

2014–15 Annual Report

DIRECTORS' MESSAGE

September 2015

Greetings from the newly renamed Center on Global Transformation (CGT). Our ninth year of operation was truly a transformative year, made possible by the generosity of founding Center supporters Joan and Irwin Jacobs. Since 2006, they have embraced the vision of Dean Peter Cowhey and faculty at the UC San Diego School of Global Policy and Strategy (GPS) to make CGT a center for intellectual discourse, reflection and action by leaders from the Pacific as well as to support new and innovative research. This transformational gift will help elevate the scope and impact of CGT's mission to new heights.

Included in the gift are two new, endowed chairs to support faculty at both GPS and the Jacobs School of Engineering, who will work in partnership with the Center, as well as two endowed faculty fellowships designed to support junior professors pursuing research topics that are key to CGT's vision and mission. We have also identified three path-breaking opportunities that will serve as flagship research initiatives of the Center. Stay tuned throughout the upcoming year as we share more about these new endeavors.

Our highly successful Pacific Leadership Fellows program will continue as a cornerstone of CGT. To date we have welcomed 72 distinguished leaders from 19 different countries, representing business, government, civil society, the media, telecommunications and academia.

During the 2014–15 academic year, eight fellows joined us from China, Japan, Mexico and the Philippines. They addressed, among other issues, a comparison of U.S.-Japan market dynamics and public policies in the medical and life sciences; Mexico's role in the global economy and

the current Pacific Alliance and Trans-Pacific Partnership; political and economic developments and cultural trends in the Philippines; how the Internet impacts different sectors of the economy amid fostering entrepreneurship in China; the reality and misconceived perception of incursions by China in Latin America; and science policy, commercialization in the Internet of Things (IoT) and biotech industries in Japan.

A second area of activity for CGT is to provide startup funding for new research initiatives by our faculty and those working with master's and doctoral candidates in economics, public policy, international relations and management. This past year, seven grants were awarded, and many were a part of the Big Pixel Initiative, a technology partnership with DigitalGlobe Foundation made possible through funding from CGT and UC San Diego's Qualcomm Institute. For more information, visit bigpixel.ucsd.edu.

In March 2015, CGT also supported the Pacific Development Conference, organized by our Policy Design and Evaluation Lab (PDEL). This event marked the largest gathering of development economists in the Western U.S., as it featured more than 70 presentations and brought together 200 attendees, along with keynote addresses by academics and experts from the Grameen Technology Center. The core theme of PDEL is how to incorporate the use of adaptive trials into measuring the effectiveness of social policies. We are excited to continue this research stream.

In addition to our Pacific Leadership Fellows program and these research activities, we are also proud to have supported the creation and launch of the Japan Forum for Innovation and Technology (JFIT). This new program, housed at GPS, serves as a hub for research on contemporary business, science and technology in Japan and associated policies. JFIT will host industry roundtables and networking events and serve as a gateway to connect scholars, students and the San Diego community with Japan.

We express our continued deep gratitude to Joan and Irwin Jacobs for their generous support of CGT and hope to see you at our many public events this coming year.









YEAR AT A GLANCE

2014–15 Highlights

Welcomed seven Pacific Leadership Fellows from China, Japan, Mexico and the Philippines. Fellows included prominent public figures from BroadBand Tower Inc., eAccess Ltd./EMOBILE Ltd., GSR Ventures, McLarty Associates, Mexican Foreign Service, University of the Philippines and University of Tokyo.

Spearheaded the launch of the Japan Forum for Innovation and Technology (JFIT), a new program housed at GPS and serving as a hub for research on contemporary business, science and technology in Japan, as well as associated policies.

Hosted a range of public talks on topics such as Mexico's role in the global economy, incursions of China in Latin America and affects of technology trends like the Internet of Things (IoT), including in China how the Internet impacts sectors of the economy amid fostering entrepreneurship.

Provided research seed grants to fund both ongoing and new innovative research projects by professors and araduate students.

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ACKNOWLEDGEMENTS

Joan and Irwin Jacobs' philanthropic support has had a significant impact on numerous cultural, medical, educational and civic organizations in San Diego. Since 2006, they have supported the vision of Dean Peter Cowhey and the faculty to make the

creation and continued success of CGT possible



Their leadership gift enables our campus and the greater San Diego region to become a center for reflection and action by leaders from the Pacific and supports innovative research.

PACIFIC LEADERSHIP FELLOWS

The Pacific Leadership Fellows program at CGT brings leaders to UC San Diego from around the globe to engage in dialogue, research and instruction with students, alumni, faculty and the San Diego community. Fellows are remarkable scholars and policymakers who shape strategy in their own countries through government, the private sector and academia. They provide valuable insights into how economic and political systems are evolving. Having completed its ninth year, CGT now has hosted 72 Fellows from 19 different countries.



FELLOWS ACTIVITIES

While in residence, each fellow fulfills a number of responsibilities. Their events and interactions vary based on interest and length of stay, but each will:

- COLLABORATE with a faculty partner on a project or initiative
- MENTOR students informally and in a classroom setting
- SPEAK at a public program or guest lecture at community events
- ENGAGE with other UC San Diego departments
- CONNECT with the broader San Diego regional community, and business, government or nonprofit leaders
- INTERACT with our supporters and local community





COMPARING MARKET DYNAMICS

Kan Suzuki is senior adviser to the minister of the Ministry of Education, Culture, Sports, Science and Technology of Japan (MEXT). He also previously served two terms as vice minister of MEXT, overseeing reforms of Japan's pharmaceutical drug approval process and new legislation to foster Japan's biotech industry, as well as an associate professor at Keio University's Faculty of Environment and Information Studies program.

During his residency, Suzuki spoke at a public talk, "Creating an Environment for Innovative Research and Industry Growth," where he

presented a comparison of U.S.-Japan market dynamics and public policies in the medical sector. Suzuki also spoke in GPS classes, engaged with the student group Asameshikai and gave a career talk to students. In addition, he attended a soccer match for Club Tijuana Xoloitzcuintles de Caliente and a site visit to the La Jolla Institute for Allergy & Immunology.





ARTURO SARUKHAN NOV. 3–12, 2014 Faculty Host: Gordon Hanson

A PIECE OF THE GLOBAL ECONOMY

Arturo Sarukhan is a career diplomat and ambassador in the Mexican Foreign Service, serving six of his 20 years as the Mexican ambassador to the U.S. (from 2007–2013). He currently is a nonresident senior fellow at Brookings Institution, a diplomat in residence at the Woodrow Wilson International Center for Scholars and a visiting professor at the University of Southern California Center on Public Diplomacy at the Annenberg School.

As a fellow, Sarukhan spoke at a public talk, "Defining Mexico's Role in the Global Economy," where he explored the deepening

North American geostrategic architecture, the current Pacific Alliance and Trans-Pacific Partnership and soft power, public diplomacy and state branding in the Americas. In addition to leading the inaugural Frontera Fridays program at the GPS Center for U.S.-Mexican Studies (USMEX), "Advanced Manufacturing: An engine for Growth in the Bi-national Regions," Sarukhan also spoke in GPS classes and spent time engaging with students through a career talk with the Latin American Student Organization as well as fellows from USMEX.





JOSE DALISAY JAN. 20–30, 2015 Faculty Host: Krislert Samphantharak

CULTURAL EXPRESSION

Jose Dalisay is a professor of English and creative writing at the University of the Philippines and widely published author of more than 25 books of fiction and nonfiction in the Philippines, U.S., Italy, France and Spain. His second novel, "Soledad's Sister," was short-listed for the inaugural Man Asian Literary Prize, and he has won 16 Don Carlos Palanca Memorial Awards for Literature.

As a fellow, Dalisay delivered a public talk, "Democracy and Cultural Expression: Confronting Modernization in the

Philippines," where he spoke on recent political and economic developments and literary trends in the Philippines. Amid speaking in GPS classes and spending time engaging with students through a career talk and book discussion event, Dalisay also met with San Diego Councilman Chris Cate and engaged with the local Filipino Community in San Diego.







JAMES DING FEB. 8–12, 2015 Faculty Host: Susan Shirk

INTERNET ENTREPRENEURSHIP

James Ding is a managing director at GSR Ventures, a venture capital fund that invests primarily in early-and growth-stage technology companies with substantial operations in China. He oversees investments in Internet, wireless and new media.

During his residency Ding presented a talk, "The Internet with Chinese Characteristics: How Internet Entrepreneurship is Changing China," where he explored the topics of U.S.-China relations and technology cooperation, U.S. innovation policy and the direction of American politics. Ding also spoke in GPS

classes and spent time engaging with students through a career talk and met with the China Focus student organization. He also engaged in a roundtable discussion with UC San Diego faculty to discuss cyber policy and China's role over the next 20 years and explored the San Diego Bay with fellow PLF Jose Guajardo and GPS Professor Roger Bohn.







DISPELLING MYTHS

Jorge Guajardo acted for six years in Beijing as the Mexican ambassador to the People's Republic of China. He now serves as senior director at McLarty Associates, where he provides strategic counsel and expertise on Latin America and China.

As a fellow, Guajardo spoke at a public talk, "China's Incursion into Latin America: Myths and Realities," where he expanded on Chinese presence in the region, drawing on his experience as an ambassador to illustrate what is real and what is a misconceived perception in the West of the role China

plays in Latin America. Guajardo also spoke in GPS classes and spent time engaging with students through a career talk event with the Latin American Student Organization. Additionally, Guajardo delivered a keynote speech at the "Looking West: The Emergence of the Pacific" conference.







EXPLORING GLOBAL IT

Sachio Semmoto is the founder and former chairman and CEO of of eAccess Ltd./eMobile Ltd., now Y!mobile. His career started at Nippon Telegraph and Telephone (NTT), where he helped develop the first optical fiber system in Japan and led the development of the network information system, the world's first digital service that embodied the integrated services digital network concept. After NTT, he co-founded DDI Corp., now KDDI Corp., the first purely private telephone company.

During his residency, Semmoto explored the topics of entrepreneurship in the information technology (IT) sector along with telecommunications technology and security in his talk titled, "The Global IT Industry and Entrepreneurship." Semmoto also spent time engaging with students through a career talk and special event with the Asameshiski student group, and he visited the Qualcomm Robotics Accelerator.





HIROSHI FUJIWARA MAY 11-24, 2015 Faculty Host: Ulrike Schaede

BRIDGE BUILDING

Hiroshi Fujiwara is the founder and president of BroadBand Tower Inc. (BBTower), an Internet data center, cloud and e-commerce platform, and Internet Research Institute, the first initial public offering at Tokyo's new Mothers Exchange. As one of Japan's leading Internet visionaries, philanthropists and investors, Fujiwara also has worked at IBM Japan, Hitachi Engineering, ASCI II and Bellcore.

Fujiwara played an integral part in launching JFIT, and during the launch event he delivered the keynote address, "Japan and San Diego:

An Evening of Art and Science." The following day he participated in a one-day conference on "New Approaches for the Promotion of Innovation, Science and Technology: Bridging Japan and San Diego," which brought many high-ranking guests from Japan and San Diego to discuss universities and entrepreneurship, science policy, commercialization in the IoT and biotech industries, and the current business climate in Japan. In addition to spending time engaging with students, faculty and community members, Fujiwara also met with the Asameshiski student group and attended an incubator event at The Basement, located in the Mandeville Center at UC San Diego.





UPCOMING PACIFIC LEADERSHIP FELLOWS

The following are the confirmed Pacific Leadership Fellows for 2015–16. Please visit us online for an updated list.

FELLOW	RESIDENCY DATE
REIKO AKIIKE Partner and Managing Director, Boston Consulting Group	Oct. 3–10, 2015
POH KAM WONG Chairman, Business Angel Network Southeast Asia	Nov. 1–11, 2015
ROBERT HORMATS Vice Chairman, Kissinger Associates Inc.	Jan. 10–23, 2016
ANTONIO ORTIZ-MENA Head of Section for Economic Affairs, Embassy of Mexico in the U.S	March 28–April 8, 2016
MUHAMED CHATIB BASRI Former Indonesian Minster of Finance	March 28–April 8, 2016
EDNA JAIME Director General, México Evalúa	May 16–27, 2016

ACADEMIC EVENTS

CGT engages with other research-based centers, universities, corporations and government agencies to provide a focus for dialogue.

Creating an Environment for Innovative Research and Industry Growth

Oct. 30, 2014

Kan Suzuki, former politician for the Democratic Party of Japan, and Greg McKee, CEO of CONNECT, discussed one of Japan's biggest current challenges: the transition to a dynamic market for innovation and entrepreneurship. Using the medical industry as example of that, the speakers compared market dynamics and public policies in the U.S. and Japanese medical sectors.

Defining Mexico's Role in the Global Economy

Nov. 5, 2014

Arturo Sarukhan, former Mexican Ambassador to the U.S., and CGT Director Gordon Hanson addressed reasons for Mexico's sluggish economic growth, despite being Latin America's second largest economy. The event was held as part of the Dean's Roundtable series and co-sponsored by the Center for U.S.-Mexican Studies, The Global Forum at the International House and CGT.

Advanced Manufacturing: An Engine for Growth in the Binational Regions

Nov. 7, 2014

Arturo Sarukhan, former Mexican Ambassador to the U.S., discussed advanced manufacturing as an engine for growth in the binational region of the U.S. and Mexico. The event was hosted with the Center for U.S.-Mexican Studies (USMEX) as part of its quarterly Frontera Fridays events.

The Economics of Public-Private Partnerships

Jan. 22, 2015

Eduardo Engel, professor of economics at University of Chile, presented findings from his book, "The Economics of Public-Private Partnerships: A User's Guide." The event was co-sponsored by the Institute for Global Production and Innovation, Center for Iberian and Latin American Studies, Urban Studies and Planning Program, von Liebig Entrepreneurism Center, Jacobs School of Engineering and CGT.

Democracy and Cultural Expression: Confronting Modernization in the Philippines

Jan. 28, 2015

Jose Dalisay, professor and novelist at University of Philippines, discussed how the Philippines—as a modernizing society—keeps getting held back by age-old realties and complexities. Dalisay explained how culture mediates the divide of modernization and offers reflection, relief and hope to the otherwise disempowered.





The Internet with Chinese Characteristics: How Internet Entrepreneurship is Changing China Feb. 11, 2015

James Ding, managing director of GSR Ventures, discussed how the Internet developed in China and how it will further disrupt all sectors of the economy and continue to foster entrepreneurship. The event was cosponsored by the 21st Century China Program and CGT.

Looking West: The Emergence of the Pacific Rim Feb. 18, 2015

Jorge Guajardo, former Mexican ambassador to China, presented the keynote address at this third installment of "The United States and Mexico going forward:



Addressing stereotypes and creating an agenda for the years ahead," hosted by the Center of American Progress and USMEX.

China's Incursion into Latin America: Myths and Realities

Feb. 19, 2015

Jorge Guajardo, former Mexican ambassador to China, discussed incursions of China in Latin America, drawing from his six years of experience as the ambassador to China to expand on what is a misconceived perception in the West of the role China plays in Latin America.

The Global IT Industry and Entrepreneurship: Where Did We Come From and Where Are We Headed? April 6, 2015

Sachio Semmoto, founder, former chair and CEO of eAccess Ltd./EMOBILE Ltd., discussed with GPS Dean Peter Cowhey how the Internet of Things (IoT)—high-valued products embedded with electronics, software and new connectivity sensors, such as Nest and Fitbit—will profoundly change how businesses and consumers interact.

Asian Economics in 2015: Prospect, Opportunities and Challenges April 14, 2015

Shang-Jin Wei, chief economist of the Asian Development Bank and professor of finance and economics at Columbia University's Graduate School of Business, discussed the current economic state of Asia, including what's in store for the future. The event was co-sponsored by the 21st Century China Program and CGT.

Japan and San Diego: An Evening of Art and Science

May 18, 2015

Hiroshi Fujiwara, founder and president of Tokyo-based firm BroadBand Tower, unveiled the launch of the JFIT and The Fujiwara Fund, which brings Japanese investments to San Diego's IoT, biotech and wireless health industries. World-renowned pianist Rutsuko Yamagishi provided a musical accompaniment.

New Approaches for the Promotion of Innovation, Science and Technology: Bridging Japan and San Diego May $19,\,2015$

This daylong conference, held on the heel of the launch of JFIT, gathered high-ranking guests from Japan and San Diego to discuss universities and entrepreneurship, science policy, commercialization in the IoT and biotech industries and the current business climate in Japan. This event was co-sponsored by the Japan Society for the Promotion of Science, JFIT and GPS.

RESEARCH GRANTS

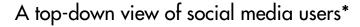
CGT fosters academic inquiry by collaborating with faculty at the School and other departments across UC San Diego. Every year, CGT supports grants to fund innovative research by professors and those working with master's degree and doctoral candidates. In addition to the following grants, CGT in partnership with the Policy Design and Evaluation Lab is supporting five Ph.D. student research projects in the 2015–16 school year, selected from a pool of 17 proposals and across four academic units.

Illuminating the human dimension of coral reef management*

Stuart Sandin, associate professor, Scripps Institute of Oceanography (SIO); and

Jennifer Smith, associate professor, SIO

Stuart Sandin and Jennifer Smith literally are magnifying their multiyear efforts to monitor anthropogenic impacts on coral reefs surrounding 25 islands in the tropical Pacific. A challenge in the study of coral reef ecology across large regions is providing a reliable, consistent depiction of the geographic context of each reef. Through the use of high-resolution satellite imagery, Sandin and Smith will quantify metrics of human activity such as by measuring numbers and types of fishing boats; numbers and locations of boat landings, harbors and docks; and distances of fishing centers from reef habitats. Their end goal is to establish a regional scale perspective of coral reef health to quantify the natural variability that exists within reef communities and how humans alter these patterns across space and over time.



Lev Manovich, director, Software Studies Initiative (SSI); and Mehrdad Yazdani, data scientist, SSI

Through the lens of high-resolution satellite imagery, Lev Manovich and Mehrdad Yazdani's research project captures a snapshot of Instagram

users on the ground. Their pilot project narrows in on a span of New York City where 10.5 million Instagram images were captured and shared. Factoring in U.S. Census indicators such as average income, education level and race composition aggregated for the same area, the researchers will examine variables relating to the visual and spatial environment around the geographical area. In cross-referencing the data gathered via satellite imagery (i.e., color characteristics and measures of geometric structure and density) with data extracted from the images (i.e., faces in a photo, tag and information about upload date, time and locations), the researchers hope to unveil new knowledge about society, culture, cities and/or people's activities.

Locating (solar-powered) cell towers*

Orest Bucicovschki, postdoctoral researcher, Department of Mathematics; David Meyer, professor, Department of Mathematics; and Dongjin Song, Ph.D. candidate, Department of Electrical and Computer Engineering

Mobile phone data sets increasingly are available for developing countries, supplying information such as call volumes between cell towers and approximate locations for the towers. However, they rarely include additional characteristics of the towers like whether or not they are connected to a power grid, supplied with a diesel generator or powered by a solar panel array. Orest Bucicovschki, David Meyer and Dongjin Song's research project strives to develop algorithms to locate solar-powered cell towers using high-resolution satellite imagery and to integrate the results with existing mobile phone data sets. Among other applications, the researchers hope to explain local service interruptions and suggest technology policies for mitigating them.

Satellite data for humanitarian assistance*

Rex Douglas, postdoctoral researcher, Department of Mathematics; and Asif Shakeel, postdoctoral researcher, Department of Mathematics

Quick and accurate crisis assessment is critical to saving lives and allocating limited disaster response resources in the events of large scale human displacement, often the unexpected and sudden consequence of manmade and natural disasters. Rex Douglas and Asif Shakeel's research project uses high-resolution satellite imagery to steadfastly identify and track refugee concentrations in both disaster relief and early warning scenarios, specifically detecting temporary shelters in places that are remote or dangerous for ground observers. The researchers also seek to develop and train a classifier for the automatic identification of temporary structures.

Big Pixel Hackathon*

Gordon Hanson, professor, GPS

CGT spearheaded its first-ever hackathon May 23, giving 35 students unprecedented access to DigitalGlobe Basecamp, the largest private collection of high-resolution satellite imagery on earth that comprises 15 year's worth of millions of square kilometers of current and archived imagery. Master's and Ph.D. candidates were tasked with defining an important policy question and then brainstorming how satellite imagery can be used to resolve it. The event gleaned insights into how to measure the growth of urban slums in poor countries and the impact of natural disasters on water quality in cities as well as how to identify illegal fishing in the Caribbean and how to find boats engaged in human trafficking in the Mediterranean.

Applying satellite imagery to land degradation, groundwater resources and cityscapes*

Jennifer Burney, assistant professor, GPS

Jennifer Burney has her hands in three research projects incorporating high-resolution satellite imagery. The first closely examines the physical structure of cities in an attempt to understand the actual economies of scale that emerge as cities form and grow. Through this effort, Burney aims to develop a database of several hundred cities as a prototype for this analysis. Burney also is assessing semi-arid ecosystems to develop density maps to be ground-truthed and linked to farm-level management data. Lastly, she seeks to alleviate the cost of geophysical surveys for community-based development of groundwater resources. Launching this project in sub-saharan Africa, she will use satellite imagery in lieu of ground-based resistive measurements to identify high-likelihood-of-success locations for new borewells.

California and China Collaborating on Clean Energy and Combating Climate Change

Asia Society

As the two largest emitters of greenhouse gases, the U.S. and China are facing the challenge of transforming fossil fuel-based energy systems into clean, 21st century energy systems that reduce emissions amid expanding economic opportunities. This new report from the Asia Society's Center on U.S.-China Relations and Asia Society's Northern California Center was drafted in partnership with The Annenberg Foundation Trust at Sunnylands and acts as a resource to learn about the vital partnerships already taking place between California and China on clean energy and to combat climate change. The report was made possible via funding from CGT, Rockefeller Brothers Fund, Energy Foundation, International Council on Clean Transportation and Energy and Environmental Economics.

^{*}Supported by the Big Pixel Initiative, a technology partnership with DigitalGlobe Foundation made possible through funding from CGT and UC San Diego's Qualcomm Institute. For more information, visit bigpixel.ucsd.edu.

JAPAN FORUM FOR INNOVATION AND TECHNOLOGY (JFIT)

UC San Diego reinforced its ties with Japan in 2015 through the creation of a new program under the directorship of Professor Ulrike Schaede.

Made possible by a \$300,000 pledged gift from Japanese IT company, Broadband Tower, Inc.—of which Pacific Leadership Fellow Hiroshi Fujiwara is president and founder—JFIT is designed to serve as a hub for cross-disciplinary research on contemporary business, science and technology in Japan, as well as associated policies.

Its mission is to fuel new opportunities to connect companies and universities in Japan and San Diego. Both regions are among the world's most active centers driving innovation and technological advancement in areas such as the Internet of Things (IoT), biotech and wireless connectivity. Through its conferences, industry roundtables and community networking events, JFIT bridges Japan and San Diego's endeavors to foster scholarly exchange and offer a system of open innovation and access between the two regions.

San Diego's prominence in these industries, which is in large part fueled by UC San Diego, makes it a key partner for international collaboration. GPS, where JFIT is housed, acts as the catalyst for that collaboration and, through the program, supports scholars, postdocs and students with an interest in Japan.

Visit ifit.ucsd.edu to learn more.





LAUNCH EVENT AND INAUGURAL CONFERENCE

To celebrate the launch of JFIT, on May 18 students, scholars and friends gathered for an evening event and piano recital by renowned concert pianist Ms. Rutsuko Yamagishi. Fujiwara then presented a keynote address on "San Diego-Japan Innovation: Common Avenues in IoT and Biotech."

The following day, JFIT hosted its inaugural conference at UC San Diego. The daylong, public event, co-sponsored by the Japan Society for the Promotion of Science, included five panels. Discussion topics surrounded university structures and the promotion of entrepreneurship, science policy and the promotion of innovation, commercialization of bioscience, the emergence of IoT and ongoing changes in Japan toward a joint San Diego-Japan innovation initiative. The conference drew panelists and attendees from around the globe, including guests from University of Tokyo, T2 Venture Creation, Japan Agency for Medical Research and Development, Malama Composites and Ajinomoto Althea, Inc., among many more. UC San Diego Professor Lawrence Goldstein, also director of the UC San Diego Stem Cell Program, provided the keynote address, "From Strength to Strength: Building Bridges between San Diego and Japan."

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STAY CONNECTED

The Center wants to keep you informed. Follow us on social media to explore new ways to connect with members of our global community and keep up to date with the latest events and news.

Information and updates can been found on Facebook, Twitter, Instagram and Vimeo.





Read Ulrike Schaede's regular column, in Japanese, published in Nikkei Business Online.

http://business.nikkeibp.co.jp

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