

2015–16 Annual Report



DIRECTORS' MESSAGE

August 2016

Greetings from the Center on Global Transformation (CGT) at the UC San Diego School of Global Policy and Strategy (GPS), where this year we celebrated our 10th anniversary. In 2006, we founded CGT (you may remember it as EmPac) with the vision to create a forum for intellectual discourse, reflection and action by leaders from the Pacific and to support new and innovative research.

We are happy to share with you that we think we accomplished this, thanks to the continuing generosity of our founding supporters Joan and Irwin Jacobs, our dedicated staff, our faculty colleagues at GPS and you—our community friends and supporters, as well as Pacific Leadership Fellows (PLFs), past and future.

Our PLF program remains the cornerstone of CGT's activities during the academic year. We are proud to have welcomed to date a total of 79 distinguished leaders from 20 different countries, representing industries such as business, government, civil society, the media and academia.

During this past 2015–16 academic year, seven PLFs joined us from Japan, Indonesia, Mexico, Singapore and the U.S. They addressed, among other issues, Japanese business strategies under Prime Minister Shinzō Abe's economic revitalization strategy; Singapore's emerging role as Asia's innovation hub in comparison to Silicon Valley; the investment opportunities and risks associated with the lifting of Iranian nuclear sanctions; Indonesia's policy formation and institutional reforms in a global context; lessons learned from NAFTA for negotiation of the Trans-Pacific Partnership; the role of Japan's telecommunications industry in the context of Asian IT industry dynamics; and the role of citizen engagement and transparency in reducing corruption and human rights abuses in Mexico.

Ulrike Schaede



Our second core area of activity is to provide funding for new research initiatives at GPS and beyond to support faculty and graduate student research in economics, public policy, international relations and global management. This past year, five grants were awarded for research projects for studies on semi-arid ecosystems and farm-level management; global coral reef monitoring; the environment impacts of global mining activities; and real-time measures of urbanization. All of these studies are associated with our Big Pixel Initiative. Moreover, CGT continues to support the Policy Design and Evaluation Lab at GPS.

We are also proud to have supported the ongoing activities of GPS's new Japan Forum for Innovation and Technology, which offers a hub to build new collaborations between San Diego and Japan. Meanwhile, the Big Pixel Initiative continues its partnerships with DigitalGlobe and Google Earth Engine to sponsor cutting-edge, innovative research. GPS's Advanced Spatial Analysis class brings together students from across campus to study and apply the technology. Also worth mentioning is a cross-campus event we hosted on Oct. 22, when we invited Thomas Piketty to discuss with us his best-selling book "Capital in the Twenty-First Century." CGT launched this event in cooperation with UC San Diego's Departments of Economics, Sociology and Political Science, as well as UC San Diego Extension and The Yankelovich Center for Social Science Research.

CGT strives to connect the worlds of academic inquiry and policy analysis. In 2015, the Jacobs made a transformational gift to elevate the scope and impact of our mission. Included in the gift are two endowed CGT chairs, to support faculty at both GPS and UC San Diego's Jacobs School of Engineering, as well as two endowed faculty fellowships to support junior professors in line with CGT's vision and mission. Stay tuned throughout the upcoming year as we share more about these scholars.

We express our continued appreciation and deep gratitude for the generous support we are receiving from the San Diego community and hope to see you at our many public events this coming year.





YEAR AT A GLANCE

2015-16 Highlights

Welcomed seven Pacific Leadership Fellows from Japan, Mexico, Indonesia, Singapore and U.S. Fellows included prominent public figures from Boston Consulting Group, National University of Singapore, Indonesia's Ministry of Finance, Kissinger Associates Inc., Albright Stonebridge Group, Softbank Corp. and México Evalúa.

Fostered new and existing partnerships for UC San Diego's Big Pixel Initiative, a living, learning laboratory with the mission to investigate and design best practices in geospatial data visualization, user experience interfaces and design techniques for scientific discovery and decision-making.

Hosted a range of public talks on topics such as Japanese business strategies under Abenomics; Singapore as Asia's innovation hub; perspectives on lifting Iranian nuclear sanctions; trade issues in Southeast Asia; U.S.-Mexico economic relations; Japan's telecommunications industry; and public security in Mexico.

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

CONTENTS

- 4 Pacific Leadership Fellows
 - 5 Activities
 - 6 Reiko Akiike Poh Kam Wong
 - 7 Robert HormatsMuhamad Chatib Basri
 - 8 Antonio Oritz-Mena Eric Gan
 - 9 Edna Jaime Upcoming Pacific Leadership Fellows
- 10-11 Academic Events
- 12-13 Research Grants
 - 14 Big Pixel Initiative and Japan Forum for Innovation and Technology (JFIT)
 - 15 Stay Connected

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 GPS Dean Peter Cowhev and the faculty



to make the creation and continued success of CGT possible. Their 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

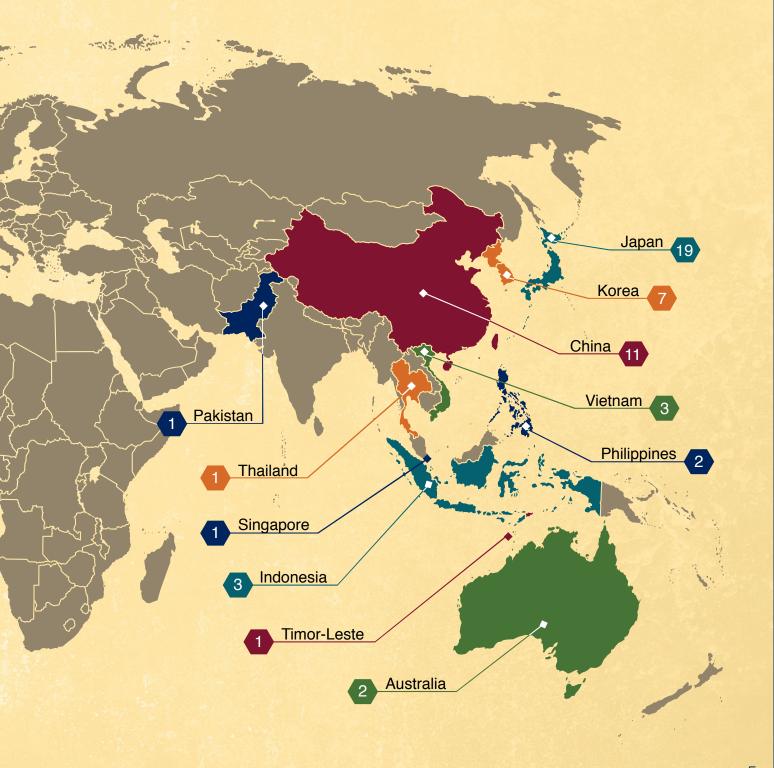
The Pacific Leadership Fellows program at CGT brings leaders to UC San Diego from around the globe to engage in dialogue, research and instruction with students, alumni, faculty and the San Diego community. Fellows are drawn from remarkable scholars and policymakers who shape strategy in their own countries through government, the private sector and academia and provide valuable insight into how economic and political systems are evolving. Having completed its 10th year, CGT now has hosted 79 Fellows from 20 different countries.



FELLOWS ACTIVITIES

While in residence, each fellow fulfills a number of responsibilities. Though their events and interactions vary based on interests and length of stay, each fellow 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



REIKO AKIIKE OCT. 3-10, 2015 Faculty Host: Ulrike Schaede

NAVIGATING ABENOMICS

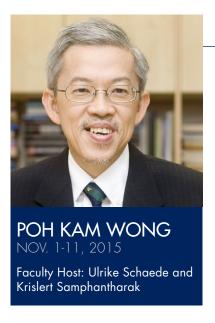
Reiko Akiike is a partner and managing director at Boston Consulting Group, where she focuses on strategy development and implementation, post-merger integration, change management and business turnaround for clients in manufacturing, high-tech and infrastructure industries. Prior to this position, Akiike was a managing director at the Industrial Revitalization Corp. of Japan and also worked at Kirin Brewery Co. and McKinsey & Co.

During her residency, she opined on her personal experience working with Japan

Prime Minister Shinzō Abe and private companies as part of Abe's economic revitalization strategy. In addition to presenting a public talk on "Japanese Business Strategies under Abenomics," Akiike met with and provided advice to students interested in Japan, as well as career-oriented young women, and connected with entrepreneurs in the San Diego area.







AN ENTREPRENEURIAL EDGE

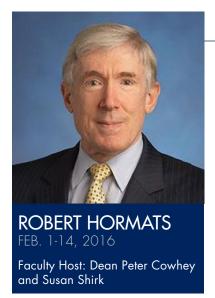
Poh Kam Wong is a professor at the National University of Singapore (NUS) Business School and director of the NUS Entrepreneurship Centre. He is internationally renowned for his research on innovation policy, industrial and competition policy, as well as technology and entrepreneurship. A serial entrepreneur who has co-founded three companies, Poh Kam now is an active angel investor and board member of several high-tech startup companies in Singapore, China, Malaysia and Silicon Valley. He was awarded the Public Administration Medal (Silver) by the Singapore government in 2013.

As part of his fellowship and public talk, "Singapore's Emerging Role as Asia's Innovation Hub," Poh Kam reunited with GPS Professors Stephan Haggard and Roger Bohn, whom he worked with previously on a comparative study of Silicon Valley and Singapore. While in San Diego, he also visited several local incubators and startups and led a discussion on honing an entrepreneurial mindset to solve social problems.





IMPARTING GOVERNMENT EXPERIENCE



Robert Hormats is vice chairman at Kissinger Associates Inc. in New York, where he analyzes emerging market geopolitical and macroeconomic risk for clients. Previously, Hormats served as Under Secretary of State for Economic, Energy and Environmental Affairs (2009-13) and was vice chairman of Goldman Sachs (International) for 25 years. His publications include "The Price of Liberty: Paying for America's Wars from the Revolution to the War on Terror" and "Abraham Lincoln and the Global Economy."

During his residency, Hormats explored topics pertaining to international trade, foreign investment in the U.S. and energy issues, including in a public talk, "Lifting Iranian Nuclear Sanctions." He met with both students, scholars and members of the San Diego community to traverse issues surrounding the Middle East and China and to share his experiences in the private and public sector. Hormats's fellowship also overlapped GPS's annual Asian New Year Festival, and he was the guest of honor at a an special event hosted by GPS's student group China Focus.

MUHAMAD CHATIB BASRI MARCH 28 - APRIL 8, 2016 Faculty Host: Krislert Samphantharak

MANAGING INDONESIA'S ECONOMY

Former minister of finance of Indonesia. Muhamad Chatib Basri is chairman of the advisory board of the Mandiri Institute. Previously, Basri served as a special adviser to the minister of finance of Indonesia (2006-10), as the Sherpa to the President of Indonesia for the G-20 meeting in Washington, D.C. (November 2008) and as a deputy minister of finance for the G-20 (2006-09). He has consulted for the World Bank, the Asian Development Bank and the U.S. Agency for International Development, among other capacities.

As a fellow, he explored topics such as macroeconomic and international trade issues

in Southeast Asia. In addition to his public talk, "Do Bad Times Make Good Economic Policy? Managing Indonesia's Economy in a Globalized World," Basri had lunch and attended networking events with students and was a guest lecturer in GPS's Bahasa Indonesia language and Politics of Southeast Asia classes. He also met with Ambassador Umar Hadi who is the current Indonesian Consul General of Los Angeles.





ANTONIO ORITZ-MENA MARCH 28 – APRIL 8, 2016 Faculty Host: Gordon Hanson

COMPARING NAFTA AND THE TPP

Antonio Ortiz-Mena is a senior advisor at Albright Stonebridge Group (ASG). He began his career in the Mexican government, where he held multiple senior advisory roles, including as the head of economic affairs at the Embassy of Mexico in the U.S., with responsibilities over U.S.-Mexico energy, telecommunications and aviation issues and serving as a liaison with the International Monetary Fund, the World Bank and the Inter-American Development Bank as well as the G-20 and the U.S.-Mexico High Level Economic Dialogue.





As part of his residency and public talk, "What Does North American Free Trade Agreement (NAFTA) Have to Teach Us about the Trans-Pacific Partnership (TPP)?" Ortiz-Mena leveraged his experience with NAFTA to divulge prospects of the TPP. Amid mingling with professors, local entrepreneurs and government officials, he also guest lectured on Latin American politics and met with students for lunch and a special event hosted by GPS's Latin American Student Organization.

ERIC GAN MAY 3-6, 2016 Faculty Host: Dean Peter Cowhey and Ulrike Schaede

SPELLING OUT JAPANESE TELECOMMUNICATIONS

Eric Gan is the executive vice president and director of SoftBank Corp., where he has led SoftBank's pivot to overseas markets, especially in China and India. Previously, Gan was a telecom analyst and managing director for Goldman Sachs Japan, where he was involved in advising telecommunications financing projects in Japan and Asia. Later, he founded the mobile telecommunications company eAccess and became president of Ymobile, a SoftBank Corp. subsidiary.

During his residency, Gan spoke on his

experience with Japan's telecommunications industry and weathering Japan's most difficult investment climates in the past two decades, including in a public talk, "Asian Internet Companies and the Global IT Industry Dynamics," and as part of a conference, "Innovation and Entrepreneurship in Japan," hosted by GPS's Japan Forum for Innovation and Technology. Gan also connected with students as well as executives at Qualcomm Corp.





EDNA JAIME MAY 11-21, 2016 Faculty Host: Craig McIntosh

EVALUATING PUBLIC POLICY IN MEXICO

Edna Jaime is the director of México Evalúa, an institution dedicated to evaluating public policy impact in Mexico, including fiscal policy, transparency and security. As the face of México Evalúa, Jaime networks with outside academics to build groups of collaborators and defines the organization's research agenda. Previously, she worked at the Center of Research for Development, Mexico's first ongoing market-oriented think tank, where she started as a researcher and ultimately became director. Jaime has authored or co-authored 17 papers and is currently a columnist for El Economista and Excélsior.





During her residency, she explored a range of topics regarding policy research, as well as Mexico's economic and public policy. In addition to presenting a public talk, "Thinking Locally: An Alternative Perspective of Public Security in Mexico," Jaime also was involved in presenting a binational education study on students whose education takes place in San Diego and Tijuana, which was a project spearheaded by GPS's Center for U.S.-Mexican Studies.

UPCOMING PACIFIC LEADERSHIP FELLOWS

The following are the confirmed Pacific Leadership Fellows for 2016-17. Please visit us online for an updated list.

FELLOW	residency date
SIR TADATAKA YAMADA Life Sciences Team Venture Partner & Growth Buyout Team Senior Advisor, Frazier Healthcare Partners	Oct. 3-7, 2016
KEPING YU Dean, School of Government, Peking University	Oct. 3-14, 2016
TASSADUQ JILLANI Former Chief Justice, Supreme Court of Pakistan	March 6-12, 2017
YORIKO KAWAGUCHI Former Minister of the Environment and Minister of Foreign Affairs, Japan; Professor, Meiji Institute for Global Affairs, Meiji University	Winter 2017
MARI PANGESTU Former Minister of Trade, Indonesia; Professor, University of Indonesia	Winter 2017
ENRICO LETTA Former Prime Minister, Italy; Dean, Paris School of International Affairs, Sciences Po	Winter/Spring 2017
MAURICIO TOLMASQUIM Professor, Federal University of Rio de Janeiro	Spring 2017

ACADEMIC EVENTS

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

Japanese Business Strategies under Abenomics

Oct. 7, 2015

Reiko Akiike, partner and managing director of Boston Consulting Group, discoursed Japanese Prime Minister Abe's new policy regime "Abenomics" and the pressures it has created for Japanese CEOs, as well as an overview of the country's business strategy realm as of 2015. This event was co-sponsored by the Japan Forum for Innovation and Technology (JFIT) at GPS and The Global Forum at International House.

Capital in the Twenty-First Century

Oct. 22, 2015

What drives wealth and inequality? Thomas Piketty, author of "Capital in the Twenty-First Century," narrowed in on this with the researchers that helped produce his best-selling book. This daylong symposium was held as part of the UC San Diego Helen Edison Lecture Series, with support from UC San Diego Extension and co-sponsorship from the UC San Diego's Yankelovich Center for Social Science Research and Departments of Economics, Sociology and Political Science.

Singapore's Emerging Role as Asia's Innovation Hub

Nov. 4, 2015

Poh Kam Wong, professor and director of the Entrepreneurship Centre at National University of Singapore, examined policy initiatives by the Singaporean government to enhance the city's role as a leading innovation hub in a rapidly changing Asia, plus the need for policies aimed at fostering Singapore's indigenous innovation capabilities and an entrepreneurship support ecosystem.

Lifting Iranian Nuclear Sanctions

Feb. 11, 2016

Robert Hormats, vice chairman at Kissinger Associates Inc., discussed the ways in which lifting Iranian nuclear sanctions will impact investors' conditions, risks and opportunities and what political and economic challenges will occur as Iran's leadership pursues new avenues for growth and foreign investment. This event was co-sponsored by The Global Forum at the International House.



Geospatial Big Data: Using Google Earth Engine for Data Science and Analysis

Feb. 24, 2016

Nick Clinton, developer advocate at Google Earth Engine, gave a tutorial of Google's latest technology that is powered by high-resolution satellite imagery as the next frontier in big data. He provided examples of how, via Google Earth Engine, researchers study changes in human activity and the natural environment at scale and in near real time. This event was co-hosted by the Big Pixel Initiative at UC San Diego. divide of modernization and offers reflection, relief and hope to the otherwise disempowered.

San Diego Global Forum: What Does NAFTA Have to Teach us about the TPP? March 30, 2016

Antonio Ortiz-Mena, senior advisor at Albright Stonebridge Group, listed 10 lessons that countries can learn from the North American Free Trade Agreement (NAFTA) in implementing the Trans-Pacific Partnership (TPP). The San Diego Global Forum is an annual event, co-sponsored by GPS and World Trade Center San Diego. In 2016, it was hosted by DLA Piper LLP.

Do Bad Times Make Good Economic Policy? Managing Indonesia's Economy in a Globalized World April 6, 2016

Muhamad Chatib Basri, former minister of finance for Indonesia, examined internal debates regarding the political economy of managing Indonesia's economy in a difficult global context, as well as their relevance for other countries facing similar challenges. This event was co-sponsored by The Global Forum at International House

Asian Internet Companies and the Global IT Industry Dynamics

May 4, 2016

Eric Gan, executive vice president and director of SoftBank Corp., discussed what we need to know to understand the dynamics of the global IT industry—where Asian IT and Internet firms, as well as Internet-based consumer-oriented services, now are ahead of the U.S. market. This event was co-sponsored by JFIT and The Global Forum at International House.

The Whack-a-mole Problem: Game-changing Organizations for Game-changing Solutions May 12, 2016

Leon Fuerth, founder and director of The Project on Forward Engagement, expanded on the challenge of not only finding a solution, but finding an organization capable of actualizing a solution to the U.S.'s growing list of "wars" against crime, terrorism, drugs, disease, climate change, etc. This event was co-sponsored by the UC Institute on Global Conflict and Cooperation, based at GPS.

Thinking Locally: An Alternative Perspective of Public Security in Mexico"

May 17, 2016

Edna Jaime, director general of México Evalúa, detailed her notion that Mexico needs a cutting-edge generation of security policies driven by a "local" rationale, comprising accurate information, evidence-based diagnostics and targeted to design territorially delimited policy interventions. This event was co-sponsored by the Center for U.S.-Mexican Studies at GPS.



RESEARCH GRANTS

CGT fosters academic inquiry at GPS and departments across UC San Diego by offering grants for innovative research, as well as supporting faculty and doctoral students through the Policy Design and Evaluation Lab. During the 2015-16 academic year, five Ph.D. student research projects received funding. Our grants also supported the following major projects:



Detecting the boundaries of urban areas in India: A dataset for pixel-based image classification in Google Earth Engine"*

Ran Goldblatt, postdoctoral researcher, GPS

With satellite imagery and cloud-based computational platforms, Ran Goldblatt builds maps to confirm that land cover indicates urbanization, across space and time. Beginning with India, Goldblatt has built a new dataset consisting of 21,030 polygons that he manually classified as "built-up" or "not built-up," and these categories are used for image classification and detection of urban areas. This data is then analyzed in Google Earth Engine, including also boundaries of built-up areas against the intensity of nighttime light. The goal is to geocode a database of all public and private businesses in India to analyze the relation between industrialization and urbanization.

"Mining activity and spatio-temporal dynamics of forest cover loss"*

Ran Goldblatt, postdoctoral researcher, GPS; Victoria Xie, Ph.D. candidate, Department of Economics

How did the global commodity boom of the 2000s affect land use and forest management around the world? Because the mines that are the source of these commodities often are in remote locations, little is known about the connection between mineral extraction and the surrounding environment. So far, the relation between mining activities and land cover dynamics has been addressed mostly through local observational analysis. In this project, GPS researchers employ a spatial and temporal lens, by collecting proprietary data on more than 30,000 mines located around the world and matching the location of these mines to high-resolution satellite imagery from the year 2000 forward. This allows a granular study of the relationship between exploration of different mining commodities and loss of forest cover worldwide, as well as the spatial distribution of global mines in relation to changes in land-use patterns, socio-economic variables and other physical attributes.

"Identifying slums with satellite imagery"*

Kilian Heilmann, Ph.D. candidate, Department of Economics; Diego Vera-Cossio, Ph.D. candidate, Department of Economics; and Wei You, Ph.D. candidate, Department of Economics

Employing high-resolution satellite imagery, Kilian Heilmann, Diego Vera-Cossio and Wei You identify and measure the growth of slums around the world, caused by rapid urbanization in developing countries that pulls millions of migrants into low-quality, informal housing settlements with limited access to public services. Despite widespread study of urbanization, little is known about the extent and the growth of these vibrant urban zones. This project aims to provide researchers with consistent data on urban development over time that allow the study of slums at a global scale and the formulation of policies to alleviate poverty.

"Coral bleaching quantification from remote sensing imagery"*

David Kline, associate project scientist, Scripps Institution of Oceanography; Robert Frouin, research scientist, Scripps; Daniel Conley, Ph.D. candidate, Scripps; Gordon Hanson, professor, GPS; Ran Goldblatt, postdoctoral researcher, GPS; Di Dai, research assistant, GPS

David Kline and his colleagues are all eyes—via remote sensing—on what the National Oceanic and Atmospheric Administration recently declared the third large-scale coral bleaching event in recorded history. By use of satellite imagery, the team aims to replace the current, highly labor intensive monitoring practices with a mapping of shallow reefs from space. The goal is to develop tools to quantify bleaching episodes through remote sensing (i.e., satellite imagery) and then to build detection algorithms that help estimate the extent and severity of bleaching, with hopes to transform coral reef management and conservation.

"Measuring land degradation in the semi-arid tropics"*

Jennifer Burney, assistant professor, GPS

Using high-resolution satellite imagery and advanced big data analysis tools, Jennifer Burney is turning to the trees to gauge the health of semi-arid ecosystems, which are home to the world's poorest populations and areas most affected by climate change. Prototyping this assessment tool in Sertão, Brazil, Burney develops tree density maps for a specified region that will then be "ground-truthed" and linked to farm-level management data. The ultimate goal is to use this novel technique across the world's semi-arid regions to provide high-resolution indicators of overall ecosystem health, and to help identify best locations for joint productivity and conservation interventions.





GPS Assistant Professor Jen Burney examines vegetation density such as this in Sertão, Brazil, to gauge semi-arid ecosystems health. Photo by Jen Burney

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

BIG PIXEL INITIATIVE: POWERED BY DIGITALGLOBE, GOOGLE EARTH ENGINE

Launched in 2015, UC San Diego's Big Pixel Initiative is a living, learning laboratory with the mission to investigate and design best practices in geospatial data visualization, user experience interfaces and design techniques for scientific discovery and decision-making.

Co-directed by CGT Director Gordon Hanson and Albert Yu-Min Lin of the Qualcomm Institute, the Big Pixel Initiative began as twoyear partnership with DigitalGlobe Foundation, which provided



year partnership with DigitalGlobe Foundation, which provided UC San Diego access to its unprecedented private collection of high-resolution satellite imagery, DigitalGlobe Basecamp. In 2016, the initiative expanded its partnerships to include Google Earth Engine monitoring platform. In

The class, Advanced Spatial Analysis, is taught by Ran Goldblatt, a postdoctoral researcher at GPS who has not only shepherded student involvement in the Big Pixel Initiative but as spearheaded introducing Google Earth Engine to UC San Diego, coordinating a campus-wide tutorial for with Google Earth Engine Developer Advocate Nick Clinton.

all, there are 10 projects currently underway, in addition to a course at GPS, which is leveraging the technologies.

"The partnership with DigitalGlobe is exactly what the Big Pixel Initiative had hoped for, and being able to efficiently analyze data through Google's platform helps immensely," Hanson said. "For researchers, it has brought a new level of understanding for our work, but being able to teach our students with these tools is invaluable."

Visit bigpixel.ucsd.edu to learn more.

JFIT: PUTTING INNOVATION, ENTREPRENEURSHIP AT THE FOREFRONT

Nearly a year after its official launch, the Japan Forum for Innovation and Technology (JFIT), led by CGT Director Ulrike Schaede at GPS, hosted its second conference, "Innovation and Entrepreneurship in Japan" on May 5-6, 2016 and jointly with Santa Clara University, The University of Tokyo and Stanford University. The conference convened academics and practitioners from the aforementioned institutions and others, as well as representatives from Japanese companies and Silicon Valley- and San Diego-based angel and venture investors, to discuss Japan's current innovation dynamics, plus the biggest differences in regulatory and institutional parameters between Japan and the U.S. in fostering innovation.



Among other first-year accomplishments, JFIT also produced what is arguably the most in-depth study of San Diego's innovative ecosystem in the form of a 70-plus-page report. Written in Japanese, the publication brings San Diego's technological stature into view with an overview of the city's telecom, information technology, life sciences, cleantech, defense, manufacturing, robotics and other industries. Forging through 2016, the center is broadening its connection from San Diego to Japan with the launch of its Josei/Women for Upper Management Program, a short-term global management training program for Japanese women in managerial positions.

Visit ifit.ucsd.edu to learn more.

cgt.ucsd.edu

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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