Director of the Literary Translation Program of Columbia University’s School of the Arts, during which different poets discussed their experience of translating and being translated.

Raúl Zurita is one of the leading figures of Latin American contemporary poetry. He was awarded Chile’s National Prize for Literature in 2000, the Pablo Neruda Prize in 1998 and a Guggenheim Foundation fellowship in 1984. He is best known for his trilogy “Purgatory-Anteparadise-The New Life” of which some verses were displayed in the skies of New York by five airplanes in eight-kilometer letters in 1982.



Raúl Zurita (Photograph by Sirin Samman).



Rodrigo Cienfuegos, Alondra Chamorro and Gabriel González.

Visits to Campus

In October, a team from Chile’s Research Center for Integrated Disaster Risk Management (CIGIDEN) met on Campus with Arthur Lerner-Lam, a seismologist who is the Academic Director and Deputy Director of the Earth Institute’s Lamont-Doherty Earth Observatory (LDEO). Led by CIGIDEN’s Director Rodrigo Cienfuegos, they discussed means of collaboration and possible joint projects between the two institutions.



DISCUSSION ABOUT CHILE'S PUBLIC POLICY CHALLENGES

During a two-day gathering that took place in New York in October, more than a hundred students, scholars and researchers met to discuss key topics on Chile's public policy agenda. This was the fourth such annual event. It was hosted by Columbia University and New York University (NYU) and sponsored by the Santiago Center.

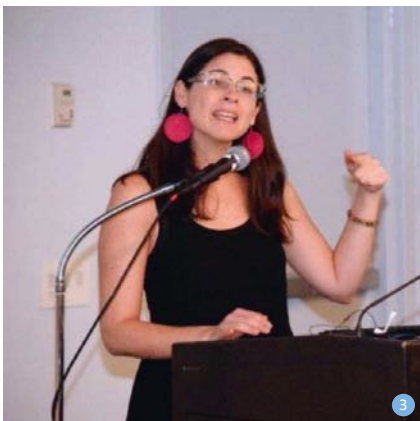
Besides discussion of important political, economic and social issues, it included an exhibition section where Chilean students currently completing their degrees at US universities displayed their research and entrepreneurship projects.

The first day of the gathering, which took place at Columbia University's Low Library, included a panel on constitutional reform at which speakers included Universidad de Chile's Claudia Heiss, a Columbia alumna and member of the Santiago Center's Advisory Board, and Patricio Zapata, a leading Chilean constitutional lawyer. The second panel focused on pension reform and included presentations by Chilean economists Claudia Sanhueza and

Salvador Valdés, who took diametrically different positions on the performance of the present system and the direction which reform should take. Former Finance Minister Rodrigo Valdés closed the first day with a Master Class that highlighted the country's economic progress in recent years and portrayed an optimistic view of its development path.

The second day of the gathering took place at NYU. In a panel on educational reform, Inter-American Development Bank expert and Columbia University alumnus Gregory Elacqua, Princeton scholar Christopher Neilson and Sylvia Eyzaguirre, a researcher at the Santiago-based Centro de Estudios Públicos (CEP), differed about the end of primary school selection and enrollment systems. In a discussion about immigration policy, experts Sonia Plaza, Miguel Yaksic and Alexandra Délano analyzed the challenges Chile faces in this field. In the final panel, economists Claudia Martínez and Valentina Paredes discussed the gender gap in education and the labor market while, in the closing session, Ignacio Sánchez, Provost of Universidad Católica, spoke about the current process of reform of higher education in Chile.

1. Chilean Public Policy Summit organizing committee with students from Columbia University, NYU and Princeton.
2. Claudia Heiss and Patricio Zapata.
3. Silvia Eyzaguirre.
4. Gregory Elacqua.



Santiago Center Director at MBACHile 2017 Meeting in Duke

Every year since 2012, the Chilean MBA students of all major US universities gather, each time in a different city, for a two-day conference on current topics such as economic and financial trends, entrepreneurship and innovation, corporate governance, business development and public policy challenges. This year, they met in Durham, North Carolina, at Duke University's Fuqua School of Business. Karen Poniachik, the Santiago Center's Director, was invited to participate in a panel with scholars, businesspeople and politicians to discuss the future of Chile. Several MBA students from Columbia University attended the gathering.



Karen Poniachik with Columbia MBA students Alberto Garrido and José Ramón Gutiérrez at MBACHile 2017 held at Duke University.

III. STUDENT AND ALUMNI ENGAGEMENT

The Center worked with the University's Alumni Relations Office and local alumna Graciela Ibáñez (Journalism 2008) to organize two alumni social gatherings. The first, which took place on July 5, included a visit to a museum followed by a dinner party while the second, on November 13, was held at sunset on the rooftop of Chile's second tallest building.

In early November, several LL.M. and MBA alumni residing in Chile also attended a social gathering to welcome Law School Professor Merritt Fox, who visited the country to participate in a series of speaking engagements on corporate governance and the US securities markets. The event was organized by the Santiago Center in association with Carey, Chile's largest law firm.



November alumni gathering on the rooftop of the Titanium Building in Santiago.

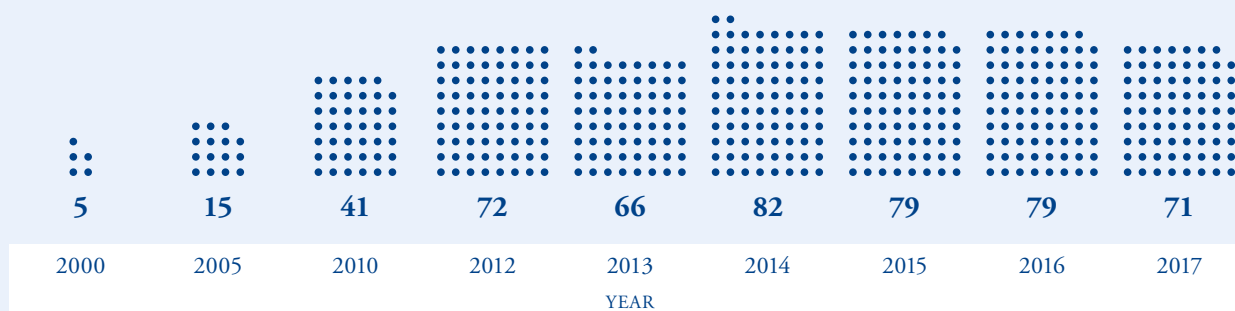
Information Sessions

In 2017, in addition to its annual pre-departure orientation for students beginning undergraduate and graduate programs at Columbia University, which took place on July 5, the Santiago Center organized six information sessions about different options for studying at the University:

- Columbia Business School's Entrepreneurship and Competitiveness in Latin America (ECLA) Program (August 2).
- MBA (August 25).
- Journalism (October 4).
- LL.M. (December 4).
- The Program in Economic Policy Management (PEPM) of the School of International and Public Affairs (SIPA) (December 11).

Chilean Students at Columbia University

In the last few years, the flow of Chilean students traveling to New York to undertake undergraduate, graduate or doctoral studies at Columbia University has increased considerably.



Source: International Students & Scholars Office (ISSO), Columbia University

Columbia University Applicants: High Chilean Grant Success Rate

Each year, under its *Becas Chile* (Chile Scholarships) program, the Chilean government awards several hundred grants for local students to undertake postgraduate studies abroad. There are, inevitably, far more applicants than grants, and that is where students who had chosen Columbia University scored well in 2017.

Out of 49 grant applicants hoping to study at the University, 24 were successful, equivalent to 50% of applicants for Master's course and 100% in the case of PhD studies. By comparison, the average success rates for all applicants were 28% for Master's courses and 68% for PhDs.

Education and Student Exchanges

In 2017, the Santiago Center was particularly pleased to see an increase in the number of Columbia University students visiting Chile through exchange programs. Further advances in the field will be one of the Center's priorities in 2018.

In June, Pizmon, a Jewish a cappella group formed by ten undergraduate students from Columbia University's Barnard College and the Jewish Theological Seminary, visited Chile and performed in key public spaces in Santiago, including the city's Plaza de Armas square, in a bid to share Jewish spirituality through their songs in Hebrew, English, Spanish, Ladino and Yiddish. The group also participated in the Friday and Saturday Shabbat services of Chile's Jewish Community and visited the Beit Israel home for the elderly. The group's visit was led by the University's Chaplain, Jewelné Davis, and partly funded by the Kraft Global Fellows Program.

In September, three Columbia University undergraduate engineering students –Temitope Akinade, Sofia Barbosa and Lance Avery Murphy– participated in an International Seminar for Engineering Leaders in Santiago. The event, which was organized jointly by the students and faculty of Universidad Católica's School of Engineering, with the support of the Chilean Economic Development Agency's 2030 program (CORFO 2030), brought together students from 13 different universities around the world to discuss what they are doing in terms of research, innovation, entrepreneurship and leadership. The three Columbia students are completing their BS in Biomedical Engineering at the Fu Foundation School of Engineering and Applied Science (SEAS). Temitope is an undergraduate researcher at the Columbia Biomaterials and Interface Tissue Engineering Lab while Sofia and Lance work as researchers at the Cellular Engineering Lab.

Kirsten Blancato, a PhD student at Columbia University's Astronomy Department, spent the month of October in Santiago working with Thomas Puzia at Universidad Católica's Institute of Astrophysics. Kirsten is the third Columbia student to participate in an exchange program on astrophysics between the University and Universidad Católica (UC) with sponsorship from the President's Global Innovation Fund (PGIF). This team started work on a project to study stellar populations in the Milky Way, using observations taken at the European Organisation for Astronomical Research's Very Large Telescope (VLT) in northern Chile. As part of the same exchange program, Camilo Fontecilla, a PhD student at UC who specializes in 1D hydrodynamic simulations, spent a month on Campus in June. During his time in New York, he worked with the University's Zoltan Haiman to simulate the long-term evolution of binary systems of supermassive black holes, a topic that was part of his master's thesis.

Rodrigo Soteres, a PhD candidate in Geography at Universidad Católica, spent three months at Columbia University's Lamont-Doherty Earth Observatory (LDEO) working with scientists Mike Kaplan and Joerg Schaefer. His fields of research are paleoclimatology and glacial geomorphology and his thesis focuses on the glacial history of Patagonia and related changes in climate. During his internship, he processed glacial sediments collected in March 2017 in Chilean Patagonia.

1. Columbia University's Pizmon a *cappella* group performing in Santiago's Plaza de Armas.
2. Pizmon at Universidad Catolica.
3. SEAS students Temitope Akinade, Sofia Barbosa and Lance Avery Murphy with UC's Eduardo Lizana and Damián Barrientos.
4. Rodrigo Soteres.
5. Kirsten Blancato.
6. Camilo Fontecilla.



Field and Study Trip by Executive MBA Students

At the end of August, 51 students from Columbia University's Executive MBA (EMBA) program traveled to Chile as part of an international seminar focusing on the economy, finance and corporate performance in Latin America. The visit was led by Adjunct Professor of Business Carlos Singer.

The course provided both academic and on-site learning experiences, with talks by top local guest speakers and field visits. The latter included Santa Rita, one of the country's top wineries; Falabella, the largest retailer in Latin America; and EvaluaServe, an India-based research, analytics and data management company operating in Chile. During the visits, the students were able to meet with the companies' senior management teams.

The students also developed a case study about entrepreneurship in Chile and then met with several local en-

trepreneurs to discuss it. In addition, they joined members of the CBS Alumni Club in Chile for a social gathering and toured the cities of Santiago and Valparaíso.



EMBA Students in Chile (Photograph by Edwina Bright).

IV. OUR PARTNERS

The Santiago Center has built and consolidated a network of local partners with whom we implement joint programs and organize events, helping both them and us to extend the reach of our work.



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de los Estados Unidos
de América
Santiago, Chile



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UNIVERSIDAD
CATÓLICA
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UNIVERSIDAD
DE CHILE



PONTIFICIA
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VALPARAÍSO



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