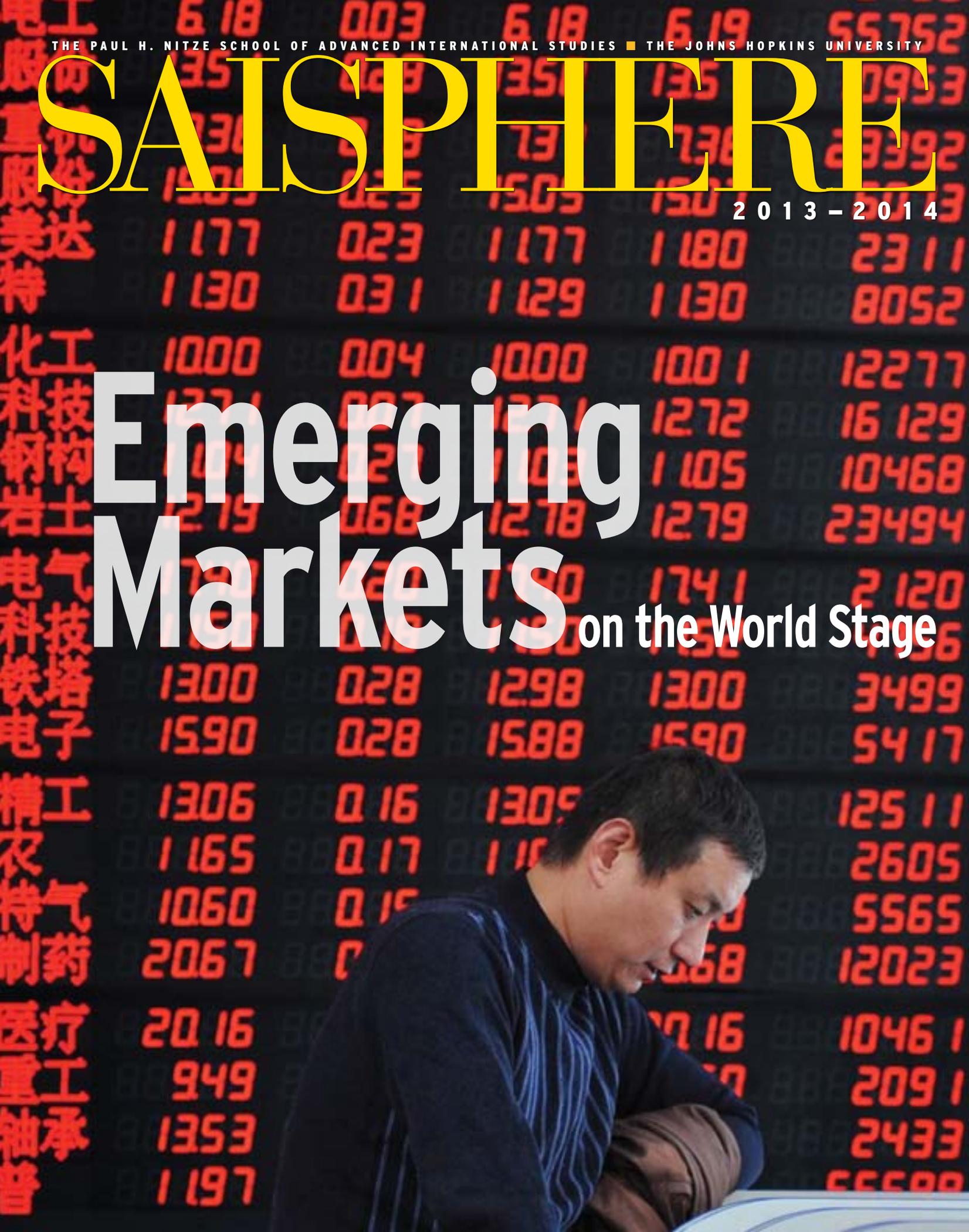


SALSPHERE

2013-2014

Emerging Markets on the World Stage





JOHNS HOPKINS
SCHOOL *of* ADVANCED
INTERNATIONAL STUDIES



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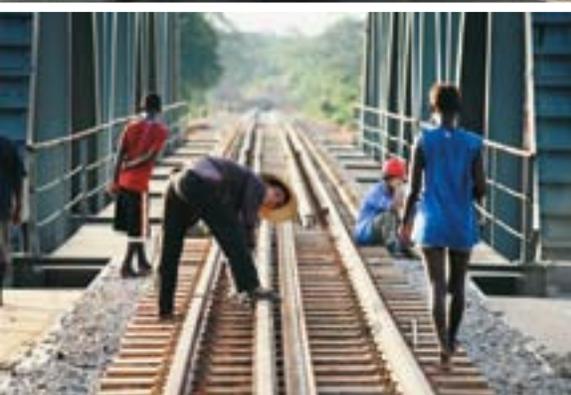


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SAISPHERE

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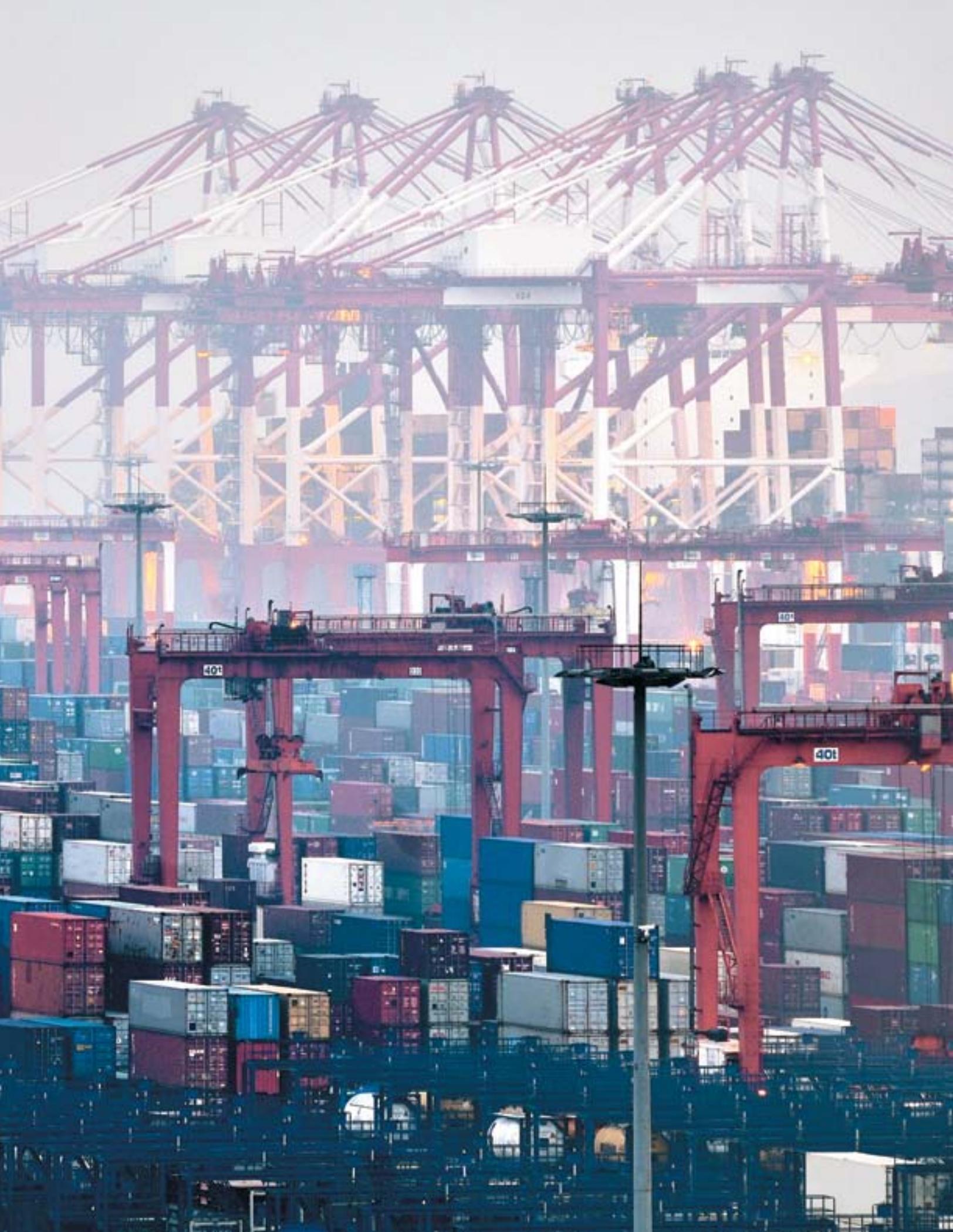
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By Vali R. Nasr

The

Wall

The rise of emerging markets is one of the most important developments of our time. For decades, the developing countries, where the bulk of the world's population live, have grappled with generating economic growth and prosperity. They have struggled to change the terms of trade with the West, diversify their economies and produce exports that would break the seemingly unbreakable wall that separated the developed from the developing.



As economies have surged, the division between developed and developing countries has started to vanish.

Falls

Now all that is in the past. Economies across wide swaths of the planet have opened up to global trade, invited foreign investment to pour in, and experienced production and consumption booms, fueling exports and in turn imports. Consequently, and perhaps most important, large numbers of people previously shackled by poverty have moved up into the middle class and into urban areas. Kishore Mahbubani, dean of one of SAIS's sister schools, Lee Kuan Yew School of Public Policy at the National University of Singapore, estimates Asia's middle class will grow from 500 million today to 1.75 billion by 2020.

Economy after economy has prospered with impressive rates of growth, producing new financial power centers from São Paulo to Shanghai and enriching the traditional financial centers of New York and London in the process. The growth spurt in China and India, which has fueled the demand for commodities, has propelled the economies of Australia and Brazil, Mongolia and Mozambique.

But there is good news and bad news to contend with. The rise of emerging markets holds the promise of wholesale transformation of the global economy and significant improvement in the economic lot of a large chunk of the world's population. At the same time, many more consumers with money to spend also means growing demand for food, clean water, housing and social services—placing more pressure on our climate and environment. With economic growth comes an increasing likelihood of scarce resources, overpopulation, urban gridlock and the governance challenges these entail.

Dominance of Emerging Markets

The growth of emerging markets has for the most part become a financial story in the West, fueling optimism for new opportunities and high-return investment. As a result, we have celebrated the rise of the BRICS (Brazil, Russia, India, China and now South Africa) and MINT (Mexico, Indonesia, Nigeria and Turkey) or MIST (Mexico, Indonesia, South Korea and Turkey), depend-



ing on your world view. Then, more recently, we watched financial observers worry over economic slowdown in the once high-flying emerging markets.

But this is a narrow perspective riddled with short-termism. After all, the emerging-market story is no longer limited to the financial performance of individual economies. What we observe is an emerging wave: After each group of fast-growing economies comes another, not necessarily superseding the prior one but certainly providing increased competition and growth prospects for the entire pool. As the effects now reach beyond financial markets and impact politics both at home and globally, the phenomenon of emerging markets is no longer an incident but a trend.

From Brazil to China, from India to Indonesia, this global trend has produced large and influential middle classes—economic actors with political clout who are reshaping their countries' governance structures and patterns of social interaction. In many ways, these new middle classes are looking to renegotiate the parameters of their social contract.

Throughout the world, over the past two decades there has been a palpable shift in wealth to emerging markets. Asia now accounts for a growing share of the global gross domestic product (currently at 35 percent), surpassing Europe (at 25 percent). This transfer of wealth will eventually lead to a rebalancing of the distribution of global power.

But perhaps most interesting is that the rise of emerging markets has replaced the global economy's hub-and-spoke tradition of the past 100 years, wherein the periphery traded with the center—with a matrix of global trade between and among emerging markets. The North-South (developed economies—developing economies) trade of yesteryear is being replaced with emerging market-to-emerging market trade. This “E-to-E” world purports to be a new form of interconnectedness where Africans, Asians and Latin Americans trade directly, build ties, and shape the future economic, political and cultural world.

In this world, emerging markets find many issues of common concern—energy consumption and production, environmental protection,

resource management and trade, distribution of wealth, urbanization and good governance. And given how important emerging markets have become, these issues transcend national borders to become global issues that matter to everyone.

SAIS: Intellectual Leadership

SAIS sits at the critical juncture of this complex global crosscurrent. Our unique curriculum combines course work in energy, international development, strategic studies, economics and finance, and other areas of crucial importance to the interconnected E-to-E world with the study of important regions and pivotal countries—not to mention instruction in 17 languages, including Arabic, Burmese, Mandarin and Portuguese.

SAIS prides itself on providing intellectual leadership in confronting E-to-E and other timely topics. Together, our faculty and students—in the classroom, in academic programs and in marquee events on our global campuses—are exploring the questions that face emerging powers and markets as they



enter new phases of growth; address common political, social and environmental concerns; and build institutions that enable them to assume a more prominent global role.

This issue of *SAISPHERE* examines these themes and charts an innovative way of thinking about the phenomenon of emerging markets—looking

beyond their promise of growth to assess how they are encountering the challenges of rapid change and forging unprecedented patterns of global economic, political and trade interaction. ■

Vali R. Nasr is dean of SAIS and a professor of International Relations.



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By John Lipsky

5 Years

An American flag is shown in the foreground, slightly out of focus, with a brick building in the background. The flag's stars and stripes are visible, and the building has several windows.

Emerging economies helped limit the depth of the global recession in the wake of the 2008 financial crisis. **What role will they play in future economic and financial governance?**

Later

The onset of the global financial crisis in late 2008 crystalized awareness of three profound changes in the international economy that had been underway for almost two decades. First, the breadth of the crisis' impact underscored the expansion of international economic interdependence. Second, the speed and nature of the crisis' propagation highlighted the increasing importance of international financial linkages in creating that interdependence. Third, the critical role of the key emerging-market economies in helping limit the depth of the global recession and setting the stage for restored growth emphasized their burgeoning economic weight and financial importance.

The third change in the international economy profoundly influenced efforts to overcome the crisis: From the outset, it was evident that the old leadership institutions in the economic and financial sphere—in particular, the G-7 leaders process, the International Monetary Fund (IMF) and the Financial Stability Forum (FSF)—drew on too narrow a base and lacked crisis-prevention tools that had any chance of success in a world of mobile capital. With impressive alacrity, however, the G-20 Leaders' Summit process was created, bringing major emerging economies—including the BRICs (Brazil, Russia, India and China) along with Argentina, Indonesia, Mexico, Saudi Arabia, South Africa and Turkey—to the “top table” of policy discussion and implementation. This new lineup recognized the emerging economies' increased importance and acknowledged that overcoming the crisis would require their active involvement.

The role of the key emerging economies has been enhanced sharply by the impact of the global financial crisis—including their relative importance in international economic and financial governance. Their new governance responsibilities have required these countries to form considered judgments about the economic and financial policies of the advanced economies and other emerging economies. One result has been the development of an intra-emerging-economy dialogue in specific terms, on both a regional and a global basis, that simply did not exist previously.

G-20: New Governance, New Goals

This new governance role evolved rapidly in the wake of the crisis' onset. In particular, the first G-20 Leaders' Summit took place in November 2008, only two months after the Lehman Brothers bankruptcy had set off a global financial and economic panic. In an unprecedented move, around the summit table were heads of government and heads of state representing nearly two-thirds of the world's population and about 85 percent of global gross domestic product.

From the outset, the leaders endorsed three principal goals: (1)

secure strong, sustainable and balanced global growth, (2) repair and reform the global financial system and (3) reform international financial institutions. They created three new or modified institutions to accomplish these goals. To pursue the first and perhaps most basic goal, global growth, the G-20 tasked itself with creating a new program of economic policy cooperation, the Framework for Strong, Sustainable and Balanced Growth, and announced it would be implemented through a “mutual assessment process” carried out by a working group of finance ministry and central bank officials. Note the critical implications: The emerging economies within the G-20 are engaged in discussing basic economic policy issues not only with the advanced economies (as well as within the traditional surveillance process of the IMF) but also with each other.

The crisis also demonstrated the critical importance of the dramatic post-1990 growth in international financial flows. It can be claimed that the collapse of the Soviet Union (and its separate Council for Mutual Economic Assistance or Comecon international trading system), together with China and India's increasing importance

The role of the key emerging economies has been enhanced sharply by the impact of the global financial crisis—including their relative importance in global economic and financial governance.

in international trade, restored the pre-World War I system of relatively open international trade in goods. But the recent opening of international capital markets—including growing trade in bonds and equities issued by emerging-market entities denominated in their own domestic currency—represents a situation for which there is no clear historical precedent. Hence, the obvious challenge for global governance.



Financial Sector Reform

At the same time, the crisis demonstrated that financial markets lacked adequate regulatory and supervisory oversight. Shockingly, the crisis had a far more virulent effect on the financial institutions of advanced economies. Some emerging economies—through their buildup of record levels of international currency reserves—were called on to help support the anti-crisis efforts in meaningful financial terms. In addition, most financial institutions in emerging economies remained insulated from the direct impact meted out to holders of the most toxic financial assets, including subprime mortgage securities.

In pursuit of their second basic goal of financial sector reform, the G-20 leaders mandated that the FSF—a venue for cooperation among



a subset of advanced economies' government officials, central bankers and financial regulators formed in the wake of the 1997–98 Asian currency crisis—be expanded to include all G-20 members. For the first time, the key emerging economies became part of the now-urgent policy dialogue regarding the future of the international financial system.

Under the auspices of the newly expanded and renamed Financial Stability Board (FSB), relatively rapid progress is being made in the traditionally closed and slow-moving world of financial sector reform. For example, the historic 2009 Basel II accord on bank capital adequacy took about 12 years to negotiate among the members of the FSF. In the wake of the global financial crisis, in contrast, the successor Basel III was

agreed to by the FSB in 18 months. The FSB currently is addressing such difficult issues as the regulation of the so-called “shadow banking” sector and the insurance industry.

As in the case of the G-20's framework, the implication of the FSB's creation is that certain emerging economies are now an integral part of global policy discussions and dialogue, where previously they would have been entirely absent. Virtually all the emerging economies still lack a fully developed set of domestic financial markets and institutions—their financial markets typically retain some restrictions on international capital flows. It is exactly in this area that emerging economies face some of their most difficult challenges, in both theoretical and practical terms. Their participation in the dialogue on financial sector reform

suggests they will need to adopt a point of view relevant for their own reform process, implying greater cooperation among emerging economies on these issues—a new development.

Reforming International Financial Institutions

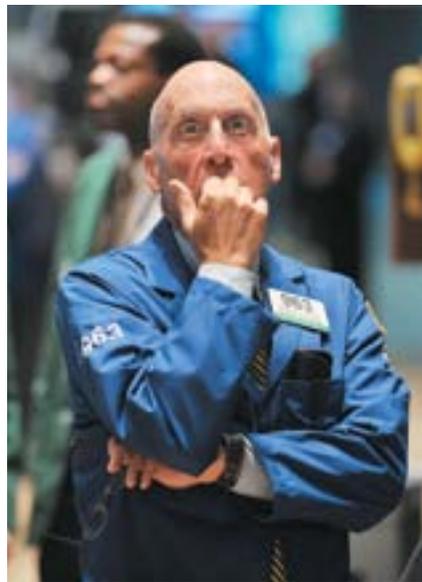
The third G-20 goal—reform of international financial institutions—has centered in particular on the IMF. Even prior to the crisis, the growth of emerging economies since 1990 had increased their relative economic weight, which constitutes the formal basis for the assignment of quota shares and voting power within the IMF. Emerging economies increasingly complained they had become chronically under-represented; as a result, the IMF was losing legitimacy, despite its universal membership.

The 1997–98 Asian currency crisis already had demonstrated that, in a world of highly mobile capital, the IMF lacked both the financial resources and instruments needed to prevent a financial crisis. Despite this early recognition, there had not been any meaningful organizational response. For better or worse, the 2008 global financial crisis concentrated minds and enhanced resolve for action.

Consequently, the G-20 leaders—representing more than 80 percent of voting shares in the fund—agreed by their Seoul Summit in late 2010 on a doubling of the fund’s quota resources and a reordering in voting shares that would leave the top 10 shares divided among the G-7 countries (minus Canada) and the BRICS (now including South Africa). At the same time, European members, who at the time of the crisis held eight of the IMF Executive Board’s 24 seats, agreed to relinquish two of these chairs once the new quotas were formally ratified.

In addition to these structural reforms, the IMF also created new insurance-like financial facilities designed specifically to be effective at crisis prevention. The Flexible Credit Line—an innovative precautionary financing facility (something akin to a large, standing credit line) was approved by the IMF’s membership in the wake of the Lehman Brothers bankruptcy and was taken up quickly by Mexico, Poland and Colombia.

As a result of these decisions, the key emerging economies’ responsibility for and influence in the international financial institutions (including the World Bank and regional development banks, in addition to the IMF) have grown significantly—and the facilities provided by these global institutions increasingly are being tailored to the specific needs of emerging and developing economies. A disappointing footnote is in order, however: The 2010 IMF quota reforms have not been ratified formally because the Obama administration delayed making the necessary budget request and the U.S. Congress so far has failed to approve it—despite a personal pledge by the G-20 leaders that the ratification pro-



cess would be complete by the 2012 IMF Annual Meetings.

Globalization and Regionalization

While the world financial crisis underscored growing global economic and financial interdependence, the process of globalization has highlighted regional concerns. As a result, regional organizations and arrangements are being formed and/or bolstered. This can be seen in Asia, with the development of the Chiang Mai Initiative and in the trade liberalization efforts being undertaken under the auspices

Over the longer run, it is not clear how the balance will be struck between greater regional integration and continued globalization—which are not mutually exclusive.

of the “ASEAN Plus Six” countries (including China, Japan and South Korea as well as the most dynamic emerging and developing economies of the region). The former organization could be viewed as a possible precursor to something resembling an “Asian Monetary Fund”; the latter is likely to be either an alternative or a complement to the U.S.-sponsored

Trans-Pacific Partnership trade negotiations now underway.

Regional initiatives of various kinds also have been proposed in South America and sub-Saharan Africa. Some, such as the Banco do Sul (Bank of the South) proposal among a number of South American countries, may or may not prove practical. Others, including efforts to adopt a regional approach to transport and energy infrastructure in Africa, are compelling in terms of promoting economic efficiency but must overcome political and other hurdles.

Over the longer run, it is not clear how the balance will be struck between greater regional integration and continued globalization—which are not mutually exclusive. Claims that globalization is in retreat imply that the G-20’s efforts are doomed to fail. And the BRICS countries have announced a new \$100 billion development bank and reserve fund in an effort to create a (partial) alternative to the World Bank and the IMF. However, as emerging economies assume a more formal and meaningful role in global economic and financial governance, it is less likely that they will see a need for separate arrangements and institutions.

Many observers claim the post-crisis G-20 process is not making a fundamental change in the role of emerging economies—either in their relation with advanced economies or in their dealings with each other. The actions and efforts discussed here appear to undermine such skepticism. Nonetheless, political support from the largest advanced economies for the broadening of global governance is *sine qua non* for real and sustained progress. The potential mutual benefits of broader governance—and of a cooperative and coherent approach to policymaking—appear to have been made manifest by the financial crisis.

Although the clock will not be turned back, real progress will require sustained efforts. It cannot be taken for granted. ■

John Lipsky is the distinguished visiting scholar of International Economics. He previously served as first deputy managing director of the International Monetary Fund.



Is *‘Womonomics’* the Key to Global Growth?

A Conversation With Goldman Sachs' Kathy Matsui '90

It is a tall order, but **Kathy M. Matsui '90** says that by closing the gender education and employment gap in developing countries, we could significantly improve the standard of living and per capita income—and create greater economic opportunities and growth.

When Matsui introduced the term “womenomics” in 1999 in the groundbreaking research paper, *Womenomics: Buy the Female Economy*, Japan’s economy was struggling. For Matsui, one of the country’s top-ranked equity strategists, it was time to recognize women as Japan’s great untapped resource, the key to future growth and prosperity.



Based in Tokyo, Matsui joined Goldman Sachs in 1994 and was named managing director in 1998 and partner in 2000. Today she is co-head of Economics, Commodities and Strategy Research in Asia and Asia Investment Research. And the concept of womenomics not only is central to Prime Minister Shinzō Abe’s growth strategy for Japan but also is used around the world to connote the importance of promoting women economically.

Sara O'Rourke '13 is founder and director of the SAIS Women’s Alumni Network and is assisting Roger Leeds, SAIS senior research professor of International Finance, with research on private equity in emerging markets. While a student at SAIS, she was founder and president of SAIS Global

Women in Leadership. In January 2014, she is joining McKinsey & Company as an associate.

For more insight into the theory of womenomics as a policy for economic growth, SAIS asked O’Rourke to interview fellow graduate Matsui in a “SAIS on SAIS” conversation.

SARA O’ROURKE: **Womenomics is based on the idea that the advancement of women in a society is directly correlated with its growth rate. What was the origin of the concept?**

KATHY MATSUI: It was really the product of my job. I cover the Japanese stock market, so I speak with investors outside and inside Japan about whether they should invest in this market—and, if they are going to invest, what centers should they prefer and so forth. But as you can imagine, somebody who is outside Japan and doesn’t have to invest in this market is asking the obvious question: If equities are about growth, where is the growth in Japan going to come from long term with the structural challenges facing the country—including

ing demographic and fiscal challenges?

After many conversations, I wondered: “Does it have to be that depressing?” Because around me there were quite a few talented and frankly overeducated women who were not participating in the workplace to the extent I saw women working outside of Japan—even in other Asian countries. I just thought, “Here is half the population staring you in the face, and they are not being fully tapped.”

Now, I recognize that not every woman wants to pursue a career long term, and I fully respect that, but I also know a lot of female friends who would love to get back into the workforce but simply cannot. The doors are shut to them, or they can only work part-time. Their opportunities are clearly subpar relative to before they off-ramped, and it just seems like a waste.

And so that was what got me thinking. It was never my intent to tell the government what to do, but nobody was writing about it, nobody was talking about it, but it seemed apparent to me at the time that this was something we should start the discussion and the dialogue on.

O’ROURKE: In September 2013, Prime Minister Abe told the U.N. General Assembly that creating a work environment comfortable to women and enhancing opportunities for women to actively participate in society were urgent national priorities. How was the government persuaded to buy in to the idea?

MATSUI: I must say the whole concept was quite foreign in 1999. Nobody was really talking about this, and the word “diversity” was definitely not part of the Japanese vocabulary.

But as time went on and deflation set in, growth became more stagnant, asset prices deflated and the structural headwinds became fiercer. All of a sudden, we have Mr. Abe talking about womenomics as something that is important for Japan’s future growth. It is the first time I know of that the prime minister here has honed in on this as an important pillar of a long-term growth strategy, which is terrific—maybe 14 years too late, but better late than never, I say.

It is not something just the government can fix; it is not something companies can fix; it is not something society can fix. It has to be this tripartite, collaborative, cooperative effort from all sides. Because you can’t fix it all if you just fix one part. The government cannot just set up a ton of child care centers and that’s it.

There are a lot of things acting as obstacles to greater female participation. All of these need to be fixed, but you have to start with a central assumption as a nation



and as a society that this would be a good thing. If you can get to that assumption, the next step is: How do we move that needle? What concrete steps do we need to take? With the fiscal Mount Fuji as large as it is, with the demographics as severe as they are, I think the government has come to the realization that there is no easy way out, and we desperately need to ensure that as much of the working population as possible is utilized as soon as possible.

O'ROURKE: How does this apply in emerging markets? Does womenomics hold the same potential to fuel national economic growth by empowering women?

MATSUI: Our firm has been quite active in putting this concept to work in growth markets, insofar as we launched—right before the financial crisis—the “10,000 Women” program. The intent was, “What do we have to bring to this

challenge?” We have the ability to connect the dots, so to speak.

For this program, we invested \$100 million in business and management-skill training for women entrepreneurs in a whole range of growth markets across the world. And the intent was to give women practical tips: everything from how to create a business plan to how to balance your books, from ethics training to how to negotiate. We track these women

and see phenomenal results. In some cases, they have been able to double or triple their revenues, and in other cases, they have significantly augmented the number of people they employ in their communities.

I think a lot of companies could be doing much more. For many companies and industries around the world, the global growth opportunity is in these markets.

But rather than just “take, take, take,” there is also a responsibility on the



part of all of us to think about how we can give and nurture and develop. This is especially true considering what our research and our colleagues' research have shown: that by closing the gender education and employment gap, you could significantly improve the standards of living and the per capita incomes of people in these countries—and the narrower that gap,

the greater the opportunity ahead for those economies.

It is challenging for certain growth markets, but we have seen evidence in multiple markets that this is the silver bullet for a number of these economies.

O'ROURKE: How so? What is the payoff?

MATSUI: In a country such as China—where the gen-

der gap in education and employment is relatively more narrow than in other Asian countries—you can see how “running the marathon with both legs instead of one” has been advantageous for its growth trajectory versus other countries in the Asia-Pacific region, where that gap is still very wide.

If you gather enough empirical examples, I think

you'll find that, on average, those economies and societies where women are more fully engaged end up with higher growth, reduced child mortality, better health overall and richer educational opportunities.

An educated woman tends to educate her children more generally about health, nutrition and work. I think the return on the investment of educating women and having them more actively engaged in society is tremendous and already borne out in some of the high-growth examples in the region.

O'ROURKE: As emerging markets expand their role in global trade, what will be the political or geopolitical consequences of unleashing the economic power of women in those countries as well as in developed societies?

MATSUI: Well, I think it's stating the obvious: If you have leadership or policies that are more reflective of the entire society and nation, presumably you are going to end up with a happier and more prosperous society. Some say that women will take jobs away from the men, but that assumes the pie is static; my view is that female participation actually grows the pie. A growing pie should mean more jobs, more income and more growth opportunities for everybody—male and female. So I wonder why are we taking so long to come to a consensus, because I have not heard valid push-back on why it would not be a good thing.

Would it be a good thing to have 100 percent of every parliament and congress made up of women? Of course not. Would it be good to have quotas in every venue that promote men or women who are not deserving? Of course not. But in certain areas and situations, to get that understanding and recognition to move forward, you sometimes have to do some extreme things.

In Norway, when they decided to pass a quota to fill 40 percent of boards with women, of course there was a ton of pushback, but the reality is they have got the most diverse boards and it is not 50 or 60 percent, it's 40 percent. So there is a voice at the table for these women, which previously was not the case.

As for the political ramifications, I think that when you get leaders in all venues of society who are more reflective of society, you have a better society, serving a broader set of interests long term.

O'ROURKE: From your perspective as managing director and chief Japan strategist at Goldman Sachs, what does the surge of emerging market-to-emerging market trade mean for the global economy?

MATSUI: It is exploding in this region. You have more intraregional trade between, say, China and ASEAN [Association of Southeast Asian Nations] or India and ASEAN or within countries in ASEAN. As the middle-income segment of the population in many of these growth econ-

omies continues to expand, that is a bigger opportunity for China, India and other countries to take advantage of that—not to mention a greater opportunity for indigenous domestic companies in those markets.

But as we all know, in economic history, growth is never in a straight line forever. Many of the more difficult or trickier situations have usually been the product of where markets are closed or excessively regulated, where the mix of fiscal and monetary policies is not always appropriate at the time. Everybody makes policy mistakes. The 1997 Asia crisis is a case in point: Currencies were fixed to the dollar, and it was really tough for these countries to manage their way out of the crisis.

So the reality is the emerging markets are very high growth relative to the developed markets. But as we are witnessing recently in places such as South Asia, if an economy has been quite dependent on external capital and if the U.S. Federal Reserve starts to signal that it may be ending quantitative easing at some point soon, then you see what has been happening to the currencies and the asset markets of some of these countries.

There is no magic formula. But I think, for many of these economies, the growth has been so spectacularly high, it's important to ensure that there is managed growth and the growth is reaching deep enough. The big issue with many of the economies is that there are still governance and corruption problems you have to deal with,

so ensuring that growth is healthy and balanced is easier said than done.

Japan was the same, China was the same, the United States and Europe were the same in their high-growth phases. Everyone goes through these similar challenges and processes, and some get it right more quickly than others. There is no one-size-fits-all pattern of growth. But at the end of the day, in Japan and elsewhere in the developed world—given their patterns of aging and falling birthrates—in order to drive GDP [gross domestic product] growth, you have to increase the birthrate, let in a lot of immigrants or pursue policies that are going to boost productivity. Otherwise, growth rates are inevitably going to moderate, which is already happening.

So companies in the developed-market economies are naturally trying to seek higher growth in some of these growth markets, but again it is not a straight shot. There will inevitably be bumps along the way.

O'ROURKE: How would you describe your career path thus far and the role of your SAIS education? And how is your affiliation with SAIS reflected in your life?

MATSUI: I was a social studies major at Harvard University, which was a terrific concentration but wasn't sufficient in my view for teaching me practical skills. I learned quite a lot, but I thought in graduate school maybe I needed to hone in a bit more on macroeconomics.

I originally wanted to go into the foreign service, which is why I went to SAIS. And as a college junior I had done a summer internship at the U.S. State Department, which sort of turned my mind around and made me think that was not the career for me—but I did want to do something international.

So at SAIS I pursued Japan Studies. I focused on things like macroeconomics, and I took finance and accounting courses. This was not with the intent that I would end up in this industry, but I just thought I needed a broader practical skill set that hopefully I could use in some career.

Then I came here as an intern through a SAIS program, and I worked at a Japanese bank ... which was really fun—really, *really* enlightening. I decided I did not want a career in a Japanese financial services organization, but I did want to come to Japan. My husband is also a SAIS alumnus, Jesper Koll B'84, '86; he was already here, and we met that summer. So to be honest, the reason I am here, and the reason I am married to him, is thanks to SAIS.

After graduation, I interviewed around and landed at Barclays in Tokyo. I worked there four years until Goldman tapped my shoulder. And here I am.

I think that through the SAIS network, I have much to be thankful for—it is a fantastic network of individuals. I hope more SAIS alumni end up in Asia because there is a lot of excitement and dynamism here. ■

The New Silk Road

By Afshin Molavi

West Asia Meets East Asia

Not content to wait for trade with advanced economies and to rely on Western investment, these developing countries are **trading, holding summits and strategizing with each other.**

When King Abdullah bin Abdulaziz al-Saud, the monarch of Saudi Arabia, ascended the throne in 2005, he could have chosen virtually any country in the world for his first state visit. The United States would have embraced a visit from its longtime strategic ally. Egypt lobbied hard for a visit to cement the key Arab diplomatic alliance. Dozens of heads of state would have welcomed the king of the world's most powerful oil-producing country and a diplomatic heavyweight.





King Abdullah, however, chose China, followed by India. It was a historic moment: the first Saudi head of state visit to the Middle Kingdom in five decades. It was also a revealing moment in international affairs that reflected the geoeconomic and geopolitical tectonic shifts taking place in the world at that time. King Abdullah saw the writing on the wall. China and India represented the largest drivers of future-demand growth for oil, and both countries—with their large and growing middle classes—anchored the emerging-markets transformation sweeping the world. It did not hurt that China was a rising superpower to boot.

Over the past decade, much ink has been spilled on the rise of emerging markets. Less attention has been paid to intra-emerging-market relations—commercial, economic and diplomatic. The Saudi monarch's 2005 visit signaled a larger trend taking place amid the emerging-markets transformation: the growing network of so-called South-South or emerging-to-emerging (E-to-E) commercial and diplomatic relations—capital flows, investment flows, people flows and even what we might call “heads of state” flows.

'Rise of the Rest'

South-South trade has grown dramatically, accounting for a quarter of all world trade, according to the United Nations. China and India trade more with emerging markets than with advanced economies. Less than a generation ago, emerging markets accounted for approximately 15 percent of global gross domestic product (GDP). Today, they represent nearly half.

Make no mistake: We are living in a historic inflection point, best characterized by author and commentator Fareed Zakaria as “the rise of the rest” because it does not presuppose the decline of the West—a bad prediction by any measure. But “the rest” are not simply waiting for Western investment and trade with advanced economies. They are trading with each other, holding summits with each other, talking strategy with each other and doing so in ways that are meaningful, in contrast with mere fist-pumping sloganeering

or the feigned and forced “solidarity” of the Non-Aligned Movement's heyday.

Two of the fastest-growing areas in container shipping today are the Asia to Africa and the Asia to Latin America routes. Brazil and India already conduct the majority of their trade (58 percent) and China conducts nearly half its trade along what HSBC Bank calls the “Southern Silk Road.” And by 2050, India and Brazil will conduct 83 percent of their trade South-South; China will be at 73 percent, according to HSBC.

The BRICS (Brazil, Russia, India, China and South Africa) plus South Korea and Indonesia—the BRIICKS, if you will—will account for more than half of global growth by 2025. The BRIICKS will also host a large share of the new global middle class, the prize chased by multinational consumer companies from Starbucks to McDonald's to Unilever, while producing more of their own multinational giants that will compete on a global level.

New Trade Corridors

One of the most robust trade corridors of this new global economy centers on the Persian Gulf, the Arabian Sea, the Indian Ocean, the South China Sea

Over the past decade, much ink has been spilled on the rise of emerging markets. Less attention has been paid to intra-emerging-market relations.

and the Pacific Ocean—the New Maritime and Air Silk Road. And trade between the six Gulf Cooperation Council (GCC) states—Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates—and Asia is one of the most rapidly growing E-to-E corridors. Indeed, GCC-Asia trade has exploded over the past decade, from some \$100 billion in 2002 to nearly \$850 billion in 2012.



China has surpassed the United States as the largest exporter to most countries in the GCC. India's largest trading partner is the United Arab Emirates. Asia accounts for 57 percent of all GCC trade, and two out of three barrels of GCC oil go to Asia.

The six GCC states have a combined nominal GDP of \$1.7 trillion. Taken as a whole, the GCC would be the 12th-largest economy in the world. While petroleum dominates the trade and GDP picture, the GCC states have also become “asset economies.” Their combined foreign assets are expected to hit \$2.5 trillion by the end of 2013. Sovereign wealth funds like the Abu Dhabi Investment Authority have the power to move markets, and Saudi Arabia remains one of the top buyers of U.S. Treasury bills.

This New Silk Road of trade is certainly paved with energy. Hydrocarbon exports from the GCC to Asia ramp up the numbers, but the relationships are



growing deeper than just the exchange of commodities for manufactured goods. From Saudi tourists flooding Malaysia and Indonesia to Indian films premiering in Bollywood's second city, Dubai, United Arab Emirates, to the Gulf's "big three" airline carriers (Emirates Airline, Etihad Airways and Qatar Airways) becoming a key global link between Asia and the West via hubs in Dubai; Abu Dhabi, United Arab Emirates; and Doha, Qatar—the ties between the GCC and Asia are strengthening.

Asia's Key Hubs

Investment banks are still impressed by size. In fact, Goldman Sachs tried to reprise the popularity of its BRIC acronym a few years ago and came up with N-11—the Next 11. The firm chose countries with the largest populations, among them Bangladesh, Egypt, Iran and Pakistan, places with significant political risk.

But size is not all that matters. Take Zurich, for example: 1.2 million people and a global powerhouse. Zurich is powerful because it is a banking, insurance and services hub.

Hubs are a critical piece of the global trade puzzle. It is hard to imagine the story of Asia's remarkable growth in the past four decades without Singapore and Hong Kong. Those two city-states, in many ways, brought Asia to the world and the world to Asia. Today, Singapore, with its small population, accounts for a full 2.27 percent of world trade, just behind Hong Kong at 2.65 percent, according to HSBC. That means these two hubs—with a sliver of the world's population—represent more trade than the massively populous countries of Brazil, Egypt, India and Turkey combined.

But trade, of course, is not a zero-sum competition, and hubs like Singapore and Hong Kong become a crucial part of the export-growth strategies of

emerging countries such as Brazil and Turkey, which are eager to serve Asian markets. Hubs are key intermediation points that keep the goods and services flowing, lubricating the engine of the world economy.

For India, its most important international hub is Dubai. In fact, Dubai is India's largest trade partner, exceeding \$50 billion, no small achievement given India's size and importance in the global economy. With India on pace to surpass the United States—and even China—as the world's largest economy in the next few decades, Dubai's role as its principal international trade hub will become even more vital to the world economy.

For Latin America, Miami is no longer the only hub in town. There is Panama. Santiago. São Paulo.

The world needs hubs, connectors, gateways and nexus points. From Venice in the 16th century to Amsterdam in the 17th century to London in the



18th century to Paris and New York in the 19th and 20th centuries—and from Silk Road caravanserais to ancient Rome—hubs play a vital role in trade, development, cultural intermingling and the transmission of ideas as well as our collective future.

The hubs of this New Silk Road play a vital role in the growth of this trade corridor. Due to their connectivity, infrastructure and logistics, key hubs (call them the HUBSS) are Hong Kong, United Arab Emirates, Bombay (Mumbai), Shanghai and Singapore.

While Hong Kong and Singapore are well-known Asia hubs, and Bombay is in many ways the gateway to India—with Shanghai serving a similar purpose for China—the United Arab Emirates has stolen a march on its competitors in West Asia and emerged as the key hub of the growing New Silk Road.

United Arab Emirates Gateway

The United Arab Emirates ranks No. 1 in the Arab world in the World Economic Forum Enabling Trade Index

and No. 19 globally, ahead of the United States and South Korea. As a result of the advanced infrastructure and sophisticated regulatory environment for business and trade, more than 60 percent of the world's Fortune 500 firms operate or have a base in the country.

Dubai is the better-known hub. But Abu Dhabi, the United Arab Emirates' capital, plays an important role as a hub and gateway with the rise of Etihad Airways as well as the massive industrial zone and port project known as the Khalifa Port. This project could become a hub of the Industrial Silk Road, and a nationwide railroad system would link the entire country and its burgeoning ports together. Further, Abu Dhabi came to the aid of Dubai during its debt-fueled downturn, further linking the two emirates. Local commentator Mishal Gergaawi described this new evolving economic corridor as “Abu Dubai.”

Meanwhile, Dubai International Airport is on track to surpass London Heathrow and become the busiest airport in the world in terms of interna-

tional passengers by 2020. The demand for connectivity is so great—particularly among the massive population centers that comprise Dubai's region—that the city is building a new airport, to be operational for passengers by 2027, with the capacity to handle 165 million passengers a year.

Dubai's ports rank in the top five globally for container traffic. Its national airline, Emirates, is the only airline that can connect to every major city in the world with just one stop: Dubai. There are more flights from India to Dubai than from India to anywhere else in the world—combined.

The Dubai Hub

Dubai has emerged as a particularly agile hub of this New Silk Road, hosting some 200,000 Chinese nationals and one of the largest “Made in China” shopping malls in the world, a vast complex known as Dragon Mart, where you can buy a teddy bear or perhaps 10,000 teddy bears, a tractor or hundreds of tractors.

The United Arab Emirates govern-

ment has signed a currency-swap deal worth \$5.2 billion in 2012, and Standard Chartered and HSBC banks have witnessed dramatic growth in renminbi (RMB)-denominated transactions at their Dubai branches. Standard Chartered reported 750 percent growth in its transactions in Dubai in 2012.

Simon Cooper, deputy chair and chief executive officer of HSBC's Middle East and North Africa operations, has noted a doubling of RMB trades in the region in the last two years. Meanwhile, Emirates NBD and National Bank of Abu Dhabi have opened branches in mainland China, and Emirates NBD launched an RMB-denominated bond in 2012—a first for the Middle East. All this activity will boost Dubai and United Arab Emirates' efforts to become an offshore renminbi trade center.

Dubai has also emerged as a hub for China's trade with Africa. Emirates Airlines flies to 21 destinations in Africa, and Dubai-based banks have set up China desks to handle Africa transactions. The Dubai Chamber of Commerce reports some 6,000 African businesses registered in Dubai, and multinational companies like Nestlé are using Dubai as a key part of their Africa supply networks.

Meanwhile, Dubai has become such a thriving hub of business activity for India that the joke among Indian expatriate businessmen is this: "Question: What's the best city in India? Answer: Dubai." In many ways, Dubai has emerged as India's Hong Kong, its offshore center where Indians access the world. One Indian Airways executive lamented that "Emirates Airline has become the national carrier of India."

Investments Along the New Silk Road

The GCC-Asia trunk of the New Silk Road is not just a story of trade. It's also becoming one of investment.

When Agricultural Bank of China, one of China's largest state-owned banks, floated shares to the public in 2010, it broke the record for the largest initial public offering (IPO) in history. The IPO exceeded \$22 billion and garnered world headlines. Less noted were the two biggest buyers of shares

in AgBank: Qatar Investment Authority and Kuwait Investment Authority.

How did Qatar finance such a large investment, up to \$6 billion by some reports? The answer is bulging cash coffers, owing mostly to Asian purchases of Qatari liquefied natural gas. Kuwait, too, owes much of its wealth to Asian buyers of its crude (not to mention an American security umbrella).

The AgBank IPO was a seminal moment, an exclamation point on China's move to a market economy, away from the destructive state socialism espoused by Mao Zedong and generations of Chinese communist leaders. AgBank was originally set up by Mao to cater to rural peasants. The bank, with its original humble clientele, as front-page news in the global business dailies is just one of the many ironies of today's China. But the big news is that the major buyers were neither Western banks nor banks based in Hong Kong or Singapore but small city-states in the Persian Gulf.

Earlier, in 2006, the Industrial and Commercial Bank of China shattered the previous record for IPOs with one just under \$22 billion. (AgBank later knocked it out of the record books.) Were Hong Kong banks the largest buyers of shares? Goldman Sachs? Citi? No. The largest buyers were the sovereign wealth funds of Kuwait and Qatar, plus the savvy Saudi investor Prince Al-Waleed bin Talal.

Meanwhile, South Korean contractors have invested heavily in their GCC operations, winning a string of high-profile contracts like the United Arab Emirates' nuclear energy infrastructure, and Islamic finance links are growing, from Kuala Lumpur to Bahrain, Dubai and London.

West Asia Meets East Asia

When President Barack Obama declared a foreign policy strategy that has been dubbed a "pivot to Asia," he meant, of course, East Asia.

For China, however, investors from Kuwait, Qatar and Saudi Arabia buying shares in national banks can be seen simply as West Asia relinking with East Asia. Indeed, while just about every major country's foreign ministry and global multilateral development bank has a "Middle East" or "Near East" or "Middle East/North Africa" division, the Foreign Ministry in Beijing does not. It refers to much of that same region as "West Asia." The difference is telling.

Indeed, "Middle East" is a term invented by an American naval strategist of the early 20th century, writing in a British publication. In 1902, Alfred Thayer Mahan wrote: "The Middle East, if I may adopt a term of which I have not seen, should be an area of emerging strategic interest for the British navy," mostly because of its location halfway to India.

Today, it is a widely accepted term, even in the Middle East itself. Indeed, one of the region's leading newspapers is called *Asharq Al-Awsat—The Middle East*. But in a recent speech in Beijing, Saudi Petroleum Minister Ali Al-Naimi referred to himself prominently as "a West Asian." The nationally run Saudi Arabian Oil Company (Saudi Aramco) has been sending young managers to China for language training for more than a decade, and its key management training program takes place in both Washington, D.C., and Asia. Saudi Aramco, too, has seen the writing on the wall and recently opened an office in Beijing to handle its growing Asian concerns.

Using the term "Middle East" for the GCC countries marginally captures a sense of the political geography of the region but fails entirely to capture its commercial geography or its cultural geography of intermingling with India, Iran and even China in the early years of Islam. But more relevant today, GCC trade with Asia far surpasses trade with the

In many ways, Dubai has emerged as India's Hong Kong, its offshore center where Indians access the world.

Arab world. The GCC political elites might spend much of their time worrying about Egypt and Syria, but an implosion in China would do far more damage to their bottom line.

A glance at the trade profiles of the biggest economies of West Asia—Iran, Saudi Arabia, the United Arab Emirates and the GCC states—will reveal a geo-commercial profile that is increasingly Asian. Indeed, U.S. Navy protection of the Persian Gulf sea lanes should be seen as a superpower protecting the global commons rather than its own oil interests. After all, most of that oil and gas goes to the East, allowing China and the rest of Asia to “free ride” on the American security umbrella.

Re-creating the Maritime Silk Road

The Persian Gulf–Arabian Sea–Indian Ocean–South China Sea trade corridor dates back centuries. When a group of Indonesian sea-cucumber divers discovered a sunken barge in 1999, they had little idea that it was, as *National Geographic* magazine put it, “the most important marine archaeological discovery ever made in Southeast Asia.”

They found a ninth-century sunken Arab dhow with 60,000 handmade pieces of Tang Dynasty gold, silver and ceramics. In addition to the enormous archaeological bounty, here was physical proof of Arab dhows traveling along the Maritime Silk Road.

Historical records indicate that Arab merchants had been plying the waters of the Arabian Sea, the Indian Ocean, the Persian Gulf and the South China Sea, trading in ports from China to Japan to Indonesia, for many years. Arab and Persian merchants spread Islam in Southeast Asia via trade, not the sword.

The goods aboard the ship were likely headed for Basra from the Chinese port city of Guangzhou. At the time, China was a global economic power, and some 10,000 foreign traders and

merchants, many of them Arabs and Persians, lived in Guangzhou. The Abbasid caliphate, with its seat in Baghdad, was also a leading global economic power, and the trade and commerce between these two poles of influence fueled local economies across Asia—both West and East.

Chinese coastal cities benefited from trade between China, Southeast Asia, India and the Middle East. What we are witnessing today is a revival of a relationship dating back more than 1,000 years.

Turning Points

The year 1979 proved to be a crucial year in the revival of the New Silk Road maritime route. Communist Party leader Deng Xiaoping moved China gingerly toward a market economy. China’s historic economic rise began. And as China grew, its demand for energy grew. In 1993, China, for the first time, could not meet its energy needs with oil produced at home. Thus began its quest for energy around the world. Energy-hungry China is increasingly tied to the Persian Gulf states, and one of its most important relationships lies with Saudi Arabia.

Energy-hungry China is increasingly tied to the Persian Gulf states, and one of its most important relationships lies with Saudi Arabia.

The 2005 visit to China by King Abdullah was reciprocated two years later by then-Chinese Premier Hu Jintao. How he chose to visit Saudi Arabia is revealing. First, Hu flew to Washington, D.C. After meetings there ended, he flew directly to Riyadh, Saudi Arabia. The combination of the two capitals in one foreign trip sent a powerful signal: Riyadh stands in the same league as Washington in the eyes of China’s leadership.

Saudi Arabia now provides China nearly 1 million barrels of oil per day, about one-fifth of its imports. More important, the two oil market players—the supply heavyweight and the demand heavyweight—have moved their relationship beyond

the transactional and toward strategic cooperation.

Saudi Aramco, China Petrochemical Corp. (Sinopec Group) and Exxon Mobil Corp. are building China’s first integrated refining and petrochemical facility with foreign partners. The facility is located in Fujian province and, as a result of the joint venture, the refinery’s capacity has tripled to 240,000 barrels per day. Saudi Aramco has also partnered with Sinopec and ExxonMobil for the retail, storage, transport and sale of refined products in Fujian province.

Meanwhile, Sinopec has entered Saudi turf. Along with Saudi Aramco, it is constructing and operating a refinery in Yanbu on the Red Sea coast. The refinery aims to use 400,000 barrels per day of Saudi crude to produce transportation fuels for international and domestic markets. Additionally, Sinopec is busy exploring for gas in Saudi Arabia.

Looking to 2030

Eighty million people enter our world every year—the equivalent of adding a new Germany or, more appropriately, a new Egypt. The better example is Egypt: Today, 75 percent of the world’s population lives in Africa or Asia; the vast majority of those new arrivals will be in Africa or Asia, mostly from poorer and less-developed regions.

Sub-Saharan Africa’s population could double—even triple—in the next 40 years. By 2030, Africa’s population will be roughly equivalent to the population of North America, Europe, Latin America and the Caribbean combined.

By 2025, two out of three humans will live in Asia.

Demographics are not always destiny, but they are a pretty good indicator of future demand. Asia’s robust demand for energy will continue to bring it closer to the GCC states. In the process, the GCC’s economic pivot to Asia will grow. And the New Silk Road of GCC-Asia trade will emerge as one of the most dynamic poles of global commerce. ■

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In a Complex, Diverse and Globalized Economy, 'Nothing Looks Like the Past'

**A Conversation
With Renault's
Dominique Thormann
JHU'76, B'77, '77**

Emerging markets did not just sprout up overnight—in many cases they have been years in the making. But advances in technology, a worldwide quest for energy, complex supply chains and a financial crisis that rattled the globe have helped bring them closer than ever before to developed economies. While Europe and the United States have been slow to recover from the Great Recession, Asia and Latin America are home to some of the world's most dynamic markets—and that is exactly where many businesses are seeking opportunities for growth.

SAISPHERE asked Brian Wingfield B'01, '03, a reporter covering international trade and energy-policy issues at *Bloomberg News*, to speak with fellow SAIS graduate Dominique Thormann JHU'76, B'77, Renault Group's chief financial officer (CFO), about these changes.

Based in France, Thormann joined Renault in 1989 as international treasurer after working for Chase Manhattan Bank in New York City, France and Italy. He led Renault's investor relations until 1999, the year the company partnered with Nissan Motor Co. to create an automotive alliance. Thormann has held numerous positions with both companies in Tokyo and Paris. He is also chair of RCI Banque, Renault's financing unit.

Before moving to Bloomberg's Washington, D.C., bureau in 2011, Wingfield was Washington bureau chief for *Forbes*, where his coverage included the 2008 presidential race, the global economic crisis and U.S. health care reform. He has worked as a freelance reporter in Italy and served as a *New York Times* contributor. At SAIS, his studies focused on European Studies and International Economics.

BRIAN WINGFIELD: Emerging-market economies made their mark on the world stage at the first G-20 Leaders' Summit in Washington, D.C., in November 2008, just as the global financial crisis was unfolding. How has their increased prominence since the summit altered the world's economic landscape?

DOMINIQUE THORMANN: The prominence of emerging-market economies became visible institutionally then, but the economic forces at play were in place several years prior. In fact, the term "emerging market" is often a misnomer. In the automotive industry, for example, China is the world's largest car market by far, representing roughly 25 percent of global sales. Europe, by contrast, used to represent one-third of car sales; today that number is down to 15 percent. In the field of information systems, India became a powerhouse in the late '90s as many Indian firms were retained to work on the famous "Y2K bug" on the eve of 2000. Trade, energy and capital flows were all adapting to this new global reality by the time the G-20 was held in 2008.

As if these structural changes weren't enough, the United States was transitioning between two administrations, the financial crisis was at its peak after the collapse of Lehman Brothers, and Europeans were calling for a new Bretton Woods—all at once!

WINGFIELD: People often refer to "emerging economies" as one unit, but each economy is, of course, different. How do you see this global sector developing as nations and regions within the sector have different rates of economic success?

THORMANN: The acronym BRICS [Brazil, Russia, India, China, South Africa] was coined a few years ago in an attempt to describe a group of emerging economies

and, as such, created an illusion that the developed economies of the United States, Europe and Japan now had to contend with a homogeneous bloc. However, so-called emerging economies often have little in common—except for the fact that economic prosperity is now accruing to the most populous countries of the world.

With the passage of time, differences around issues of security, energy and infrastructure, just to mention a few, are appearing at the national level. Societies in these five very different countries are coping with these transformations in different ways and are not necessarily aligned among themselves.

WINGFIELD: What is the greatest challenge emerging-market economies face in the next five years? What do you think will be the biggest surprise in the development of emerging markets in that time?

THORMANN: It's difficult to make a broad statement encompassing all emerging markets, but in all likelihood, the political, social and environmental constraints associated with periods of strong economic growth will put pressure on policymakers to cope with contradictory objectives. The same causes often produce the same effects: In time, emerging economies may well face identical policy agendas as in developed economies except that the world is now globalized.

While history does not necessarily repeat itself, there are similarities if you look at the early 20th cen-

tury in the United States and the pattern of development in emerging economies. The desire to consume is the same as it was when Henry Ford understood that workers had to be able to afford the cars that they themselves were assembling. That observation led to an increase in wages and benefits and a simultaneous increase in the standard of living. But at the time—because there was no competition from emerging economies—this protected the developed ones, such as the United States and Europe.

WINGFIELD: Growing pains have accompanied the rise of emerging markets. The quest for energy has placed strains on the environment. The emergence of a new global middle class has increased demand for more clean water and food. Demographic shifts have dramatically altered consumption patterns. How do you see the world adjusting to these heightened demands on limited resources?

THORMANN: When the developed economies were growing rapidly (in the post-World War II era, for example), environmental and resource constraints were rarely, if ever, mentioned. Those constraints exist today as a greater proportion of the world's population aspires to the same standard of living as in the developed world. And it's easy to understand why. Poverty and hunger are receding.

But development is occurring now in emerging economies with a level of technology never seen



before. With technology, food and energy efficiency, to take two examples, are incomparable with the condition that existed at the same point in the development cycle of the mature economies. Technology is compressing time in a spectacular fashion, making predictions and forecasts harder, which then has an impact on policy, which often appears to be lagging reality.

WINGFIELD: This issue of *SAISPHERE* addresses trade between emerging markets, or “E-to-E” commerce. How do you see this affecting global supply chains, and what effect will it have on both emerging and developed markets?

THORMANN: There was—is still?—an oversimplification that sees China as a big factory supplying the Western consumer. In fact, many parts of the world, such as South America and Africa, are trading with China. But beyond trade, China is also engaged in “offshoring” and “nearshoring” as some countries, particularly in Southeast Asia, become more competitive.

At the same time, there are examples of previously offshored activities from American or European companies that are returning to their home markets as they adjust levels of competitiveness. Once again, the auto industry, including the upstream suppliers, is a good example to watch.

WINGFIELD: China’s slowdown is having ripple effects across the globe, especially in Latin America, where it has tempered the commodities boom. The United States and Europe are still struggling economically. How do you see these trends affecting global trade during the next decade, and what role will emerging markets play?

THORMANN: Making economic predictions is always tricky, but there needs to be more evidence to conclude that something structural is occurring. Economies expand and contract over time, and China is no different. Going from strong growth to moderate growth feels like a recession, which is technically correct; but it’s still growth.

There is no doubt that

the essence of growth in the future will still come from emerging economies. The demographics at play—at least in the foreseeable future—still favor the emerging economies. Imagine the economic potential in Nigeria, which is already the seventh-most-populous country in the world. The new BRICS are coming, and their economic weight in the world can only go up.

WINGFIELD: How has the rise of emerging markets affected Renault? What is the company’s emerging-market strategy?

THORMANN: When Renault entered into a strategic alliance with Nissan in 1999, Renault’s home market, Europe, represented a third of the global car market and about 90 percent of the company’s sales. These days, Renault’s home market represents just 15 percent of auto sales.

Investing for growth outside Europe was mandatory. Today, non-European sales represent 50 percent of the company’s total. The company’s success in emerging markets is intimately tied to its product plan, which offers a wide range of high-quality, affordable cars that are very profitable. Three-quarters of Renault sales in Brazil are in the “entry” range, as are 80 percent of sales in Russia. To keep costs down, investments were made in local production. But at the same time, local market requirements were written into product plans. As an example, the same car in Brazil will have different interior upholstery than in India, where the rear seat is larger with an extra

air-conditioning unit for passengers being driven.

In a globalized automotive market, local specifications and customer requirements are a must. Information flows on the Internet much faster than cars on an assembly line.

WINGFIELD: How did your SAIS education prepare you for your career in general and your current position at Renault?

THORMANN: I had no idea that I would one day be the CFO of a major global automotive company, nor did I know that part of my career would be spent in Japan. The world I grew up in was simple compared to today’s. But because of SAIS’s unique academic approach, I acquired what was needed to cope with complexity, diversity and globalization—a word that didn’t exist when I was in school. The only path to success, in the business world at least, is to accept all three.

WINGFIELD: The global economy has changed much since the economic crisis of 2008. What advice would you give to SAIS students planning to enter the workforce this spring?

THORMANN: You can’t wind the clock backward; things will not return to “pre-crisis” levels, and I would advise students not to think that there will be a “post-crisis.” The world is going through multiple transformations simultaneously, with no end in sight. More than ever, students should embrace the world as being full of opportunities, even if nothing looks like the past. ■

Trading Up or Trading Down?

Emerging Markets' Changing Interests in the

By Pravin Krishna and Matthias Matthijs

Post-World War II discussions in 1945 concerning the international economic order were strongly influenced by the view that restrictions on commerce and preferences in trade relations had contributed to the dramatic economic downturn of the 1930s and the subsequent outbreak of war. With the lessons of the Tariff Act of 1930 or “Smoot-Hawley” and the destructive “beggar thy neighbor” policies (where some countries use protectionist tools like currency devaluation and trade barriers mainly at the expense of other countries) of the Great Depression fresh in mind, the victors aspired to the establishment of a liberal and inclusive multilateral trade system. Free trade, “one of the greatest blessings a government can confer on a people,” as 19th-century British historian Thomas Babington Macaulay once remarked, was to spur economic growth and gradually spread its benefits all over the world.





World Trade System

To maximize developing-country membership and participation, the General Agreement on Tariffs and Trade (GATT), signed in 1947, provided for “special and differential” treatment of developing countries (referred to, in international relations jargon, as the countries in the “South”). This meant that developing countries were automatically granted the benefits of any tariff reductions undertaken by the developed countries of the Organisation for Economic Co-operation and Development or OECD (the “North”) without needing to offer any reciprocal tariff reductions of their own.

Nevertheless, for many decades, the share of global trade involving developing countries remained relatively small. Most developing countries grew slowly; many took advantage of their special status within the GATT to establish egregiously protectionist trade regimes, restraining their own trade and hampering their growth prospects. Lacking the promise of reciprocal reductions in trade barriers, liberalization undertaken by the developed countries unsurprisingly ignored the products of greatest interest to the developing world—notably agriculture and textiles—which further limited any progress in developing countries’ trade participation.

The three most significant multilateral trade negotiation rounds of the postwar period—the Kennedy Round in the 1960s, the Tokyo Round in the 1970s, and the Uruguay Round, 1986 to 1994—were mostly concluded once a deal was struck between the United States and the countries of the European Economic Community. Lacking real economic clout, developing countries were of little relevance in the final proceedings.

After the Wall Came Down

Since the Berlin Wall came down in 1989 and the Cold War was buried along with the Soviet Union in the early 1990s, much has changed in the global economic, political and technological landscape. Falling transportation and communication costs, the spread of neoliberal ideas, lower barriers to trade and expanding global

production networks have allowed for a much larger contribution to world trade by the South.

Between 1990 and 2010, China and India both experienced double-digit growth in their exports, averaging around 15 percent annually. Middle-income economies such as Brazil, Indonesia, South Korea, Thailand and Turkey grew their exports at nearly 10 percent annually. Overall, low- and middle-income countries more than doubled their share of global trade—from roughly 20 percent in 1990 to more than 40 percent in 2010.

In parallel with the increased importance of the South in world trade, South-South trade flows have also increased substantially. Specifically, the share of exports from low-income countries going to low- and middle-income markets has nearly doubled (from around 22 percent to more than 40 percent of the total), and the share of exports from middle-income countries to low- and middle-income markets has also increased from around 30 percent to nearly 50 percent. Furthermore, overall trade shares of those countries have risen much faster than the growth in their output.

What are the political and economic implications of this shift in the pattern of international trade? The answer to this question will vary, depending on which perspective one takes—in particular, whether one is exploring the issue from the point of view of the North or the South or the world trade system.

But before turning to those different viewpoints, it is worth pointing out that, as trade theory predicts, lower trade costs have enabled all nations to further specialize in the goods and services of their comparative advantage. Market participants everywhere in the global economy continue to find more innovative ways to generate production efficiencies and deliver lower-cost goods, benefiting consumers worldwide. But the political economy of trade also teaches us that—even though the overall gains from trade outweigh the losses—the benefits tend to be widespread and dispersed, while the costs tend to be concentrated and

specific to producers in particular industries.

As long as these producers remain better organized politically than consumers, trade liberalization remains a tough political sell. The fact that the South has a much larger share in world trade now than in the early 1990s has done nothing to change that. Indeed, it might have made political economy questions of distribution, of winners and losers—both within and between countries—more salient than ever.

North vs. South: Differing Perspectives

Since the recent global financial crisis, beginning in 2008, the economic performance of the high-income countries has differed considerably from that of the emerging economies, with the United States and the countries of the European Union suffering the most to get back to pre-crisis trend levels. The countries in the South, however, while slowing down somewhat in 2009, have rebounded much faster since 2010 and have continued to experience robust economic growth.

From the perspective of a fragile and slowly recovering American economy, a feeble Japan and a continental European economy mired in sovereign debt, the South’s demand for the North’s exports has acted as an important buffer and played a key part in driving the global economic recovery. In addition, various monetary experiments with quantitative easing conducted by the U.S. Federal Reserve System, the Bank of England, the Bank of Japan and the European Central Bank have led to appreciating currencies in such countries as Brazil, South Korea and even China—further allowing the major economies of Germany, Japan and the United States to recover through exports.

The view from the South regarding trade has been largely positive too. Since 1990, the North’s growing demand for goods produced in the developing world has enabled the rapid economic transitions of large developing countries such as Brazil, China and India from being minor players in the global trading system to—especially in the Chinese case—economic



powerhouses with significant sway in international trade negotiations. As various parts of the global production chain have relocated, for efficiency reasons, from the North to the low-wage production networks of Asia and Latin America, the South has seen faster growth. This has greatly improved living standards, boosted internal demand and lifted millions out of poverty.

China joined the World Trade Organization (WTO) in 2001 and Russia in 2012. Today, all four fast-growing BRIC countries (Brazil and India complete the group) are important players in the multilateral trading system, considerably changing the dynamics of the WTO.

The View From Geneva

From the perspective of the Geneva-based WTO, the world trade system has proceeded on two divergent tracks over the last two decades. On the one hand, WTO member countries began a new round of trade negotiations, the Doha Round, launched in Qatar in November 2001. Emphasizing the particular interests of developing-country members, especially in attempting to finally get to the long-ignored issue of liberalization in the agricultural sector (the Doha Development Agenda), this multilateral round of negotiations has nevertheless failed to achieve successful closure. On the other hand, member countries, both from the North and the South, have deviated from the WTO's nondiscriminatory principles

and entered into preferential agreements with each other (numbering in the hundreds).

The emergence of the South as a significant player in world trade and, separately, the growing importance of South-South trade had implications for both the multilateral round of trade negotiations and the pace with which the trade system has moved in the direction of preferential trading agreements. At Doha, developing countries participated with greater vigor and interest than in previous rounds but negotiated with an acute awareness of their own growing economic might. A set of negotiated concessions between all the members (referred to as “Doha lite”), which could have been agreed upon, was nevertheless abandoned. Developed countries, recognizing that developing-country markets now offer greater economic opportunities, held out for larger concessions from the South, especially on manufacturing (sometimes called “Doha heavy”).

Both sides have negotiated with their gaze partially deflected from the multilateral process and toward bilateral processes instead. Also, countries in the North have sometimes found it easier to sign agreements with each other and potentially advantageous to negotiate bilaterally with individual countries or small groups of countries in the South than to substantially engage the multilateral process. Indeed, they have used the threat of proceeding on the bilateral track to

bend the multilateral process in their preferred direction. As then-U.S. Trade Representative Susan Schwab pointedly noted in June 2006, “Everyone knows that if there is no Doha Agreement, we are perfectly capable of moving ahead on the bilateral track.”

During President Barack Obama's second term in office, his administration has been pursuing both a Transatlantic Trade and Investment Partnership (TTIP) with the European Union and a Trans-Pacific Partnership (TPP) with countries in the Asia-Pacific region, significantly diminishing its emphasis on the Doha Round. Developing countries have found bilateral agreements increasingly appealing as well, especially because South-South agreements may be entered into via the Enabling Clause of the GATT, whose requirements are far less stringent than the restrictions imposed by GATT Article XXIV on North-North agreements.

Post-War Trade Lessons

The key question facing the emerging countries of the South is whether they stand to benefit more from bilateral deals with Europe and the United States—where they still negotiate from a position of relative weakness—or whether they can find common ground in breathing new life into a quasi-moribund Doha Development Agenda.

While bilateral deals with the North or among themselves offer the attractiveness of speed and expediency, there is no doubt that a more comprehensive and durable multilateral deal at the WTO offers the most secure guarantee for continued growth and prosperity for all.

One of the lessons of the Great Depression was that trade blocs can cause trade wars. We can only hope that both the North and the South take this lesson to heart. ■

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WTO - OM



SOUTH-SOUTH

By Michael G. Plummer

TRADE

Transforming the Global Economy?

More than a decade ago, at the Fourth World Trade Organization (WTO) Ministerial Conference held in November 2001 in Doha, Qatar, member countries agreed to launch a new “round” of multilateral trade negotiations. The round was baptized the Doha Development Agenda (DDA) to reflect the priority that was to be placed on development. But while spurring growth and development via trade is a priority for all members, negotiations have been difficult. The DDA was put on hold in 2011, with little to show for negotiators’ intense efforts—save the successful launch of Aid for Trade, a 2005 commitment by donor countries to help developing economies integrate into the global marketplace.



There was little hope for any major breakthrough at the next WTO Ministerial Conference in Bali, Indonesia, that took place in early December 2013. In the meantime, bilateral and regional free-trade areas (RTAs, in WTO parlance) have mushroomed; by the WTO's count, as of July 2013, it had received 575 notifications of RTAs (treating goods and services separately), almost double the number in 2005, with 379 in force. This has prompted fears that the WTO is losing its relevance in the new international economic architecture and risking divisions in the global marketplace. The vast majority of these new free-trade areas are North-South (between developed and developing economies) or South-South (between developing economies).

The blame for the Doha Development Agenda impasse is usually placed on a North-South split, but the reality is more complicated. Indeed, the impasse might be construed as a sign of maturity in the global system rather than a weak-

ness. Today, developing economies are playing a larger role in an increasingly complicated international trade architecture with more comprehensive coverage of trade-related topics. Naturally, pouring this new wine into old wineskins creates tensions.

Southern Leadership?

Multilateral negotiations under the WTO's predecessor, the General Agreement on Tariffs and Trade (GATT), were successful in bringing down traditional barriers to trade (tariffs) in traditional sectors (manufacturing). For example, the average tariff on manufacturing in the United States and the European Union has fallen to less than 4 percent and to less than 2 percent in the case of Japan. Emerging-and-developing-economy tariffs tend to be higher than in the Organisation for Economic Co-operation and Development but have come down even more impressively: Over the period 2001–11, the simple average tariff on manufactures fell from 15 percent to 9 percent

in China and from 32 percent to 10 percent in India.

But tariffs in most manufacturing sectors have been relatively easy to address in past rounds of trade negotiations; much harder to deal with are non-tariff and “behind-the-border” barriers that can inhibit trade as well as politically sensitive labor-intensive manufacturers (such as textiles and garments) and agriculture.

The diverse trade-related frameworks and political contexts of the 159 WTO member countries make tackling trade-related domestic policy reform all the more difficult. For instance, trade in services is growing in importance in the global system, but multilateral liberalization via the General Agreement on Trade in Services has accomplished little thus far because barriers exist mainly behind the border—for example, with respect to restrictions on foreign ownership—and are harder to address. Given its relative comparative advantages, the North has focused on liberalization of (politically

sensitive) services and certain import-substitution industries in the South, and the South has pushed on (politically sensitive) agricultural and labor-intensive industries in the North. As trade policy is a function of domestic politics, it is no wonder the DDA has hit strong headwinds.

Nevertheless, this North-South divide covers only part of the “maturity” story. In effect, developing countries have become more active at the DDA because most have now embraced an outward-oriented development strategy and depend on the international marketplace to promote growth and development. In the past, these countries were not active at GATT rounds, as they generally chose to free-ride on commitments between developed countries from which they also received most-favored-nation benefits. The cost of this approach became evident in time; the sectors being liberalized were of principal interest to developed rather than developing countries. In order to include the most competitive sectors of the developing countries, a proactive stance in multilateral negotiations was necessary, and Southern economies did have an overlap of interests vis-à-vis developed economies.

There is also a South-South theme. The share of emerging markets in global economic activity has been rising significantly. For example, Asian economies constituted 28 percent of the global economy in 2010, up from 8 percent in 1980, and this share is projected to rise to 40 percent in 2030 and 52 percent in 2050, according to the Asian Development Bank. Other key emerging markets, including Brazil, Russia and South Africa, are also on the rise. In short, the dominance of the North in the global marketplace is steadily eroding, and leadership from Southern economies will naturally have to emerge if the global trading system is to move forward.

But Southern leadership in the global system is also fraught with problems, given existing tensions across key emerging-market economies. South-South trade has been rising considerably, led by countries such as Brazil, China and India. Industrial structures in general and export structures in particular tend to be more competitive in a South-South context than in a North-South context. Hence, we would expect political interests in these Southern economies would be especially sensitive to competition from their fellow emerging economies.

Arguably, trade patterns are reinforcing these sensitivities. China’s trade with other developing economies has been growing by leaps and bounds in recent years—and tends to be dominated by China’s exporting manufactures in exchange for natural resource-related goods. The reaction in other emerging markets has sometimes been negative: Some fear this could be a new manifestation of *dependencia*, giving wind to the sails of domestic protectionist interests. Brazil has been particularly critical of what it sees as undervalued exchange rates and has threatened possible retaliation via protectionism, prompting strong criticism from China.

Regional Free-Trade Areas

As multilateral trade negotiations become more difficult, regional free-trade areas have been picking up momentum, to no small degree because they include a “coalition of the willing” of two or more countries, which renders trade negotiations much easier than in the case of the large, diverse WTO membership. Until recently, these RTAs tended to be limited to two countries, but lately there has been a movement to remedy the “spaghetti bowl” of bilaterals via large regional agreements—and South-South

cooperation has been an important part of this process.

For example, there were only a few minor RTAs in East Asia a decade ago, but they have grown precipitously in number and ambition since then, with a major initiative to bring together the 10 economies of the Association of Southeast Asian Nations (ASEAN), the larger economies of Northeast Asia (China, Japan and South Korea), along with Australia, India and New Zealand to form an RTA known as the Regional Comprehensive Economic Partnership (RCEP). The RCEP was launched in November 2012, and negotiators met for the second time in September 2013. While it has a long way to go and its exact scope remains to be worked out, RCEP represents an interesting approach to South-South cooperation, with ASEAN in the driver’s seat of an economic space that will soon constitute two-fifths of global output.

Elsewhere in the developing world, ministers of the African Union have proposed the creation of a continental or pan-African free-trade agreement, which would bring together the hodgepodge of smaller, overlapping RTAs in Africa. Latin America also has periodically envisioned a regionwide free-trade agreement, beginning with the (failed) Latin American Free Trade Association in the 1950s and continuing to date. These “mega-regional” accords in the South could well constitute an important part of the world trading system in the medium term.

In short, the rising importance of emerging and developing economies in the global trading system will increasingly influence the changing global trade architecture. While the process of remaking global and regional trading regimes will create challenges, it also promises opportunities for greater inclusiveness and, ultimately, growth and development. In any event, as developed-country dominance falls, Southern leadership will need to emerge as a proactive force in shaping the new trade regime to the benefit of the global economy. ■

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By Deborah Bräutigam

China IN AFRICA

China Development Bank and China Eximbank have financed infrastructure projects in 10 African countries with **\$25 billion in loans**—secured by oil, copper, cocoa, sesame seeds and other future commodity exports.



China wants to do business in Africa—its Africa trade, investment and project finance are all sharply on the rise. And China has a lot to offer: a huge market, strong demand for African exports, competitive construction companies and \$3.5 trillion in foreign reserves that might be used for projects with good returns.



Yet conducting business in Africa's emerging and frontier markets is not easy. Despite considerable improvements in governance since the end of the Cold War, political instability and corruption still plague many countries. Perhaps even more challenging are infrastructure weaknesses. In most African cities, residents are lucky to get water and electricity for several hours a day. Congested ports, a shortage of bridges, potholes that can swallow a car: All act as a costly tax on producers, whether small scale or large, African

or foreign. A recent World Bank study estimated that sub-Saharan Africa ought to be budgeting some \$93 billion a year for infrastructure—new construction and maintenance—but at present the region is spending less than half that amount.

The Chinese have long appreciated that “to become prosperous, first build a road.” Yet across many parts of Africa, rural people still walk on tracks, carrying goods on their heads. Only 12 percent of existing African roads are paved. Infrastructure is critical to

poverty reduction and necessary for any pathway toward prosperity. Roads and bridges transport farmers' products to markets and make it easier for women to get to clinics for safer births. Clean water and sanitation can sharply reduce deaths from waterborne disease. Telecommunications empowers producers, traders and consumers.

Power may be the most critical shortage in Africa. According to the same World Bank study, the 49 countries in sub-Saharan Africa, with some 800 million people, together generate

about the same amount of electricity as Spain, with only 48 million people. Power allows factories to manufacture goods and surgeons to operate. Yet at least 30 countries face persistent power cuts, requiring the expensive use of emergency power generators. In Nigeria, Africa's most populous country, people can expect an average of only 30 hours of electricity per week.

A central dilemma for poor countries that want to build power plants, ports and railways is how to pay for these expensive projects. Nearly half the countries in sub-Saharan Africa still rely on foreign aid as their largest single source of external finance. Although donors such as the United States have been generous in committing foreign aid funds to Africa, the assistance has not helped much in closing the infrastructure gap. Members of the Organisation for Economic Co-operation and Development (OECD)—the club of mainly wealthy industrialized countries—target only 10 percent of their aid to infrastructure. Clearly, foreign aid is not going to fill this gap.

Could not some African governments pay for this infrastructure themselves? The list of the continent's natural resource-rich countries expands every year. Ghana is now an exporter of oil. Mozambique has one of the world's largest natural gas fields. Kenya, Liberia, Tanzania and Uganda are all reporting potentially significant new finds of oil or gas. Yet while the export of natural resources is likely to increase government revenues, it can also be a curse for development. These exports can pull money, expertise and support away from traditional sectors such as agriculture. Resource inflows can push up exchange rates and make manufactured exports uncompetitive. Corruption can grow. Demands for patronage can escalate, especially for leaders with fragile ruling coalitions.

What if African governments had another way to make better use of their natural resource exports? And what if this alternative offered governments the means to finance public works projects, provide electricity and pave roads? And finally, suppose this approach meant African leaders would

tie their own hands so as not to succumb to demands for patronage and the temptations of embezzlement.

How China Modernized Its Own Infrastructure

In the mid-1970s, when China was just beginning to turn away from a North Korean-like autarchic socialism toward the global market, the country's leaders realized they badly needed modern power plants, ports and railroads. Like many African countries today, China had no access to global capital markets and earned scarce foreign exchange through the export of oil to Japan.

In 1975, Chinese leader Deng Xiaoping gave a speech in which he suggested that China could sign deferred payment plans to accelerate its own development, importing equipment and expertise and paying later with natural resource exports. Three years later, the Chinese and Japanese governments signed a \$10 billion deal: Japanese banks would finance the power plants, railways and other infrastructure, and China would repay with exports of oil and coal. An offshore escrow account would collect payments from Japanese companies for the Chinese oil and coal and use the money to repay Japanese banks for the infrastructure projects and other Japanese technology exports. This model of project finance—a line of credit, on commercial terms, with deferred repayment in resources to lower risks—helped China move forward on its infrastructure modernization.

China has been providing modest foreign aid—grants and interest-free loans—for infrastructure and other projects in Africa for many decades. In the 1970s, China built the 3-megawatt Kinkon and Tinkisso hydropower plants in Guinea, the 74-megawatt Bouenza hydropower plant in Congo, and the famous Tazara railway between landlocked Zambia and the port of Dar es Salaam in Tanzania. In the 1980s, Chinese aid financed

the Goma hydropower plant in eastern Sierra Leone, water supply projects in Somalia and Congo, the Woretawoldya highway in Ethiopia, an airport in Mauritius and a deepwater port in Mauritania's capital, Nouakchott. All of these were carried out by Chinese firms, most of which brought in substantial numbers of Chinese workers—often up to a quarter of the total employed on a given project.

However, in the 1990s, Chinese policymakers advocated a shift away from aid to more businesslike arrangements that would expand the amount of finance available, enabling Chinese firms to get more business while generating economic and social returns for the African government borrowers. Premier Li Peng toured six countries in Africa in 1997, explaining that "China's policy has moved from aid donation to economic cooperation for mutual benefit."

China's new policy was reflected in the establishment of the Export-Import Bank of China in 1994. A year later, the so-called China Eximbank made one of its first new African loans to Sudan to finance a Sino-Sudanese joint venture for oil exploration. In 2005, finance from China began to accelerate sharply. China Eximbank introduced its new "export buyer's credit" for government loans, and China Development Bank began financing projects in Africa for the first time. While export buyer's

credit can be preferential (at low, fixed interest rates), China Eximbank says the bulk of its export buyer's credit is offered either at a fixed interest rate based on the OECD's monthly commercial interest reference rate (CIRR) or a floating rate based on the London interbank offered rate (LIBOR) plus a margin. China Development Bank lends solely at commercial rates.

Both banks offer the kind of resource-secured credits similar to the package negotiated between Japan and China. Angola was a visible early case. Twenty-

A central dilemma for poor countries that want to build power plants, ports and railways is how to pay for these expensive projects.



seven years of civil war ended in 2002. Angola needed reconstruction: Roads had been bombed, bridges had collapsed, and sewage ran in the streets of the capital, Luanda. But donors stayed away, hoping to force the government to become more transparent about its oil revenues. For example, the Angolans had been securing billions of dollars in oil-backed loans from private bank consortia, including Standard Chartered, Barclays, Deutsche Bank and others. Revenues from oil exports were deposited in an offshore escrow account, and the banks extracted their loan payments. This cash went directly to the government and its state-owned oil company, Sonangol, which was not transparent about how the money was used.

Oil-Backed Loans to Angola

In a controversial move, China Eximbank offered its own oil-backed line of credit to Angola in 2004. Modeled after the long-ago Japanese package loan to China, the Chinese loan required the Angolans to use the funds for infrastructure or for imports of Chinese machinery and equipment. The first \$1 billion financed 40 projects: The

funds rebuilt the electricity grid in Luanda, repaired the water systems in three cities, rehabilitated seven regional hospitals, paid for a major road and so on. The Chinese benefited as Chinese companies carried out the bulk of the work, although the terms mandated that 30 percent be subcontracted to Angolan firms. The risk of embezzlement was sharply reduced because cash from the loan—and from the oil exports that secured it—never entered Angola.

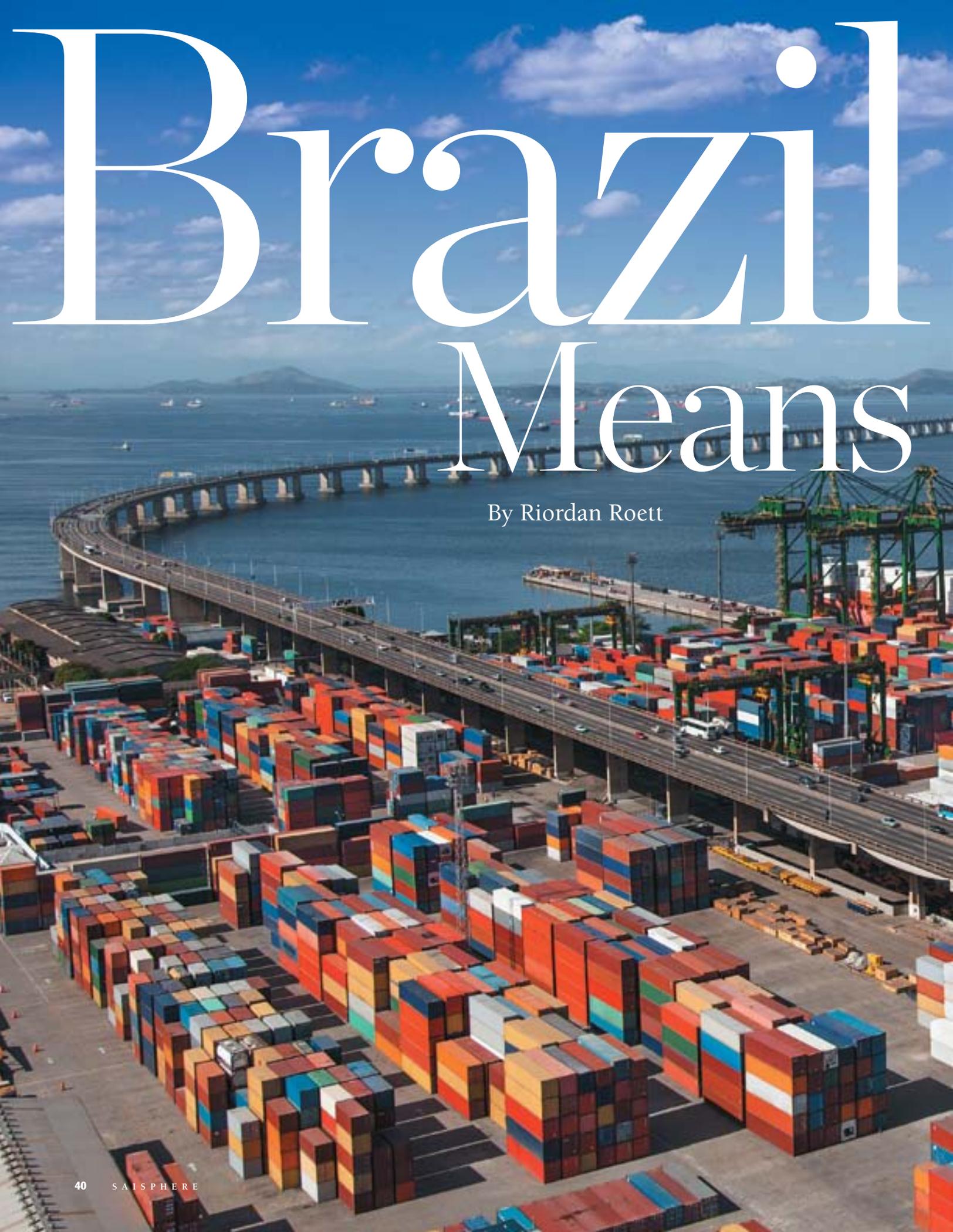
Chinese banks have gone on to make other substantial loans across Africa. Research by the China Africa Research Initiative at SAIS has identified 10 African countries where infrastructure projects have been financed by China Development Bank or China Eximbank using future commodity exports of not only oil but also copper, cocoa and sesame seeds to secure loans. The expected value of these projects and lines of credit is more than \$25 billion.

These package loans have downsides. Meant to lower risks, they are usually used in countries without a good history of managing their borrowing, making debt sustainability an issue. The methodology is effective

against embezzlement but not against other forms of corruption such as collusive bidding or kickbacks. There is much less Chinese oversight of the projects selected by the borrowing government than would be the case in a World Bank arrangement, for example. Projects still need to be carefully appraised and their development, social and environmental impact evaluated. Implementation should be supervised by a third-party expert, and provision made for maintenance.

However, this instrument of project finance also has clear benefits. Cash from the export of natural resources is channeled directly into development infrastructure. Citizens in Angola and other places can see their cities rebuilt or enjoy roads and electricity without having to wait for governance to improve. The loans provide a potential “agency of restraint” in resource-rich countries with weak institutions. ■

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Brazil Means

By Riordan Roett



Business

With 200 million people, rich resources and a diversified economy, the country is a magnet to investors—all the Fortune 500 countries do business there. And as a leader in South-South diplomacy, Brazil is a strong voice for all emerging-market economies.

Brazil, it has long been said, “is the country of tomorrow—and always will be.” That appeared to be true throughout much of its history. In 1993–94, however, under the leadership of finance minister and soon-to-be President Fernando Henrique Cardoso (who served from 1995 to 2003), the Brazilian economy defeated hyperinflation and, with a series of structural reforms, finally stabilized.

Brazil’s emergence as a dynamic leader in South-South, or emerging market-to-emerging market, relations began during the tenure of Cardoso’s successor, Luiz Inácio “Lula” da Silva. Lula’s election coincided with the extraordinary expansion of the world economy that began in the early years of the 21st century. Brazil in particular benefited from the high demand for its raw materials and commodities—trade deficits soon became booming surpluses, allowing the country to retire much of its debt. Brazil quickly became an attractive investment opportunity for foreign capital.

The internal changes in Brazil paralleled the appearance of a new acronym in global economics: the BRIC countries, composed of Brazil, Russia, India and China, with South Africa added in 2010 (henceforth known as the BRICS). This imaginative concept was introduced to the world in 2001 by New York investment bank Goldman Sachs. Clearly, the objective for Goldman Sachs was to steer newly available capital into instruments that increasingly showcased the countries.

At first, the idea was taken as a clever gimmick in the marketplace, but by 2003 it became clear that the decade was going to be very different from past decades. In a widely circulated *Global Economics Paper*, Goldman Sachs asserted that “over the next 50 years, Brazil, Russia, India and China—the BRIC economies—could become a much larger force in the world economy.”

Goldman observed that by 2025, the BRIC economies together could account for

over half the size of the Group of Six or G-6 (the leading industrial nations) and in less than 40 years could be larger than the G-6. Startlingly, the Goldman analysts asserted that, of the G-6 countries, only the United States and Japan might remain among the six largest economies in dollar terms in 2050.

By 2013, however, the bloom was off the rose. Each of the BRICS economies confronted difficult structural challenges, and whether the group will be able to effectively deal with related policy issues remains to be seen.

Nonetheless, the BRIC concept coined in 2001 captured the attention of the markets, analysts, academics and public officials for more than a decade. While it was recognized that the four (and now five) countries were very different, they shared sizable populations and perceived economic growth potential. In the meantime, the belief that the world economy was going through important changes that would open space for the new emerging-market economies gained traction.

Carrying the Banner for the BRICS

Lula embraced the BRIC idea and became a “BRIC president”—during his frequent travels he carried the banner for

the four nations. He also set forth the proposition that the pending changes in the world economy would require a substantial restructuring of the voting rights in the Bretton Woods multilateral institutions—more specifically, that voting rights would need to be redistributed in favor of the BRICS. That, of course, implied a shift of power from the traditional industrial

A seat on the U.N. Security Council is a long-standing goal of both Brazil and India.

countries in Europe, which had been important players in the 1940s but were now a mere shadow of their importance after World War II. The BRICS have also called for a substantial reform of the United Nations Security Council to allow increased representation for the emerging-market nations.

In global trade negotiations—the now infamous Doha Round of the World Trade Organization (WTO)—the BRICS have demanded a level playing field, accusing the European Union and the United States of stacking the deck against the newcomers for their own interests. At a contentious WTO meeting in Geneva in mid-2008, talks collapsed when some of the BRIC countries stonewalled and refused to accept the West’s compromise document. Brazil broke ranks with India, in particular, and attempted to broker a compromise. But the effort failed, and the Doha Round disappeared.

As climate change became an increasingly contentious public policy issue, the BRICS argued they would not allow the North (developed countries) to categorize the South (developing countries) as the culprit when the evidence was clear that the North was as guilty as the South of pollution and contamination. Suddenly, it became clear that South-South diplomacy had to be taken seriously. At the United Nations Climate Change Conference in Copenhagen in December 2009, the final communiqué was drafted by Brazil, China, India and South Africa. As an afterthought, the BRICS admitted the United States, but it was very much an add-on from the BRICS’s perspective.

Perhaps the most dramatic example of the rise of the BRICS was during the world financial crisis that followed the collapse of Lehman Brothers in 2008. As panic spread throughout the world economy, the industrial countries decided to resuscitate the Group of 20 (G-20), composed of the finance ministers and central bank governors from 20 major economies. The G-20 was formally inaugurated in September 1999, but the industrial economies of the G-6/G-7 quickly let the new grouping atrophy.

As the crisis showed little sign of

abating, the lame-duck George W. Bush administration in consultation with the other industrial countries convened the G-20 in Washington, D.C., in November 2008. In preparation for the meeting, the Brazilian finance minister emerged as the spokesperson for the developing and emerging-market economies. The Brazilian government called a meeting of the G-20 finance ministers in São Paulo a few days before the Washington conclave, and a general agenda of financial reforms was drafted. In the context of the São Paulo meeting, Brazil organized a separate gathering that included only the four BRIC finance ministers. The purpose of the meeting, as stated by Brazil's finance minister, Guido Mantega, was to forcefully argue that the Bretton Woods veto power over global economic and financial issues needed to be adjusted in favor of the emerging-market countries.

After the Washington meeting, Brazil called for a summit meeting of the BRICs, which was held in Moscow. The agenda addressed the following questions: Are the BRICs an alternative to a unipolar world? What are the mechanisms for consultation and dialogue among the BRIC countries, and what is their organizational format? What is the economic basis and outlook for BRIC countries in light of the crises in the world financial-economic system?

In subsequent G-20 summits, Brazil's Lula was front and center, urging the emerging-market countries to support the argument that "space" needed to be created for them. In one meeting with the prime minister of Great Britain, Gordon Brown, Lula forcefully stated that "this crisis was fostered and boosted by irrational behavior of some people that are white, blue-eyed. Before the crisis, they looked like they knew everything about economics, and they have demonstrated that they know nothing about economics."

Lula was fond of saying that Brazil, as a major emerging-market economy, was the last to enter the crisis and the first to emerge. Why? Because the Brazilian banking system was sounder and more transparent than its counterparts in the United States and Europe, according to Lula.



A Seat on the U.N. Security Council?

Brazil has been active in a number of regional efforts to unify the Latin American countries to act in consort with their neighbors in international negotiations. MERCOSUR, "the Common Market of the South," was an initiative of Brazil to stabilize its relationships in the Southern Cone of South America. It has been actively pursuing a free-trade agreement with the European Union. Brazil was designated a "strategic partner" of the European Union at an EU-Brazil Summit in Lisbon in July 2007. At a follow-up encounter in 2008, then-President Nicolas Sarkozy of France commented that no one could imagine resolving problems today "without involving China, India and, of course, Brazil." He added, to the delight of his hosts, that "we need Brazil as a permanent member of the Security Council."

A seat on the U.N. Security Council is a long-standing goal of both Brazil and India, and it remains a sore point in the U.S.-Brazil relationship that the Obama administration supported India's candidacy for a seat during President Barack Obama's visit to New Delhi, while the White House has thus far not been willing to support Brazil's candidacy. The reform of the Security Council has been a high priority of the BRICS countries for many years.

Notable among the BRICS is the relationship between Brazil and China. To the dismay of the American government, China is now the major trade partner of Brazil. Then-President Jiang Zemin of China, in a visit to South America in 1993, announced a "strate-

gic partnership" between the two countries, a rare diplomatic decision by the Chinese government, and Brazil was the first country in the region to receive that designation from Beijing. For the last 15 years, Brazil has received a series of Chinese visitors, ranging from the president and the prime minister to senior officials of the Chinese Communist Party and the armed forces leadership.

While Brazil and the other BRICS countries are experiencing a series of challenging economic and financial policy issues at the moment, there is long-term confidence that, with their underlying attractions—mineral and commodity resources, large consumer markets and so forth—they will recover and prosper.

In particular, Brazil, a country of 200 million people with a diversified economy that has experienced an important reduction in poverty and inequality in recent years, is an attractive place to invest—all of the Fortune 500 countries do business in the country. Brazil continues to be seen by its fellow BRICS partners as an important spokesman for the South-South reform agenda under discussion for the last decade. Following needed structural reforms in the economy, there is confidence that Brazil will once again take the lead in urging global reforms to provide a greater "voice" for the emerging-market economies. ■

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Turbulent Times for India

By Anne O. Krueger

Once seen as unstoppable, India's economy is in trouble. With high inflation, a large fiscal deficit, poor infrastructure and its currency depreciated, can the country regain its momentum to become a global economic power? **Tough but critical policy choices lie ahead.**

For more than three decades after independence in 1947, India's economic growth was very slow relative to most developing countries. Dubbed "the Hindu rate of growth," economic expansion averaged 3.8 percent annually in real gross domestic product (GDP) and less than 2 percent per capita income. This contrasted sharply with China's annual growth rate after the early 1980s, which rose dramatically and quickly reached 10 percent. Japan, Singapore, South Korea and Taiwan also prospered, and the Southeast Asian countries' economies were expanding at almost double the Indian rate.







India was a poor country at independence, and the “Hindu rate of growth” was an improvement over the almost-zero rate of the preceding half-century. But sluggish growth meant the gap between Indian living standards and those of neighboring countries was widening sharply and visibly. An economic crisis in 1991–92 led to a major shift in economic policy and, with it, an accelerating rate of growth. That rate exceeded 9 percent by 2007 and averaged more than double the “Hindu rate” for the decade as a whole.

Such a high rate of growth transforms an economy, and the results were there for all to see. Indian software was world-class, and its share of the global market expanded; Indian multinationals made significant acquisitions abroad; foreign direct investment in India was up markedly; and, most

important, the poverty rate was falling. The country’s inclusion in the BRICs, the large emerging markets of Brazil, Russia, India and China, was justified: India’s reforms and subsequent growth acceleration had changed its relative importance in the world economy and greatly brightened economic prospects.

But growth was already faltering before the onset of the global financial crisis in 2008, although it picked up again with the global recovery. However, growth slowed dramatically in 2012 and fell below 5 percent in the first half of 2013. At the time of writing, the government is confronting major economic challenges: The rupee has depreciated sharply and seems to be almost in free fall; official reserves have dropped and the capital outflow appears to be accelerating; the current account and fiscal deficits are both at

unsustainable levels; inflation is near the politically dangerous level of 10 percent; and elections must be held by May 2014.

Because of India’s low living standards, ever since independence (and even in the pre-independence period), economic objectives have topped the government’s priority list. Even 15 years after reforms, at least 300 million people still live in poverty, and per capita income is well below that of the other BRICS (now including South Africa). Although focus on economic objectives diminished somewhat in the past decade as the rate of growth accelerated, today the economy is even more the major focus. While the government of India has joined the other BRICS on international political issues, economic ties remain limited. Indian economic policy led to minimal participation in

international trade until the reforms of the 1990s. Since then, integration with the rest of the world in both trade and capital flows has greatly increased. But the major trading partners are the industrial countries, and the BRICS's share of trade and capital flows is small.

To understand the current situation, it is necessary to examine the economic policies and sluggish growth prior to the 1991 crisis and then to explore the changes in policies, growth and structure of the economy after the reforms of that period.

Economic Policies and Performance, 1947–91

Independence leaders Mahatma Gandhi, who led the fight for Indian nationalism in British-ruled India, and Jawaharlal Nehru, India's first prime minister, placed improved living standards and poverty alleviation at the center of their vision for India. Life expectancy in 1950 was estimated at around 32 years for men (less for women), and the literacy rate was under 50 percent. The population was more than 80 percent rural and poverty was pervasive.

It was widely believed the way out of poverty was to “industrialize”—meaning a push to develop new manufacturing industries and the infrastructure to support them. Because most manufactured goods were imported, an “import substitution” policy would give domestic producers incentives to establish facilities that could produce products to replace (that is, substitute for) imports.

As a corollary, it was also deemed that the government should bear responsibility for the economy and that this should be undertaken by a combination of government establishment, ownership and operation of the “commanding heights” of the economy and of controls over private economic activity. This was to be coordinated through economic planning, and a Planning Commission under the chairmanship of the prime minister was established for this purpose.

These arrangements were established, and a succession of Five-Year Plans, the first one for 1951–56, set out the anticipated economic activities over the plan periods. When plan-

ning started, the estimated savings rate was around 6 percent of GDP, and it was correctly thought then that raising investment (which would require significant increases in the savings rate) was an essential prerequisite for growth: If investment had been limited to around 6 percent of GDP, very slow growth would necessarily have resulted. Over more than three decades, the planning apparatus remained relatively unchanged, and the savings rate rose to more than 20 percent—the rate the Planning Commission had deemed adequate for an acceptable rate of growth. While the Planning Commission and Five-Year Plans (the 13th is the current one) continue, their role has significantly changed since 1991.

But things started going wrong fairly quickly. India's first “balance of payments crisis” was in 1957–58, as exports had grown relatively slowly while demand for imports had burgeoned. In large part, this was because the planners had underestimated the import content of their investment plans. More important, however,

It was widely believed the way out of poverty was to “industrialize”—meaning a push to develop new manufacturing industries and the infrastructure to support them.

was the fact that the rupee exchange rate was fixed, while the Indian inflation rate exceeded that of the rest of the world.

In response to these difficulties, policies associated with import substitution became ever more restrictive, especially after a second “foreign exchange crisis” in 1966–67. “Foreign exchange shortage” was seen as the critical bottleneck to development.

Imports were not permitted without a license, and licenses were issued only for goods deemed “essential” to the economy. Very quickly, imports of consumer goods were either banned or highly restricted in amount. Once domestic production of a good began, imports were reduced and then prohibited. Indeed, as the situation worsened, imports were permitted only when the would-be importer could prove that no domestic substitutes were available. Even then, licenses were not issued quickly when foreign exchange was in limited supply, and delays even of permitted imports were costly to producers and the economy. The



restrictiveness of the import regime, of course, gave domestic producers a monopoly and led to high prices, poor quality and significant delays in filling orders.

Export growth was slow in part due to the increasing overvaluation of the rupee. But another factor was that the strong incentives to invest in import-competing production—both high prices and protection from import competition—attracted almost all investment because the relative profitability of producing those goods was much higher than that for export. One measure of the degree to which India's exports faltered (in a period of robust growth of trade in the world economy) is that India's share of world exports fell from 2 percent in 1950 to 0.7 percent in 1970 and 0.5 percent in 1990. Exports were extraordinarily low even by the standards of developing countries, equaling only around 6 percent of GDP by the late 1980s (they had actually fallen to 2.9 percent of GDP in 1965–66).

Ironically, the drive for import-substitution resulted in an economy increasingly dependent on imports: As an assembly plant was set up, raw materials and spare parts were needed not only for new investment but also to keep previously established import-substituting factories working. And as more and more goods were not permitted to be imported, the chance for firms to enter the export market retreated further as they depended in part on domestically produced high-priced goods, often of low quality.

There were other problems. Many state-owned enterprises incurred losses and were a drain on available resources for investment, while at the same time absorbing resources for investments that had a relatively low payoff. By the late 1980s, it was estimated that more than half of all investment had taken place in these enterprises, but that they produced less than a quarter of the output.

All firms had to be licensed, and the license included a limit on the amount that could be produced. Additional production and expansion of capacity were supposed to be undertaken only with government permission. Possibly even worse, a policy of “small-scale

reservation” listed more than 800 industries “reserved” for small-scale industry, defined in terms of the number of workers employed.

These and other inefficiencies kept the growth rate down. Over the period prior to 1980, per capita incomes were estimated to have risen at an annual rate of around 1 percent, and about half the population remained below the poverty line. By the 1980s, there had been several severe crises: In addition to the 1957–58 and 1966–67 events, another occurred in 1980–81. By the 1980s, the government was adopting a series of ad hoc measures to attempt to remedy the situation. These included special incentives for exports, a somewhat more realistic exchange rate and efforts to reduce some of the difficulties encountered by producers. Although the growth rate picked up somewhat, fiscal deficits and government debt mounted, and the situation was becoming unsustainable.

By the early 1990s, India was clearly lagging behind most of its neighbors, especially China. At the same time, yet another crisis was unfolding as foreign-exchange reserves had fallen to very low levels, creditors were unwilling to extend further support, and the current account was in unsustainable deficit.

Crisis of 1991 and Reforms

Until 1991, the authorities had met each crisis with measures that in the short term led to improvement in the balance of payments but did little to alter the bias toward import-substitution, the control of government over the economy and hence its growth prospects. The 1991 crisis had a different result. The measures undertaken to address the problems were far-reaching and recognized the failure of the previous inner-oriented growth model.

Not only was the rupee devalued (as had happened with earlier crises), but also over the next several years there was a gradual shift to a managed float. As a result, the real exchange rate no longer appreciated systematically between crises, and it was possible for firms considering exports to have some assurance that their foreign exchange receipts would maintain



their value in rupees. Import licensing requirements were also relaxed or removed for many imports. Later, in 2001, prohibitions on imports of consumer goods were also abandoned, and quantitative restrictions on imports had disappeared.

These measures, by themselves, would have transformed the Indian economy. Reforms, however, went far beyond the exchange rate. The capacity and investment licensing regime was dismantled, and small-scale reservation



gradually abandoned. Monetary policy was fundamentally altered. Although banks (mostly state-owned) were still subject to some directions, the Reserve Bank of India was no longer required to buy government debt, thus freeing monetary policy from total subservience to fiscal policy. The fiscal deficit was also cut somewhat, from 9.4 percent of GDP in 1990–91 to 7 percent in the subsequent two years and to 6.4 percent by 1997–98, before it began rising again.

The New Indian Economy

Many other significant measures were taken, both at the time the crisis was first addressed and over the next years. Taken together, the policy shifts were enough to alter the economy's performance sharply, and the transformation was remarkable. The rate of growth of real GDP rose from an average of 4 percent in 1990–93 to 7.1 percent in 1993–97—sufficient to boost the economy from the doldrums. It thereafter fell to 5.2 percent for 1997–2003 before

rising sharply over the next period. Indian per capita income is estimated now at \$1,500, still much less than the emerging-market average of around \$10,000, but much more than before.

As the real exchange rate became more predictable and the import substitution regime was dismantled, exports increased. Whereas goods and services exports were only around 6 percent of GDP just prior to the crisis, they jumped to almost 25 percent of GDP by 2012 (and imports rose

to almost 30 percent of GDP). India's share of world exports increased to 2.5 percent by 2012—more than doubling from a decade earlier and five times what it had been at its nadir.

Most of India's trade is with the advanced economies. Trade with other BRICS countries and other regions has grown but remains a small proportion of Indian trade (except in the case of China). In terms of India's economic success, the rise of the other BRICS has played a relatively small role. Moreover, India's trade with its neighbors in the South Asia region has remained highly constrained due to continuing political difficulties.

The efficiency of the Indian economy has significantly increased both because delays and inefficiencies associated with import controls, investment licensing and other restrictions have been removed or relaxed and because producers are able to access needed capital goods and imports from the best source. In addition, increased profitability of production for export has enabled a higher proportion of output of goods and services in which India had a comparative advantage. That, in turn, has enabled the relaxation of the import regime and greatly reduced, if not eliminated, delays and inefficiencies associated with the import regime.

Growth of merchandise exports has accelerated markedly, but the success of Indian software companies in the international marketplace has been even more spectacular. From a share of less than 1 percent of world software exports in the early 1990s, exports of software and other commercial services have grown so briskly that, by 2012, World Trade Organization data showed India as the sixth-largest exporter in the world with 3.4 percent of the global market.

Likewise, the savings rate rose from around 18 percent of GDP in 1980–81 and 24 percent in 1990–91 to more than 37 percent by 2007–08. This took place in part because of higher growth rates and in part because of increased corporate savings as corporate profitability grew. Because the fiscal deficit was falling during this period, crowding out of private sector investment



was greatly reduced, enabling a marked increase in the private investment rate. The high savings rate and its shift to more efficient private investment projects accounted for much of the increased growth rates.

All estimates have shown a significant reduction in poverty, although India still has a large share of the world's very poor people. The Planning Commission estimates the poverty rate, which was 54.9 percent in 1973–74 and 36 percent in 1993–94, fell to 27 percent by 2004–05.

If the results of the reforms were good up to 2003, they were virtually spectacular in the following five years. The growth rate accelerated and averaged almost 9 percent over the period—even exceeding that of China for a short period. With growing exports, booming investment and a relatively stable macroeconomic situation, optimism in India abounded. For many, it seemed that a new, higher rate of economic growth had been achieved and would be sustained.

The mood in much of India was one of euphoria: It was thought the curse

of the “Hindu rate of growth” had been overcome and that India could rival, if not overtake, Chinese growth in the near term. And there is no doubt the success was real and changed the economy for the better in many dimensions.

However, despite the reforms undertaken in the 1990s, much remained to be done. Although many of the worst excesses of the import-substitution, government-control regime had been removed or reduced in severity, numerous impediments to economic activity still existed.

For example, there was little change in the labor laws and restrictions. As a result, manufacturing grew slowly. Production requiring unskilled labor did not increase, and even manufacturing growth was accompanied by almost no jump in employment. Obviously, the increased manufacturing output was enabled by more capital-intensive investments than would have been the case had hiring unskilled labor been economic.

The Indian economy was booming as a result of the removal of a huge layer of inefficiencies. But further

reforms were needed to support a more complex and productive economy—and to sustain growth.

Some progress, although slow, had been made on the fiscal deficit. A fiscal responsibility law was passed early in the decade, and deficits—which had risen after dropping in the mid-1990s—began falling again. The gross fiscal deficit of the governments' center and states again reached an average 10 percent over the years 1997–98 to 2002–03. After passage of the Fiscal Responsibility and Budget Management Act, it fell to an average 6.7 percent for the 2003–04 to 2007–08 period, and the public debt-to-GDP ratio fell because of faster growth. But the fiscal problem has reemerged since the global financial crisis.

Despite reforms, there remained multiple inefficiencies in the government's economic policies. As late as 2009, according to the World Bank's *Doing Business 2009*, it was estimated that India ranked 122nd in the world (out of 181 economies) in ease of doing business. Enforcing a contract took an estimated 1,420 days, businesses had to pay 60 different taxes each year with a total tax rate of about 71 percent, and much more. India was ranked only 90th in ease of trading, with delays in obtaining the proper documents and delays in port. With strong regulations governing the labor market, rapid growth in the industrial sector had taken place with virtually no growth in employment. Moreover, industries using unskilled labor (including clothing and footwear) were not expanding as they had in countries such as South Korea in the 1960s and 1970s and China in the 1980s and 1990s, both of which had earlier undergone policy reform.

Another issue was India's infrastructure development, which had lagged throughout the period since independence. As growth accelerated, infrastructure bottlenecks became even more acute despite government efforts. With major delays in its ports, relative to India's competitors, some firms shifted operations to Singapore and other countries with faster shipping turnaround times and lower costs. *Doing Business 2009* estimated it took

17 days to export from India versus five days from Singapore. The cost of a container shipped from India was \$945 compared with \$456 from Singapore.

But domestic transport bottlenecks were also serious. Road congestion and outdated rolling stock plagued ground transportation. This led to costs considerably higher than those in competitor countries. Perhaps worst of all were power shortages throughout the country as generating capacity failed to keep up with demand. Rolling power outages increased costs for many firms as they installed their own expensive generators in order to operate. In some cities, the power supply was unpredictable and often averaged less than six hours a day.

The one area of infrastructure that experienced a dramatic improvement in supply and efficiency of delivery relative to demand was telecoms, where reforms enabled a genuine boom in number of users and ease of access. Even in that sector, later scandals regarding the way licenses had been issued to operators slowed further progress.

2008 Financial Crisis

Signs of these difficulties and bottlenecks had already begun appearing when the financial crisis and recession hit in 2008. The government's improved fiscal position had brought the combined fiscal deficit down to around 4 percent of GDP. Although that gave some fiscal space so that cutbacks were not necessary, the combined center and state fiscal deficit mushroomed to more than 10 percent of GDP in 2008–09.

India's growth rate held up well through 2007–08, and although it fell in 2008–09, it remained above 6 percent. This represented a less severe drop than was taking place in many other countries. Then growth accelerated at a rate of 8.6 percent in 2009 and 9.3 percent in 2010. But fiscal expansion had been undertaken with

Despite the progress of the past two decades, living standards remain low and there are at least 300 million people below the poverty line.

increases in items such as subsidies and salaries, which proved difficult to cut back: When growth again lagged, there was little fiscal space. The growth rate fell to 6.2 percent in 2011 and 5.5 percent in 2012 and has continued falling, reaching only 4.4 percent in the April to June quarter of 2013. Most observers believe the rate of growth for the year will be below 5 percent.

Fears that the growth slowdown may persist is itself a major problem. The

Indian labor force is still growing at almost 2 percent annually, and the need for employment expansion is urgent. Moreover, despite the progress of the past two decades, living standards remain low and there are at least 300 million people below the poverty line.

This means there are significant issues to be tackled in both the short and long run. Restoring growth is a key challenge in the longer term, but the short-term issues must be dealt with to make that possible.

In the short term, the fiscal deficit itself is a problem. After falling, the deficit ballooned in the pre-election year 2007–08. Many of the expenses were difficult to reverse and it remained high, increasing government debt, contributing to inflationary pressures and once again crowding out private investment as public sector savings fell. Finance Minister P. Chidambaram committed to reducing the fiscal deficit when he reassumed the Finance Ministry's portfolio in 2012 from its then level of 5.8 percent (at the central government level; the consolidated budget deficit was around 9 percent of GDP) to 4.9 percent in 2013. The fiscal deficit began to decline, but in recent months three things have apparently scuppered that plan.

■ Oil prices internationally have risen, and the government of India imports oil but puts a ceiling on the domestic retail price, compensating oil companies with a subsidy for the difference. It has increased more than proportionately with the oil price.

- In the same time frame, the government passed a Right to Food Act, which in effect guarantees free food grains to some two-thirds of the population. There are grounds for questioning whether this policy makes sense even in terms of reducing malnutrition, which many observers claim is much more a result of overly heavy intakes of food grains and underconsumption of nutritional foods. But its fiscal cost is variously estimated at between 0.5 percent and 2.5 percent of GDP. Even at the lower end, it will constitute another serious addition to the fiscal deficit. Moreover, the slowdown will surely reduce corporate savings and further reduce resources for private investment.
- The slowdown in growth is almost certain to result in expenditures over budget and revenues under budget. Hence, the problem of the fiscal deficit remains unsolved—and, in fact, the outlook has deteriorated. To make matters worse, an election must be held before May 2014. It is highly unlikely that the deficit can be seriously addressed before the new government is seated.

In addition to the fiscal deficit, a second short-term problem is that the current account of the balance of payments is in deficit by just under 5 percent of GDP. Until the growth slowdown, foreign capital inflows had been covering a significant portion of the (smaller) current account deficit. But with the slowdown in growth and an increasing current account deficit, capital inflows have stalled. Hence, financing of the current account deficit could become troublesome. At the time of writing, India held enough foreign exchange reserves to cover seven months of imports, but there are concerns about the possibility of increased capital outflows in coming months. While capital inflows may resume, it is more likely that investors will await news indicating resolution of the fiscal and current account deficits, and a turnaround in the continuing slowdown in growth that has occurred.

The third short-term problem is

the depreciation of the rupee, by around 20 percent between May and August 2013. Although a large number of emerging-market countries saw their exchange rates depreciate over that period, the rupee's depreciation was the largest (followed by Indonesia's rupiah). It is certainly true that the announcement that the U.S. Federal Reserve System would withdraw support from quantitative easing at a later date triggered a sell-off in emerging-market currency assets. But the magnitudes of the sell-off have varied widely, and the countries that were the most vulnerable in terms of current account deficits, growth prospects and other measures were the ones hardest hit. The rupee's depreciation has been the largest in magnitude. Rupee depreciation may stimulate exports, which would be beneficial to growth. At the same time, many private firms have large outstanding foreign debts, and there is concern about their ability to pay at the depreciated exchange rate.

Sustaining Growth

India therefore has a number of challenges. Some—including rupee depreciation, reversed capital flows and a burgeoning fiscal deficit—are issues that must be attended to in the short run. These would be difficult enough without the imminent elections. But that prospect makes it less likely that sufficient policy actions can be taken to address these problems and undoubtedly feeds efforts to get out of rupees and avoid being burnt by a crisis—increasing the likelihood of the very events that everyone wants to avoid.

Even if India can come to grips with its short-term problems sufficiently to buy time until after the election (or if the contending parties could reach an accord on a series of measures to stem the outflow), the longer-term challenges of strengthening the economy and enabling growth will remain. Among the most urgent are enhanced

Bureaucratic delays along with unnecessary regulations and procedures still weigh heavily on many activities. The financial system demands further diversification and strengthening.

provision of infrastructure—particularly power—and initiation of major efforts to improve the functioning of the land and labor markets. (To finance additional infrastructure expenditures, the government of India has begun using public-private partnerships, but with the growth slowdown, problems may arise with these arrangements.)

More issues will need to be confronted if India is to achieve its objective of a sustained 9 percent to 10 percent growth rate. The quality of education requires attention—the large increase in the

number of students has overburdened India's educational system, and there are enormous problems at all levels. Bureaucratic delays along with unnecessary regulations and procedures still weigh heavily on many activities. The financial system demands further diversification and strengthening, with reduced reliance on regulated banks and more reliance on other financial institutions. And, as the economy becomes more complex, alongside efficiency gains, policies must be adapted accordingly.

The five years starting in 2003 indicated the tremendous potential of India's economy. But that early success obscured many of the intermediate steps and policy measures needed to enable sustained growth. It is to be hoped that current difficulties will stimulate not only short-term corrective measures but also renewed determination to tackle underlying issues and smooth the way for a return to high rates of growth and performance. ■

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Challenging

the Dollar's Dominance: Is China's **RMB** the Next Global Reserve Currency?

By Neil K. Shenai

The People's Republic of China stands out as the most successful emerging-market story of the 21st century. In 2011, China overtook Japan as the world's second largest economy, and the International Monetary Fund (IMF) estimates that China's gross domestic product will surpass America's by 2016.

During China's rapid ascent, the United States has stumbled. Clumsily executed wars in Iraq and Afghanistan, the global financial crisis and the subsequent economic malaise serve as evidence of "American decline"—an ideology that reflects the United States' adolescence as a great power and suggests that the country marches inevitably toward political, economic and military stagnation. Projecting forward the trends of the last 15 years, decline-ists conclude that China will supplant the United States as the world's sole superpower, with the balance of power permanently shifted from Washington, D.C., to Beijing and the American imperium relegated to the dustbin of history.

In this intellectual climate, any sign of China's growing power fuels America's anxiety over its relative status in the international system. One specific facet of American hegemony—the international role of the U.S. dollar—remains a popular litmus test for armchair strategists to speculate on the decline of America. According to Stuart Oakley, global head of Asian nondeliverable forwards for Nomura bank, China has "secret plans" to replace the dollar with the renminbi (RMB, or people's currency) as the global reserve asset and will soon challenge U.S. monetary dominance. *The Wall Street Journal* noted China has "ambitions to play a larger role" in foreign currency markets, while SWIFT, a provider of global transaction services, concludes that the "spectacular growth" of international use of the RMB

will "gather pace" in the years to come.

This is simply not the case. To paraphrase Mark Twain, news of the dollar's death is greatly exaggerated. In fact, China lacks the capacity to internationalize its currency to compete with the dollar on the world stage. For this reason, developing countries should think twice before increasing their reliance on the RMB.

The Dollar and American Power

According to the IMF, the dollar accounts for some 60 percent of the world's foreign exchange reserves, with the enfeebled euro a distant second at approximately 20 percent and China's RMB at less than 1 percent.

Why does the world need reserve currencies, and why is the dollar the most widely used reserve currency today?

Reserve currencies serve three functions in the global economy. First, they are a unit of account for globally traded commodities such as oil, copper and gold. Second, reserve currencies reduce transaction costs of international trade by allowing different countries—each with its own national currency—to conduct business in common monetary terms. Third, foreign central banks use reserve currencies as a tool of macroeconomic management to engage in open-market operations and foreign exchange interventions.

The dollar's reserve currency status is indicative of the United States' hegemonic role as a "world government," as SAIS Professor Michael Mandelbaum noted in his book, *The Case for*

Goliath: How America Acts as the World's Government in the 21st Century. As the most powerful country in the world, the United States supplies a number of "public goods" to the global system, including free commercial access to sea lanes for all countries, guaranteed by America's Navy; the creation and maintenance of formal institutions that facilitate liberal trade and capital flows, including the IMF and World Bank; serving as the world's "consumer of last resort" for foreign goods; and, of course, providing the global reserve asset, the U.S. dollar. Taken together, these activities provide the international system with security, trade and monetary order, from which all countries benefit.

As the first half of the 20th century revealed, globalization would not be possible without monetary order, and today many emerging markets critically rely on American institutions to grow. The dollar's reserve currency status ensures that all countries have a common unit of account on which they can base economic decisions, grease the wheels of foreign trade and manage their economy.

Dollar's Status: Curse or Blessing?

Since the beginning of the dollar's reign as the global reserve currency, observers decried its special status as both unsustainable and unfair. Valéry Giscard d'Estaing, then-French President Charles de Gaulle's finance minister, claimed the United States enjoyed an "exorbitant privilege" because of its monetary supremacy. Giscard d'Estaing argued that because foreign central banks are required to hold dollars as reserves, there exists an artificially high level of demand for U.S. dollar assets in the global economy. As a result, interest rates in the United States are lower than they otherwise would be. Low interest rates benefit America's federal and state governments, firms and individual consumers, which all face lower borrowing costs because of the dollar's global role. Assuming these cheaper funds are invested productively (potentially an unrealistic assumption given the housing bubble and ensuing financial crisis), the dollar's exalted position

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confers a strong competitive advantage on the U.S. economy.

But as all SAIS students learn in their core economics classes, every economic action has both benefits and costs. For the United States to “export” enough dollars to meet foreign demand, it must run a current account deficit, which implies that the United States consumes more than it produces domestically. The difference between production and consumption (that is, the current account deficit) must be offset by a corresponding outflow of foreign exchange, subsequently satisfying foreign demand for dollars for reserve currency purposes. For this reason, the dollar’s reserve currency status depends on the willingness of the United States to continue racking up debt associated

with persistent trade imbalances to meet global dollar demand. While the United States lives beyond its means, other countries—notably China, Germany and Japan—under-consume to support their exports at America’s expense.

Also, there are reasons to think that low interest might be more of a curse than a blessing. Because the United States’ long-term interest rates are determined by foreign demand for U.S. dollars, U.S. monetary policy is less effective at managing long-term interest rates and thus total economic activity. As such, America loses some monetary policy autonomy because of the dollar’s reserve currency status. Low interest rates contribute to asset price bubbles and other financial imbalances that can sow macroeconomic fragility

and can also cause dangerous asset and liability mismatches for pension funds, many of which depend on relatively higher yields on their assets to finance their fixed liabilities to pensioners.

So reserve currency status for the U.S. dollar entails some privileges, certainly, but also considerable costs. Maybe the dollar is not an exorbitant privilege, as the French liked to say, but an exorbitant burden, borne by the United States out of both self-interest and altruism in maintaining economic order for the rest of the world.

Larger Role for China’s Currency

Over the past few years, the People’s Bank of China announced several currency swap agreements with China’s trading partners, including Australia, Japan and the European Central Bank,

to name a few. Currency swap arrangements allow banks to access foreign exchange reserves at a predetermined rate and illustrate China's willingness to allow its currency to play a larger role in the global economy. China's establishment of offshore RMB markets in Hong Kong also reveal that China is taking steps, albeit tentatively, to internationalize its currency.

These early steps aside, the only way for China to truly internationalize its currency is to allow freer capital flows both into and out of China's markets. But China today maintains strict capital controls that keep domestic savings inside China and prevent speculative foreign capital from entering. So for China to internationalize its currency, it would first need to liberalize its capital account.

Yet capital account liberalization, if done haphazardly, could cause more problems than it solves. If and when

the same scrutiny placed on American corporations, with quarterly filings, external audits and the usual public disclosure accoutrements. So China's opaque financial system has neither the sophistication nor transparency to support an international role for the RMB.

The common response to these critiques offered by China's apologists is that China knows all of these dangers and will liberalize its capital markets gradually. But gradualism carries its own set of hazards: The longer China waits to liberalize its capital account, the more it risks entrenching status quo interests that do not want to deal with the rigors of foreign competition associated with liberal capital

Emerging markets would be wise to view China's monetary overtures skeptically, bearing in mind that China has to jump many economic hurdles before it can credibly offer an alternative to the U.S. dollar.

banks and increased foreign competition to its export-led model because of rising Chinese wages.

The lesson for developing countries is clear: The RMB will not replace the dollar anytime soon. Although countless developing countries trade heavily with China, and thus might be tempted to hold at least some portion of their currency reserves in RMB rather than dollars, they should be dubious about China's capacity to internationalize its currency. Emerging markets would be wise to view China's monetary overtures skeptically, bearing in mind

that China has to jump many economic hurdles before it can credibly offer an alternative to the U.S. dollar.



China removes its capital controls, it could experience capital flight as individual Chinese savers—most of whom have no choice but to accept nominal interest rates that, taking into account inflation, yield negative real returns in state-run banks—rush to diversify their holdings into foreign assets. Even if China could keep capital in after removing capital controls, it would still run the risk of inviting speculative capital inflows from abroad. This could lead to financial instability, as the Asian financial crisis showed.

In removing capital controls, China would also expose its state-run banks to the harsh skepticism of the marketplace. For a country with self-professed problems with corruption, it is unrealistic to expect China's state-run companies to withstand

markets. Gradualism, in other words, could invite incumbent interests to maintain their anti-competitive positions via lobbying, regulatory capture and graft.

Finally, debate over the future role of the RMB as a global reserve currency is moot if China cannot keep up its torrid pace of economic growth. Here, too, there are reasons to worry about China's long-term prospects. Exports and growth are down in 2013, and China faces a number of economic "fault lines" that might undermine some of the gains of past decades, including demographic challenges associated with a rapidly aging society, structural impediments to "internal rebalancing" (increasing consumption and relying less on exports to grow), issues with nonperforming loans in its state-run

Despite ongoing challenges, the United States still boasts the most sophisticated, liquid and transparent capital markets in the world. And with its economy slowly emerging from the dregs of financial and fiscal excess, today's advances in high-end manufacturing, information technology and energy, to name a few industries, could underwrite an American economic renaissance. This would further entrench America's leading position in the global economy and show the world that for all of its flaws, the United States and its dollar stand supreme. ■

Neil K. Shenai JHU'07, '08 is a professorial lecturer in the International Economics Program and a Ph.D. candidate in Global Theory and History.

The Bookcase: Recent Faculty Publications

Machiavelli on International Relations

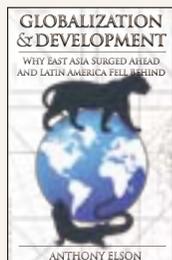
Edited by **Marco Cesa**
Oxford University Press, 2014

Cesa is a professor of International Relations at SAIS Europe.

Conflict, Crime and the Postcommunist State: The Challenges of War Economies, Conflict Resolution and Statehood in Eurasia

Edited by **Svante E. Cornell** and **Michael Jonsson**
University of Pennsylvania Press, 2013

Cornell is director and research director of the Central Asia-Caucasus Institute at SAIS and an associate research professor.



Globalization and Development: Why East Asia Surged Ahead and Latin America Fell Behind

By **Anthony Elson**
Palgrave Macmillan, 2013

Elson is a professorial lecturer of International Economics.

A Study on Hegel's Philosophy of Rights

By **Chuan Feng**
China Social Sciences Publishing House, 2013

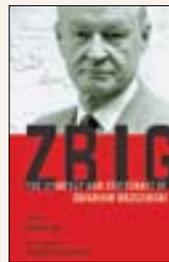
Feng N'04 is a professor of International Law at the Hopkins-Nanjing Center.



Democrazia rappresentativa e referendum nel Regno Unito (Representative Democracy and Referendums in the United Kingdom)

Edited by **Justin Frosini** and **Alessandro Torre Maggioli**, 2012

Frosini is an adjunct professor of Constitutional Law and the director of the Center for Constitutional Studies and Democratic Development at SAIS Europe.



Zbig: The Strategy and Statecraft of Zbigniew Brzezinski

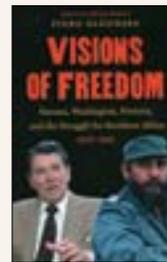
Edited by **Charles Gati**
Johns Hopkins University Press, 2013

Gati is a senior fellow at the Foreign Policy Institute (FPI) at SAIS and a professorial lecturer of European and Eurasian Studies. Francis Fukuyama, an FPI senior fellow, wrote the chapter "An Appreciation." Robert Hunter, a senior fellow at the Center for Transatlantic Relations at SAIS, wrote the chapter "Working Hard, Having Fun at the NSC." James Mann, FPI author-in-residence, wrote the chapter "Brzezinski and Iraq: The Makings of a Dove."

European Integration and the Atlantic Community

Chapter by **Mark Gilbert**
Cambridge University Press, 2013

Gilbert is resident professor of History and International Studies at SAIS Europe. He wrote the chapter "A Shift in Mood: The 1992 Initiative in Changing U.S. Perceptions of the European Community, 1988–1989."



Visions of Freedom: Havana, Washington, Pretoria and the Struggle for Southern Africa, 1976–1991

By **Piero Gleijeses**
University of North Carolina Press, 2013

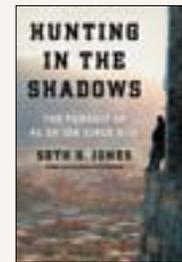
Gleijeses is professor of American Foreign Policy.



The Globalization of Natural Gas Markets: New Challenges and Opportunities for Europe

By **Manfred Hafner** and **Simone Tagliapietra**
Claeys & Casteels Publishing, 2013

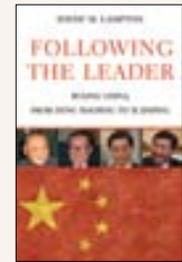
Hafner is an adjunct professor of Energy, Resources and Environment at SAIS Europe.



Hunting in the Shadows: The Pursuit of Al Qa'ida Since 9/11

By **Seth G. Jones**
W.W. Norton & Co., 2013

Jones is a professorial lecturer of Strategic Studies.



Following the Leader: Ruling China, From Deng Xiaoping to Xi Jinping

By **David M. Lampton**
University of California Press, 2013

Lampton is the George and Sadie Hyman Professor of China Studies and director of SAIS China.

Constitutional Secularism in an Age of Religious Revival

Edited by **Susanna Mancini** and **Michel Rosenfeld**
Oxford University Press, 2014

Mancini is an adjunct professor of International Law at SAIS Europe.

The Bookcase: Recent Faculty Publications



Un affare di donne. Aborto tra libertà eguale e controllo sociale (Women's Business: Abortion, Equal Rights and Social Control)
By **Susanna Mancini**
Cedam, 2013



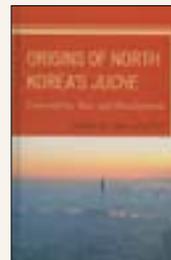
Finale di partita. Tramonto di una Repubblica (Endgame: Sunset of a Republic)
By **Gianfranco Pasquino**
B'66, '67
Università Bocconi
Editore, 2013

Pasquino is the James Anderson Senior Adjunct Professor at SAIS Europe.



Righting the Balance: How You Can Help Protect America
By **Daniel Serwer**
Potomac Books, 2013

Serwer is senior research professor of Conflict Management and a senior fellow at the Center for Transatlantic Relations at SAIS.



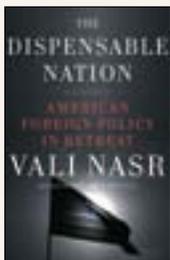
Origins of North Korea's Juche: Colonialism, War and Development
Edited by **Jae-Jung Suh**
Lexington Books, 2012

Suh is a visiting scholar at the Edwin O. Reischauer Center for East Asian Studies at SAIS.



Handbook on the Economics of Reciprocity and Social Enterprise
Edited by **Stefano Zamagni** and **Luigino Bruni**
Edward Elgar Publishing, 2013

Zamagni is vice director of SAIS Europe and a senior adjunct professor of International Economics.



The Dispensable Nation: American Foreign Policy in Retreat
By **Vali R. Nasr**
Doubleday, 2013

Nasr is dean of SAIS and professor of International Relations.



Quarant'anni di scienza politica in Italia (Forty Years of Political Science in Italy)
By **Gianfranco Pasquino**
B'66, '67
Il Mulino, 2013



Lost Enlightenment: Central Asia's Golden Age From the Arab Conquest to Tamerlane
By **S. Frederick Starr**
Princeton University Press, 2013

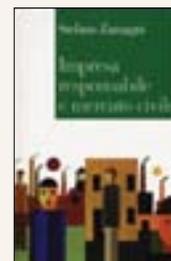
Starr is chairman of the Central Asia-Caucasus Institute at SAIS and a senior research professor.

Une Belle Maison: The Lombard Plantation House in New Orleans's Bywater
By **S. Frederick Starr**
University Press of Mississippi, 2013



The Indus Basin of Pakistan: The Impacts of Climate Risks on Water and Agriculture
By **Winston Yu**, **Yi-Chen Yang**, **Andre Savitsky**, **Donald Alford**, **Casey Brown**, **James Wescot**, **Dario Debowicz** and **Sherman Robinson**
World Bank, Directions in Development Series, 2013

Yu is a professorial lecturer of Energy, Resources and Environment.



Impresa responsabile e mercato civile (Responsible Enterprise and Civil Market)
By **Stefano Zamagni**
Il Mulino, 2013

Responding to Genocide: The Politics of International Action
Chapter by **I. William Zartman**
Lynne Rienner Publishers, 2013

Zartman is a professor emeritus at SAIS. He wrote the chapter "Mediation and Diplomacy in Preventing Genocide."



S AIS Rises to the

Challenge:

Johns Hopkins Launches Its Capital Campaign

S AIS is playing an integral role in Johns Hopkins University's "Rising to the Challenge" campaign, with a comprehensive goal to raise \$160 million across the school's three campuses. Formally launched on May 4, 2013, "Rising to the Challenge" is the most ambitious fundraising initiative in the university's history; its \$4.5 billion goal encompasses nine divisions and Johns Hopkins Medicine.

“This campaign is about people realizing their potential,” says SAIS Dean Vali R. Nasr about what this initiative will mean to SAIS. “Through the university’s unprecedented campaign effort, SAIS will attract, sustain and further empower our students and faculty in the hope that their work will improve the lives of millions around the globe.”

The past fiscal year was the most successful fundraising effort in the history of Johns Hopkins. As of October 2013, the university has achieved 50 percent of its campaign goal, led by the \$350 million gift from former New York City Mayor Michael Bloomberg JHU’64, \$250 million of which will create the Bloomberg Distinguished Professors. Ten interdisciplinary professors will be hired over the next five years; their appointments, teaching and research activity will be concentrated in at least two university divisions.

SAIS has already benefited from Bloomberg’s generous investment. Recognizing the school’s growing expertise in global food and agriculture issues, Johns Hopkins leadership approved SAIS’s proposed partnership with the JHU Berman Institute of Bioethics to establish one of the first Bloomberg Distinguished Professorships, focused on ethics and global food and agricultural policy. A search for this new faculty leader is currently underway.

As of October 2013, SAIS has achieved 40 percent of its \$160 million goal. Over the next several years, SAIS’s fundraising efforts will be closely focused on students and faculty, including raising money for fellowships, faculty research and program initiatives. The campaign will also emphasize raising unrestricted funds and growing SAIS’s endowment. The school will continue to seek collaborative funding opportunities across its three campuses and within the university.

To learn more about SAIS’s ongoing efforts with “Rising to the Challenge” or how to get involved, contact the Office of Development and Alumni Relations at 202.663.5630.

Thank you to all who contributed to SAIS during our 2013 fiscal year.

(July 1, 2012 – June 30, 2013)

Look for the donor honor roll at www.sais-jhu.edu/support-sais.

Cuba

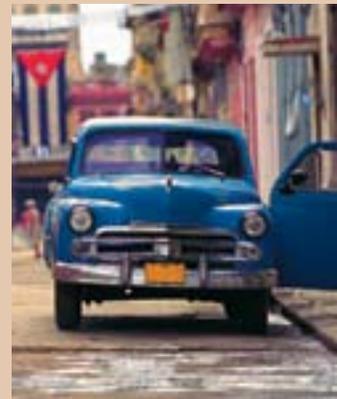
Cultural Heritage in Havana & Trinidad

Travel to Cuba with SAIS Europe Professor Gianfranco Pasquino B’66, ’67 November 1–8, 2014.

Join SAIS alumni for this unique opportunity to immerse yourself in the rich culture and rhythms of daily life in Cuba, while exploring local landmarks significant to Cuba’s heritage. Interact with each other and discuss with Professor Pasquino how and why the Cuban regime has lasted so long and how, why and with what consequences the country will transition to a quasi-democratic society.

This program has been designed to unravel the richness of Cuban culture through interaction with local residents and professionals to gain a new, in-depth perception of Cuban life. Spend five days exploring Havana, one of the finest architectural examples of a Spanish colonial city in the Americas. Then head east for two days to explore Cienfuegos and Trinidad, one of Cuba’s oldest colonial cities.

Trip cost is \$3,990. For more information, contact the Johns Hopkins Office of Alumni Relations at 800.548.5481 or email travel@jhu.edu.



Taking Charge After Japan's Tsunami

Well into his second term as the governor of his home prefecture of Iwate, Japan, Takuya Tasso '91 is winning the fight to revitalize the local economy after the 2011 Tohoku Earthquake and subsequent tsunami. The natural disaster took a heavy toll on the prefecture, resulting in 4,672 deaths and partially or completely destroying about 25,000 homes.

In 2007, Tasso successfully ran on a reform-oriented economic platform, promising to boost local businesses whose growth had been stymied by freewheeling government policies in the early 2000s. After the disaster, as a humanitarian crisis ensued, an emergency situation was declared and elections were postponed. In that dire hour, the governor rapidly rolled out temporary housing for affected local residents and began to push policies to revamp the relatively agriculture-based economy. His efforts were broadly viewed by the public as effective; so much so, in fact, that his reelection bid later that year led to a resounding victory—he gained three times as many votes as the runner-up candidate.

According to Tasso, his time at SAIS contributed to his effectiveness in dealing with the aftermath of the earthquake. His education positioned him as a Western-minded politician who spoke fluent English and had a strong network abroad—two factors that helped him secure



Takuya Tasso '91 manages emergency assistance and direction in Iwate, Japan.

support for the ailing Iwate Prefecture.

Tasso arrived in Washington, D.C., to study International Law and Organizations and International Economics in 1989 as part of a future diplomats program sponsored by the Japanese Foreign Ministry. Upon graduating in 1991, his education and his advanced English earned him a spot with the Japanese Embassy in Singapore. In 1993, he joined the Foreign Ministry's International Science Cooperation Division, where he was in charge of U.S.-Japanese affairs. His work was both "fulfilling and demanding," he said, as he dealt with the full spectrum of scientific cooperation issues, including the placement of Japanese astronauts on board U.S. space shuttles. Tasso remained with the ministry until 1995. A year later, he joined Japan's House of Representatives,

where he represented his hometown of Morioka in Iwate, and promoted local business development initiatives.

According to Tasso, his experience in the United States helped facilitate the post-disaster arrival of U.S. Marines to the Iwate Prefecture to provide emergency support. It was also a reason then-U.S. Ambassador to Japan John Roos chose to visit the prefecture to make a keynote address after the earthquake.

Tasso said the ambassador chose Iwate from among Japan's 47 prefectures in part because he hoped to meet with the English-speaking governor to discuss how the two countries might cope with the aftermath of the natural disaster. Before that, Tasso also met with the U.S. consul general in charge of northern Japan, who asked him how the United States might lend further assistance to Japan's

rehabilitation effort. In light of his own positive experience studying in the United States, Tasso helped establish an international study program that would allow students from the affected areas to study abroad for two weeks to one year.

When asked about his plans for the future, the 49-year-old governor said that he is eying a third term but in the meantime will continue to work hard to implement the prefecture's eight-year reconstruction plan.

Speaking with SAISPHERE by phone not far from the U.N. headquarters in Manhattan, Tasso said that he remembers his time at SAIS fondly. And while he values his education, he noted that the relationships he established are perhaps more important. "In fact, right after we finish our call, I need to head out the door to meet with a few of my fellow classmates," he said.

Making an Impact in Emerging Markets

A frontier and emerging-markets specialist, David Schacht B'01, '02 spearheaded research, development, executive education and strategy consulting in Latin American, African, European and North American markets for more than 15 years before launching his own private venture in 2012. ImpactMarkets, his advisory services firm, aptly echoes the trends of Schacht's career, spanning the public and private sectors to work with aid organizations, governments, academia, and venture capital and private equity firms. His current focus on market strategy, impact investment and business development in Latin America and Africa reflects his commitment to accelerating development on these two geographically and culturally disparate regions.

"The name ImpactMarkets frames my core belief that the private sector has a critical role to play in advancing social, environmental and economic impact around the world, in particular in new and emerging markets," he said. The company presently works with companies and organizations in San Francisco, Washington, D.C., and Geneva on a range of private sector development initiatives. One recent assignment in Africa, for example, included the creation of an agricultural investment strategy for an upcoming project in Rwanda.

After graduating from the University of Chicago in 1996, Schacht worked in finance at Citibank Paris and

then in strategy consulting at the John Morton Company. There he led numerous international market strategy projects for companies like Siemens, Geodis and UPS in Europe. He realized quickly that he had the economic and business background to be a successful senior consultant, but he became increasingly intrigued by the political and cultural context of his international work. In 2000, he enrolled in SAIS with a concentration in Latin American Studies and an emerging-markets specialization.

After graduating in 2002, Schacht helped launch the Procurement Strategy Council at the publicly traded Corporate Executive Board (now known as CEB). There he worked both in research and executive advisory services, engaging with chief procurement officers and supply chain leadership on critical global business issues that included market strategy, talent development, supply chain management, corporate social responsibility and organizational development.

"I have made many career decisions after SAIS around that common thread of exploring how economic and international development impact growth in frontier and emerging markets," Schacht said. It was his interest in the role of trade in international development and a serendipitous SAIS connection that led him to the CARANA Corporation in 2004. Initially brought in to lead a trade capacity-building program in Latin America, Schacht worked

to support Latin American civil society during the free trade agreement negotiations with governments across the region as well as private firms and NGOs. It was his first foray into international development.

"Our role was to help all sides think about how to get their voice heard at the negotiation table with the U.S. government," he said. "It was fascinating. I ended up staying with CARANA beyond that project, ultimately becoming the

team up with the CARANA Corporation's founder to open Amigos of Costa Rica in an effort to strengthen Costa Rica's philanthropic sector. Leveraging many of the lessons learned in foreign direct promotion, they launched the firm to aggressively market Costa Rica—with its capable NGO partners—as a destination for philanthropic programming in the environment, education, science and technology, and economic development sectors.



ImpactMarkets founder
David Schacht B'01, '02

vice president for market linkages, where I had the privilege to work on donor-funded private sector competitiveness programs across all of Latin America and Africa." In that role, Schacht immersed himself in the challenging world of public-private partnerships and private sector development, working to ensure Latin American and African governments, small and growing businesses, local private sector firms and multinationals were able to effectively cooperate to achieve both business and impact results.

Two years later, in 2008, Schacht used his research and global experience to

"Because Costa Rican NGOs very much relied on just a few domestic donors, we sought to establish a social investment promotion agency, basically aggregating marketing and proposal development for a network of nonprofit organizations in Costa Rica," he said. At first a pilot project, Amigos of Costa Rica soon proved to have legs, which allowed Schacht to set aside his broader work in Latin America and Africa and focus on a single country.

"And it's a pretty cool one, at that," Schacht said. He worked for Amigos of Costa Rica until 2010, when he and his co-founder

turned the organization over to the Costa Rica-USA Foundation.

A year later, Schacht jumped back into the private sector, joining the world's largest expert network, the Gerson Lehrman Group in San Francisco. "It was a little bit of a shift in career focus," he said, "bringing me back to my core skills of business strategy, operations and managing talented people." As the head of West Coast research, Schacht and his team provided a white-glove research service to investors, connecting them to industry, functional and regional expertise across a broad spectrum of industries, companies and markets.

"For instance, if a California private equity firm wanted to invest in the advertising sector in Brazil," he said, "while they may have their own Rolodex, there will be a lot of nuanced questions about the market, market channels, market players or competitive considerations that require highly specialized and informed perspectives. They may prefer to conduct their research anonymously, or they may just want to validate or challenge their own research findings." Schacht and his team engaged the group's network of 350,000 international government, business and academic leaders to connect investors to highly valued insights.

Since 2012, Schacht has utilized his experience and network at ImpactMarkets, the natural extension of his two contrasting fields of expertise: international development and business strategy. As his company grows, Schacht applauds SAIS for providing him with the pragmatic approach of a practitioner, which allows him to target an often overlooked niche at the intersection of international development and business.

"This is what sets SAIS apart from most international relations programs," he said. "SAIS not only provides students with the political and cultural context, but also equips them with a sound understanding of how to get things done in frontier and emerging markets."

A Diplomat Reflects on Her Success

After graduating from SAIS, Melanie Harris Higgins JHU'96, '96 joined the U.S. foreign service in 1998. Although she concentrated in European Studies and had traveled mostly within Europe before her graduation, her first posting was as a political and economic officer to the U.S. Embassy in Cameroon. "You never know where your foreign service career is going to take you," she said in an interview over the phone from Port Moresby, Papua New Guinea.

After serving with the embassy in Cameroon, Higgins received postings in Australia, Indonesia and Bosnia. Today, she is the deputy chief of mission at the U.S. Embassy in Papua New Guinea, which also includes the neighboring Asia-Pacific states of Solomon Islands and Vanuatu.

Higgins joined the embassy in August 2013 at a crucial moment for U.S. policy in the Asia-Pacific. Amid Russia, India and China's heightened interest in increasing their footprint in the region, the U.S. president and vice president have repeatedly underscored the need to strengthen America's trade ties and to advance security and political engagement with Asia-Pacific countries.

As a core member of the embassy's leadership, Higgins works alongside U.S. Ambassador Walter North to manage the mission. Together they stand at the helm of U.S. policy in Papua New Guinea, Solomon Islands and Vanuatu, relaying and accomplishing America's foreign policy goals.

"I describe what embassies do as 'translators of policy,'" she said. "Most people grasp when you're translating a language—you're translating from English to Russian or from Japanese to English. What I do is put our for-

eign policy into terms that are understandable and persuasive for foreign governments. On the flip side, I also reverse translate because I try to allow our government and policymakers in Washington to understand how the local government where I am residing views U.S. policies."

As world leaders traveled to Southeast Asia to meet with regional heads of state and attend the Asia-Pacific Economic Cooperation Economic Leaders' Meeting in October 2013, Higgins said that Papua New Guinea is now in the international spotlight due to the country's natural resources and



Melanie Harris Higgins JHU'96, '96 in Indonesia

ExxonMobil's multibillion-dollar liquefied natural gas investment, its successful agreement with the United States providing access to U.S. fishing vessels, and the controversial Rudd-O'Neill Agreement.

As she continues what will likely be a two-year tour in Papua New Guinea, Higgins called her time at SAIS instrumental to her success as a diplomat, as she is now well on her way to an ambassador's role.

"SAIS gives you the critical thinking skills to be successful," she said. "As for me, in the foreign service, I find that I return to our international politics courses—where we examined how political opinion influences governments—again and again."

Alumni Communities Around the World



In Nairobi, front row: Camille Chautard B'11, '12, guest, Zoe Cohen '12, Ruby Khan B'00, '01 and Carolyn Nash '13; back row: Sebastian Ernst B'12, '13, Nadir Shams '13, Nicholas Haslam B'06, '07, Marcus Watson B'11, '12 and Jason Loughnane '12



AFRICA

Cape Town, South Africa ▼

Oliver Drews B'91, B'92 hosted fellow SAIS alumni for a home-cooked pasta dinner and wine at his residence in Cape Town on September 6. David Schaub-Jones B'99, '00 and Mark Ellyne Ph.D. '88 were also there to greet alumni.



In Cape Town, Mark Ellyne Ph.D. '88, Anne-Catherine Schaub-Jones B'99, David Schaub-Jones B'99, '00, Ina Hoxha '08 and Oliver Drews B'91, B'92

Nairobi, Kenya ▲

SAIS alumni in Nairobi met for drinks and dinner at the Sankara Hotel rooftop bar in Westlands. Nicholas Haslam B'06, '07 and Marcus Watson B'11, '12 greeted alumni on October 17.

Tunis, Tunisia ▼

Edith Laszlo B'96, '97 welcomed fellow SAIS alumni for lunch in Tunis with the U.S. Ambassador to Tunisia Jake Walles '81 and Professor Emeritus I. William Zartman JHU'52 at La Salle à Manger on February 26, 2013.



In Tunis, left row: Edith Laszlo B'96, '97, Jake Walles '81 and Alex Severens B'96, '97; right row: Sylvie Mahieu B'06, '07, Professor Emeritus I. William Zartman JHU'52 and Florian Theus B'06, '08

ASIA

Bangkok, Thailand



In Bangkok, front row: Worawut Chawengkiat '11, Vi Than '05, John Ziegler '15 and Boon Piau Koh '06; back row: Sirapol Ridhiprasart B'09, '10, guest Robin Bednall, Gordon Johnson '92 and Phil Robertson '97

Worawut Chawengkiat '11 and Sirapol Ridhiprasart B'09, '10 welcomed fellow SAIS alumni on April 3 at Wine I Love You in Bangkok. ▲

On August 22 in Bangkok, alumni and students got together at the Polo Club dining room where Thitinan Pongsudhirak '92, Phil Robertson '97 and Pajaree Varathorn '13 welcomed guests.

In Beijing, Joshua Dominick N'04, Abraham Sorock N'10, Boyong Wang B'01, '02, Dean Vali R. Nasr, Elizabeth Rowland '10 and Bryan Withall N'04



Beijing, China ▲

SAIS alumni in Beijing met SAIS Dean Vali R. Nasr, who spoke on "The New Silk Road: China and the Middle East" on January 20, 2013, at The Fairmont Hotel.

Hong Kong

SAIS alumni in Hong Kong enjoyed getting to know SAIS Dean Vali R. Nasr, who spoke on "The Arab Spring: Where Do We Go From Here?" on January 17, 2013, at The China Club. ►

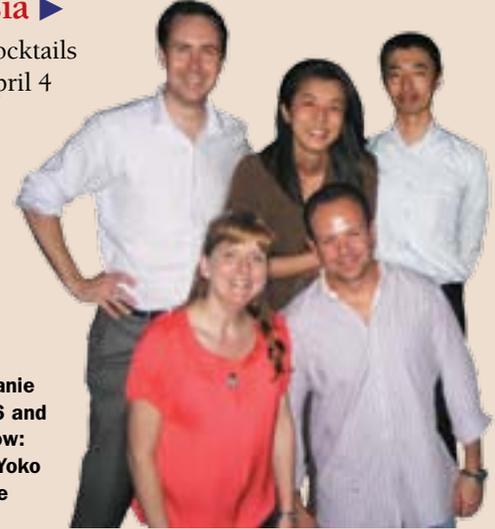


In Hong Kong, Charles Chang '96 and Richard Raiford '89

On September 16, SAIS alumni enjoyed a conversation and private dinner with SAIS Dean Vali R. Nasr, who led an informal discussion on recent events in Egypt and Syria and their broader global implications at The American Club in Hong Kong. Charles Chang '96 was there to welcome guests.

Jakarta, Indonesia ►

SAIS alumni enjoyed cocktails and conversation on April 4 at Jakarta's Skye Bar & Restaurant. Astari Mareska Daenuwy '08 and Melanie Harris Higgins JHU'96, '96 were there to greet alumni.



In Jakarta, front row: Melanie Harris Higgins JHU'96, '96 and Chris Morgan '11; back row: Sam Christophersen '12, Yoko Yamoto '05 and Yuki Inoue B'07, '08

Manila, Philippines ▼

SAIS alumni got together with current students on spring break in Manila at the Winebar at Cafe 1771. Edi Sian '04 and Jacob Young '05 met guests on March 19.



In Manila, guest Joan Mendoza, Tiffany Basciano, associate director of the International Law and Organizations Program, Edi Sian '04, Divya Mathew '07, Kelly Flanagan B'12, '13, Julie Aaserud B'12, '13, Ben Cushman N'04, '05, Pam Pontius '07, Jacob Young '05, Veronica Ko '13, Hans Brunner '84, guest Katy Bondy, Svetlana Vassiliouk '02 and Philip Erquiaga '82

Seoul, South Korea

SAIS Dean Vali R. Nasr spoke to the SAIS alumni community in Seoul on January 14, 2013, at Asan. ▼



In Seoul, Sung-Chul Yang '99, JHU'03, Jae Ku Ph.D. '03, director of the U.S.-Korea Institute at SAIS, Sang-Il Kim '01 and Yong Shik Choo '92, Ph.D. '03

Kee Hoon Chung '11 and Ralf Leiteritz B'98, '99 welcomed fellow SAIS alumni for a pizza dinner at Mad for Garlic in Seoul on April 19.



In Shanghai, Sue Anne Tay '09, Tommy Li N'01, Amy Ding N'12, Ying Li N'13 and Gary Huang N'03

Shanghai, China ▲

The inaugural HNC-Project Pengyou launch event was held in Shanghai on September 26 at M-Glamour Bar and featured a discussion with HNC American Co-Directors Robert Daly, Elizabeth Knup and Jason Patent about the past, present and future of the HNC.

Singapore ▼

On June 11, SAIS alumni and students got together with alumni from Columbia University's School of International and Public Affairs and Tufts University's Fletcher School for happy hour in Singapore at Loof Bar. Mark Garlinghouse N'91 was there to greet guests.



In Singapore, Jonathan Levine '07, David Erickson N'08, '09, Aichida Ul-Aflaha '14, Saifeng Mao '12 and Adam Jarczyk N'09, '10

Tokyo, Japan

Fellow alumni welcomed Professor Cinnamon Dornsife '77 for dinner at the Grand Arc Hanzomon with a scenic view of the Imperial Palace in Tokyo. Shoichiro Odagaki '69 and Jim Armington '96 were there to greet guests on April 24.

SAIS alumni and students gathered in Tokyo with Professor Michael Plummer B'82 for his talk on "Japan and the United States in the Evolving Asia-Pacific Economic Architecture" over dinner at Ivy Hall, G/F Restaurant Filia on July 30. Shoichiro Odagaki '69 and Jim Armington '96 welcomed guests. ▼

In Tokyo, front row: Yuki Inoue '08, Ryuji Kojima '07, Sumiyo Nishizaki '10, Shoichiro Odagaki '69, Makiko Yamamoto '07, Emi Yoshinaga '04, Sachiko Ohi '88, Makiko Toyoda-Tun '03, Ye Min Tun '03 and Toru Takama '91; back row: guest Todd Cambell, Deena Magnall '08, Shogo Asaji '90, Xuan Wang N'96, Akito Nishiuchi '12, Tina Liu '14, Professor Michael Plummer B'82, guest Hiroshi Someya, Giulio Pugliese '09, Chris Crachiolo '14, David Wells '14, Erin Weeks '14, Lee Kaukas '97 and Jim Armington '96



Yangon, Myanmar ▶

Fellow alumni gathered with Professor Michael Plummer B'82 and Professor Karl Jackson for a reception at the International Center of Excellence at Yangon University on March 23.



In Myanmar, Professor Michael Plummer B'82, Professor Karl Jackson, SAIS alumni and guests of Yangon University

**EUROPE****Amsterdam, Netherlands** ▼

The SAIS Dutch Chapter hosted Professor Matthias Matthijs B'02, '03, Ph.D. '08 on June 26 at the Hoflandzaal of the NRC Building in Amsterdam. Maarten Huygen B'78 led the group on a tour through the new building.



In Amsterdam, guest Coen Muller, Caroline Straathof B'86, '87, Farnaz Chavoushi B'06, '07, Maarten Huygen B'78, Eric Fontijn B'81, Clemens Flink B'05, '06, Maribel Houben B'89 and Peter Van Krieken B'73

Bologna, Italy ▼

Alumni engaged in substantive discussions and celebrations in Bologna with faculty and students during Alumni Weekend April 26–28. They enjoyed each other's company at social events, such as the welcoming cocktail reception and lunch, and at cultural events, including academic debates, mini classes and tours of Bologna.



In Bologna, Ellen Cole B'63, '64 and Daniel Headrick B'63, '64



In Bologna, Elena Panaritis B'90, '91, Professor Michael Plummer B'82, Professor Arntraud Hartmann B'80 and Thóra Arnórsdóttir B'03, '04

Brussels, Belgium ▼



In Brussels, Sebastian Vos '03

Alumni joined SAIS Dean Vali R. Nasr and SAIS Europe Director Kenneth H. Keller for an update on the school. Nasr also presented his ideas on “The Arab Spring: Where Do We Go From Here?” at the Cercle de Lorraine-Club van Lotharingen in Brussels on March 25.

Budapest, Hungary ▼

On March 18, alumni enjoyed cocktails and conversation with Professor Peter Lewis at Pepper's Restaurant in Budapest.



In Budapest, Lilla Stricca B'90, Emese Szontagh B'87, Gábor Dinnyés B'83, Professor Peter Lewis, Anna Ho '11, Erika Brenner-Teoman B'82, '87, Julia Manchin B'10, '11, Sandor Orban B'90, Timothy Betts B'80, '81, Hasan Teoman B'80, '81 and guest Sinan Okay

The Hague, Netherlands ▼

SAIS alumni in The Hague gathered on May 23 to enjoy an *aperitivo* hosted by the SAIS Dutch Alumni Chapter.



In The Hague, Max van Alphen B'65, Evert Houtman B'86, Richard Montijn B'80, Basiaan Körner B'66, Saskia van Genugten B'07, '08, Ph.D. '12 and Hayat Essakkati B'10, '11

London, England ▼

On November 2, SAIS alumni participated in the fourth annual I Bolognesi a Londra event at the Royal College of Defence Studies in London. The program started with remarks by SAIS Europe Director Kenneth H. Keller. The panel discussion, with Professors Eliot Cohen and David C. Unger on “U.S. Military Intervention: Whether, When and How?” was moderated by Professor John L. Harper B'76, '77, Ph.D. '81. Cocktails and dinner followed.



In London, SAIS alumni attend a panel discussion in the lecture room of the Royal College of Defence Studies.

Oslo, Norway ▼

Annie Magnus B'09, '10, Wenche Grönbrekk B'06, '07 and Marianne Stigset B'99, '00 welcomed alumni on January 17, 2013, for a happy hour at Oslo Mekaniske Verksted.



In Oslo, Ivar Slengesol '99, Caroline Bergrem B'99, '00, Marianne Stigset B'99, '00 and Wilhelm Bøhn B'91

MIDDLE EAST

Dubai, United Arab Emirates ▼

Dubai SAIS alumni enjoyed a conversation and welcome dinner for SAIS Dean Vali R. Nasr, who discussed his latest book, *The Dispensable Nation: American Foreign Policy in Retreat*. David Staples '84 graciously hosted this event at his home on September 18. SAIS Dubai alumni leaders Vahid Fotuhi '02, Kyle Stelma '02 and Acquania Escarne '07 were also there to welcome fellow alumni.



In Dubai, front row: Femke Baudoin B'00, Andrew Rothgaber '10, Tom Rickers '11, Dean Vali R. Nasr, Vahid Fotuhi '02, David Staples '84, Yoko Shimada JHU'03, guest Michelle Moghtader and guest Laila Kuznezov; back row: Collin Keeney B'03, '04, Martin Mayerchak '03, Shirina Fotuhi, Kyle Stelma '02, guest Mehrnoosh Aryanpour and Tim Eesterman B'00

Tel Aviv, Israel ►►

More than 20 SAIS alumni and students got together for an evening of socializing on July 25 at Bar 223 in Tel Aviv. The group also celebrated the recent marriage of two local alumni, Christoph von Toggenburg B'11 and Johanna (von der Weppen) von Toggenburg B'09, '10.



In Tel Aviv, front row: Ilan Weinglass '05, Johanna von Toggenburg B'09, '10, Abby Lackman B'07, '08, Sam Chester JHU'09, Josh Nason '13 and Christoph von Toggenburg B'11; back row: guest Jon Low, Felix Neugebauer '14, Niv Elis '09, Hanna Broder '14, Naomi Anisman '12, Sam Amiel '07, Shani Bar-Or B'07, '08 and Yael Tovias-Hayat B'06, '07



CENTRAL AND SOUTH AMERICA

Lima, Peru

On July 19, alumni and students gathered in Lima for the evening at La Cucharita.

São Paulo, Brazil

Professor Francisco E. González joined alumni and students at Skye Bar at the Hotel Unique in São Paulo on August 6.

Mexico City, Mexico ▼

Alumni and students socialized in Mexico City on June 22 at La Nacional.



In Mexico City, Maria Vargas '14, Rebecca Freeman '14, Katie Marney '14, Christine Haddad '14, Cecilia Turriago Pérez B'96, '97, Antonio Pineda B'98, '99, Karina Veras '11, Benjamin Locks '14, Mara Roberts JHU'09, '14, Jing Jing Zhou '14 and Kareem Yakub '14

NORTH AMERICA

Montreal, Canada ►

On June 14, SAIS alumni enjoyed their second get-together at Brasserie T during one of Montreal's music festivals, the Francofolies.



In Montreal, Bennet Goldberg B'77, '78, Christina Hannum '04, Annie Sabourin '02 and Tina Wong '11



In Montreal, front row: guest Nadine Bekkouche, Annie Sabourin '02, Tina Wong '11, Monique Julien JHU'78, Ph.D. '84, Natasha Dupont JHU'93 and guest Marilyn Furhmann; back row: Andrew Zvirzdin B'09, '10, Christina Hannum '04, guest Judy Cohen, Professor Eliot Cohen and SAIS Board of Advisors member Dave Furhmann '82

SAIS and JHU alumni enjoyed breakfast with Professor Eliot Cohen at Université de Montréal. Annie Sabourin '02 was there to greet guests on September 30.

Toronto, Canada ▼

SAIS Dean Vali R. Nasr met alumni in Toronto for breakfast and discussed "The Arab Spring: Where Do We Go From Here?" Paul Yeung B'01, '02 welcomed fellow alumni at TOCA Restaurant at the Ritz Carlton on November 27, 2012.



In Toronto, front row: Laura Saenz-Gandara '02, Rima Burns-McGown '89 and Paul Yeung B'01, '02; middle row: Hank Bulmash JHU'68, David McGown '80, Marketa Dolezel Evans '89, Dean Vali R. Nasr, Paul Warme B'87, '89, Lucy Wilson Cummings N'92, Ph.D. '01 and Jana Orac B'95, '96; back row: Anoop Madhok '85 and Robert Delaney N'95

Boston, Massachusetts

SAIS alumni in Boston got together on May 9 for an evening of socializing and great conversation at the Union Oyster House. David Ehrenthal '88, Andy Goldberg '82, Cindy Greene B'99, '99, Kevin Thurston B'02, '03 and Mary Yntema '95 were there to greet guests.

Cambridge, Massachusetts

SAIS New England alumni kicked off their inaugural event on October 24 with a distinguished panel on "Branding and Rebranding for Career Success." The panel members included Richard Harrell '10, vice president and sovereign analyst at Loomis, Sayles; John Howe, vice president of public and environmental affairs at FloDesign Wind Turbine; Stephen Loynd '96, global program director at Frost & Sullivan; Kristin Nelson, director of special projects at Partners in Health; and Elizabeth Ramos, president of Isaacson Miller. The event was held at Genzyme, a Sanofi company in Cambridge and generated a lively moderated discussion. Andy Goldberg '82 was there to welcome guests. ▼



In Cambridge, Rory Phimister '98, Andy Goldberg '82, Lee Kaukas '97 and Limin Liang '07

Chicago, Illinois

On April 23, SAIS alumni in Chicago and the Chicago Council on Global Affairs joined SAIS Dean Vali R. Nasr at the InterContinental Hotel for remarks on his new book, *The Dispensable Nation: American Foreign Policy in Retreat*.

Houston, Texas

SAIS alumni in Houston and the World Affairs Council of Houston invited SAIS Dean Vali R. Nasr to speak about his new book, *The Dispensable Nation: American Foreign Policy in Retreat*, on April 29 at the Junior League Building.

Los Angeles, California

Stephen Chien '06 welcomed fellow Los Angeles alumni on February 18, 2013, at McCormick & Schmick's for a talk by Professor Eliot Cohen on "A Dangerous Gift: The Questionable Art of Foreign Policy Advice."

SAIS L.A. alumni were pleased to host Professor Monica Brand, who spoke on "Impact Investing" at Satellite Santa Monica. Stephen Chien '06 and Mary Abad B'04, '04 were there to welcome fellow alumni on March 13.

On June 20, SAIS Los Angeles Club and Tufts University's Fletcher Club of Los Angeles invited all alumni to get together for cocktails and conversation with Francis Fukuyama, SAIS Foreign Policy Institute senior fellow, who shared his views on "China and the U.S. as Models for the Future" at McCormick & Schmick's.

Miami and Ft. Lauderdale, Florida



In Ft. Lauderdale, James Thomas '01, Andrew Gately N'02, '05, Jaime Fernandez '92, David Duckenfield '91, Janny Phan Gately N'03, '05 and Valerio Forte JHU'87, '88

On April 18, David Duckenfield '91, Valerio Forte JHU'87, '88 and James Thomas '01 welcomed fellow alumni for an evening at Preston's Lounge in Ft. Lauderdale. ▲

On October 29, SAIS and JHU alumni got together for a conversation and welcome reception with SAIS Dean Vali R. Nasr, who discussed his latest book, *The Dispensable Nation: American Foreign Policy in Retreat*, at White & Case, LLP in Miami. David Duckenfield '91, Valerio Forte JHU'87, '88, Chris Hansen JHU'87 and Ben Hein '94 were there to welcome guests. ▼



In Miami, David Duckenfield '91, Chris Hansen JHU'87 and SAIS Dean Vali R. Nasr

New York, New York

SAIS alumni in New York gathered for a discussion with Professor Riordan Roett on "Global Latin America: China, India and Beyond" at Morgan Stanley. Elizabeth Madigan Jost B'97, '98 and Arthur Rubin '92 welcomed fellow alumni at this gathering on April 2. ▼



In New York City, Jim Upton B'91, '92, Abby Wakefield JHU'10, B'10, '11, Professor Riordan Roett, Kitty Brengle '76, Jonathan Landesman '10 and Olivier Lemaigre '91

In New York City, guest Margaret Janicek, Elizabeth Madigan Jost B'97, '98 and JHU Trustee and SAIS Board of Advisors member Sarah O'Hagan '86



On May 16, Professor Deborah Bräutigam moderated a panel discussion on "Beyond Multilateralism: Examining the Role of the Private Sector, Multilaterals and Civil Society in Achieving the Millennium Development Goals" at Citi in New York City. The panel featured Pam Flaherty '68, chairman and CEO of the Citi Foundation, SAIS Board of Advisors member and former chair of the JHU Board of Trustees; Martin Sajdik B'74, permanent representative of Austria to the United Nations and vice president of the U.N. Economic and Social Council; Projjal Dutta, director of the New York State Metropolitan Transportation Authority's Sustainability Initiatives; and Verna Eggleston, a representative from Bloomberg Philanthropies. ▲

San Francisco, California

On April 4, SAIS alumni in San Francisco hosted Professor Deborah Bräutigam, who gave a talk on “The Chinese in Africa: What You Don’t Know” at the Hotel Nikko.

Sibyl Chen B’03, ’04 greeted fellow SAIS alumni during happy hour at Novela in San Francisco on October 9.

Tampa, Florida ▼

SAIS alumni in Tampa Bay started off the fall with an evening social gathering at Ceviche on October 29. Leigh Ellen Sontheimer B’90, ’91 was there to welcome guests.



In Tampa, William Jones ’86, Jeffrey Muller ’94, Elizabeth Corwin B’82, JHU’83, Bryan Prior ’10, guest Meghan Prior, Jacob Ravid ’82, Daina Strong B’93, ’94, Wilson Jackson ’12 and Leigh Ellen Sontheimer B’90, ’91



In New York City, Kate Maloney ’02, guest speaker Paul Farniga, Christopher Gray ’02, Eden Abrahams B’95, ’96, Cynthia Steele ’80, Barton O’Brien ’08 and Asmaa Shalabi B’01, ’02

Career management professionals and alumni led a discussion in New York City on “How the Networking Landscape Has Changed: Leveraging Social Media to Expand Career Opportunities” on June 17 at KPMG LLP. ▲

In New York City on September 18, the SAIS N.Y. Alumni Club welcomed John Lipsky, the distinguished visiting scholar of International Economics, who reflected on “A Post-G-20 Summit Assessment of International Economic and Financial Cooperation.” Arthur Rubin ’92 was honored with the JHU Distinguished Alumnus Award for his extraordinary alumni leadership at this event at Morgan Stanley. ▼



In New York City, Elizabeth Madigan Jost B’97, ’98, Barbara Glassman ’92, Arthur Rubin ’92 and Steven Schoenfeld ’92

At the 6th annual Amici di Bologna Symposium and Celebration, SAIS Europe Director Kenneth H. Keller welcomed alumni for cocktails and conversation at the U.N. Delegates Dining Room in New York City on October 5. Professors Erik Jones B’89, ’90, Ph.D. ’96 and David Unger discussed “The Limits of American Strategy and the Challenges of Intervention.” ▼



Alumni gather in New York City for Amici di Bologna

Washington, D.C.

M.I.P.P. alumni gathered to socialize with current students and faculty at SAIS in Washington, D.C., on February 21, 2013. SAIS Dean Vali R. Nasr welcomed everyone with remarks. ▼



In Washington, D.C., Laura Gauer Bermudez '13, Rohullah Osmani '13 and Folukemi Akinmeji '13



In Washington, D.C., Beth Keck '85 and Alexis Gutierrez JHU'03, '04

Alumni enjoyed breakfast with Beth Keck '85, senior director of sustainability at Walmart, who discussed the challenges and opportunities for global companies addressing sustainability on March 19 at SAIS in Washington, D.C. ◀

Laura Germino '91, coordinator of the Anti-Slavery Campaign for the Coalition of Immokalee Workers, discussed "Ending Modern Slavery in the U.S." over breakfast at SAIS in Washington, D.C., on March 19. ▼



In Washington, D.C., Professor Emeritus Grace Goodell and Laura Germino '91



In Washington, D.C., Adea Kryeziu B'09, '10, Branislav Kralik B'09, '10, Emily Suarez-Harris B'09, '10, Heather Kauffman B'09, '10, Amy Deckelbaum B'09, '10, Anastasia Shegay B'09, '10, Katya Chertova B'09, '10, Alexandra Jarotschkin B'09, '10, Laura Lombard B'09, '10, John Lathers B'09, '10, Halliday Hart B'09, '10, Kevin McCall B'09, '10 and Gregory Fuller B'09, '10

Alumni enjoyed food, wine and camaraderie at SAIS for the annual SAIS Europe reception in Washington, D.C., on April 11. ▲

At the World Bank on April 22, SAIS alumni joined SAIS Dean Vali R. Nasr to launch his book, *The Dispensable Nation: American Foreign Policy in Retreat*. ▼



In Washington, D.C., Benjamin Schwartz '08 and Ben Deering '07



In Washington, D.C., Alicia Roman B'10, '11, Bill Canis JHU'72, '73 and Professor Erik Jones B'89, '90, Ph.D. '96

On May 7, Professor Erik Jones B'89, '90, Ph.D. '96 offered engaging analysis over breakfast on “Crisis Without End? Prospects for a European Economic Recovery” at SAIS in Washington, D.C. ▲

Susannah Gold B'94, '95, a sommelier, hosted a tasting of “Tuscany’s Hidden Gem” for SAIS alumni on May 7. Five vineyards presented their selection of Morellino di Scansano at SAIS in Washington, D.C. ▼



In Washington, D.C., Laura Hurley B'11, '12, Jason Potell B'10, '11, Annabel Lee B'11, '12 and Cameron Thomas-Shah B'12, '13



In Washington, D.C., Natalie Breen '12, Maiko Nakagaki B'10, '11, Professor Camille Pecastaing '97, Ph.D. '02, Brianna Held King '11 and guest Stephen King

Middle East Studies and South Asia Studies alumni and students got together for their first-ever happy hour at the Beacon Bar and Grill in Washington, D.C., on May 10. ▲

The Class of 1993 returned to SAIS in Washington, D.C., for a fall reunion weekend September 6–7. ▼

In Washington, D.C., front row: guest Moshe Shtuhl, Ladan Archin '93, guest Sonia Giordano, Corina Larkin '95, Paul Brownell '93, Alan Young '95, Scott Pryce '93, Carla Boeckman '93, Karim Davezac N'93, '94 and guest Alberto Cardelle; middle row: Meredith Giordano '93, N'94, Sheila Melvin '93, Gwen Morton Shtuhl '93, Ilaya Hopkins B'92, '93, Nubar Goudsouzian '93, Charles Gnaedinger B'92, '93, Paul Psaila '93, Anandhi Rajakumaran JHU'92, '93, Roger Diwan '93, guest Katharine Landfield and Rachel Frick Cardelle '93; back row: Mark Giordano N'94, Terry Pratt B'92, '93, Masako Nishio '93, Sindy Yeh '93, Raoul Leblanc '93 and Morgan Landy '93





In Washington, D.C., Professor Riordan Roett, Michael Boster '86, Diane Monash, former assistant to Roett, and Alejandro Carrión Menéndez '08

Latin American Studies Program alumni gathered on September 12 at SAIS in Washington, D.C., to celebrate Professor Riordan Roett's 40th anniversary at the school. ▲

Former SAIS Dean Paul Wolfowitz joined the Class of 1998 at SAIS for the fall reunion happy hour on September 13. ▼

In Washington, D.C., Dia Martin '02, SAIS Board of Advisors member Frank Savage '64 and Angelia Tyler '14



SAIS alumni and students gathered on September 17 for breakfast at SAIS in Washington, D.C., to meet SAIS Board of Advisors member Frank Savage '64, who discussed his recent book, *The Savage Way: Successfully Navigating the Waves of Business and Life*. ▲

Ed Burnett '04 and Ryan Anderson '10 greeted fellow alumni and students on September 17 for the annual Strategic Studies Alumni Dinner and Reception at The Willard InterContinental Hotel in Washington, D.C., with guest speaker Robert Work '94, chief executive officer of the Center for a New American Security and former undersecretary of the U.S. Navy, and comments from Professor Eliot Cohen.



In Washington, D.C., front row: Sampriti Ganguli '01, Bruce Schulman '98, Deborah Leonard '98, Kellie Anderson Burk '98, Carisa Graf-Suleman '98, Mark Fung '04, Ph.D. '06, a U.S.-Korea Institute at SAIS visiting scholar, and David Fernandez; middle row: Stephen Vogel B'97, '98, Lawrence Petroni '98, Daniel Ginsberg '98, Russell Porter '98, Susan Owen '98, Louise Schneider-Moretto '98, Eric Gibbs '99 and Associate Dean for Academic Affairs John Harrington; back row: Allison Fleishman Nathan '98, Teresa Carlson Hester '98, Charles Tauber '98, Russ Dyk '98, Heidi Kline Panetta '98, William Houston B'97, '98, Nihar Sait '98 and Shaila Damji '98

Global to Local

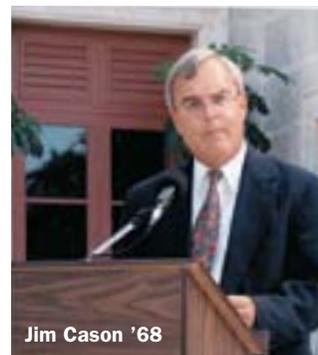
Following my 38-year career as a U.S. foreign service officer, which culminated in an ambassadorship to Paraguay, I retired and moved just south of Miami to Coral Gables, Fla., one of the most beautiful small towns in America. My wife and I picked Coral Gables because of the high quality of life it offers—great services, low crime, and the presence of the University of Miami, 25 consulates and 160 corporations. Coral Gables is

home to 110 nationalities, and 65 percent of adults have university degrees.

After 18 months of retirement, I decided to serve my new community by running for mayor against the 10-year incumbent, a long shot at best. Having served throughout Latin America, including as chief of mission in Cuba, I had a lot of friends in the predominantly Hispanic community and won with 39 percent of the vote. In April 2013, I won reelection with 71 percent of the vote. Voters appreciated my international

perspective and experience.

Mayors and ambassadors have similar roles. (I may be the only ambassador serving as a mayor in the U.S. today.) Both speak frequently, inaugurate projects, support businesses, listen to citizen concerns and broker diplomatic solutions to problems. Working closely with our professional city manager, I have cut tax rates three years running, undertaken comprehensive pension reform, helped bring new businesses to the city, maintained our high quality of services (we



have one of the best fire and police departments in the nation) and maintained the commitment to historic preservation. We continue to garner accolades, most recently as the most livable small town in America.

—Jim Cason '68

Team World Bank

SAIS alumni and the World Bank: They are as complementary as wine and cheese or salt and pepper. Spend just minutes at the World Bank's office in Washington, D.C., and you will likely run into a SAIS graduate. And in the secluded corner of the World Bank that houses the Carbon Finance Unit, you will find more than a dozen SAIS alumni hard at work. So what does SAIS have to do with carbon finance? As it turns out, a lot.

The World Bank's first carbon finance team started in 2000 with nearly a blank slate; eventually it supported the launch of a new approach to climate change mitigation: leveraging markets to deploy private investment in the reduction of carbon emissions. The carbon market was born. In the years since its launch, that market has required the practical problem-solving skills that SAIS ingrains in its students. Combining economics, policy, finance and a dash of diplomacy, the team's outputs have looked almost identical to a practicum syllabus (which might explain why

the team has hosted two SAIS practicums).

Joëlle Chassard '77 has carefully guided the innovation in the Carbon Finance Unit for the past seven years. When she retired from the World Bank in fall 2013, she left her mark on the global fight against climate change—and on the careers of the team's SAIS alumni who have benefited from her mentorship.

—Sandrine Boukerche B'07, '08, Scott Cantor B'07, '08, Megan Meyer B'07, '08 and Sarah Underwood Moyer B'07, '08

Back row: Sandrine Boukerche B'07, '08, Sarah Underwood Moyer B'07, '08, Mitchell Delaney '15, Adrien de Bassompierre B'06, '07, Benoit Bosquet '93, Daniel Radack '91, Megan Meyer B'07, '08, Isabel Hagbrink '96 and Scott Cantor B'07, '08; front row: Catherine Morris B'10, '11, Anita Tung '12 and Joëlle Chassard '77



Forget a Mentor, Get a Sponsor

Sylvia Ann Hewlett, the president of the Center for Talent Innovation, spoke at SAIS's inaugural Global Women In Leadership Forum in April 2013 about her book *Forget a Mentor, Get a Sponsor*. Her takeaway is this: A sponsor takes ownership of your career, advocates for you, positions you for opportunities and makes sure your name is mentioned during key conversations. A mentor lays out a situation and gives you unbiased advice.

Over my 25-year career, I have had several sponsors, each of whom played a different role. When I was an up-and-coming salesperson on the trading floor at Lehman Brothers, my boss was my first sponsor. I found that we had a symbiotic relationship: If I did well, my boss did well. As a result of our work, I survived the trading floor and was one of the few women left in my starting class.



A year later, I was on track to become Lehman's first chief diversity officer (CDO), with the help of the president of Lehman. I had never led a big initiative; I had never led a substantial team. He would intentionally put me in scenarios that were out of my comfort zone.

My recent sponsor relationship is different from the previous two. I got to know Melinda Wolfe when I was the CDO at Lehman and she was the CDO at Goldman Sachs. Although we competed for the same talent, we both realized that a rising tide would lift both boats, and we shared best practices and collaborated on how to bring more talented women to Wall Street.

When Lehman went bankrupt, Melinda offered me a consulting job at Bloomberg LP, where she was working. During my first six months, I was on contract, and Melinda was an advocate for me with senior decision-makers and instrumental in my full-time hiring. In September 2013, I was appointed head of human resources, Melinda's successor.

As a sponsor myself, I make sure that junior members of my team have opportunities to work in different areas of the company to develop their careers. I often plug people or plant seeds at opportune moments.

Build your own board of sponsors to support you throughout your career; a successful and satisfying career depends on it.

—Anne Erni B'85, JHU'86

The Benefits of Keeping the Connection

Engage With SAIS Social Media

We are now on Twitter and Instagram and building a global #saisalum community. If you are attending an informal dinner with fellow SAIS alumni or organizing an alumni event, share a photo with @saishopkins.

And did you know that the SAIS LinkedIn group is more than 5,000 strong? It is a great global network that allows you to find SAIS alumni by geographic location or industry, review mid-career job announcements from fellow alumni and our Career Services team, and hear about alumni-driven social events.

News You Need to Know

Great news at a glance. That is *SAIS Alumni NEWS*, a monthly e-newsletter featuring recently published alumni books, news, and a menu of event opportunities around the world. Send your email address to saisalum@jhu.edu to subscribe.

Pay It Forward

Remember the excitement of relocating to a new city—the venturing out and the forging of new connections? To meet fellow SAIS alumni, you do not have to do it all on your own: More than 50 SAIS graduates serve as points of contact (POCs) worldwide. They assist newcomers with introductions to fellow alumni, host dinners and organize happy hours to get the community together. View the who's who of POCs on the SAIS website. Or pay it forward and become a POC in your city. Visit www.sais-jhu.edu/alumni/communities.

Broaden Your Scope

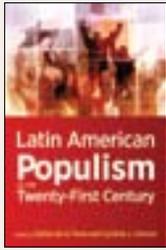
We are part of the much, much larger alumni community of Johns Hopkins University (186,000 alumni, of whom 16,000 are SAIS graduates). Join JHU chapters at <http://alumni.jhu.edu/chapters>, and connect, if you have not already, with SAIS alumni communities at www.sais-jhu.edu/alumni.

Have Extra Time?

Want to add some enrichment to your schedule?

- Receive 50 percent off a fall or spring SAIS course and 25 percent off a summer course (space permitting). For details, call 202.663.5671 or email saisnondegree@jhu.edu.
- Brush up on professional skills courses available through SAIS Career Services. For more information, contact Martina Leinz at mleinz@jhu.edu.
- Visit the SAIS Library to tackle your every knowledge need. Alumni have free in-house use of the library, and borrowing privileges cost \$25 per six months (or \$100 per six months for all JHU libraries). For more details, see the Library's Alumni Information Guide or email saislibrary@jhu.edu. KnowledgeNET, a selection of online resources at www.connect.jhu.edu/knowledgenet, is available to all alumni free of charge.

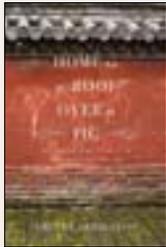
Recent Publications by SAIS Alumni



Latin American Populism in the Twenty-First Century

Edited by Cynthia J. Arnson '86, Ph.D. '88 and Carlos de la Torre Woodrow Wilson Center Press/Johns Hopkins University Press, 2013

This book once again raises Latin American populism to the fore of scholarly and policy debate and explains the emergence of today's radical populism. It places it in historical context, identifying continuities as well as differences from both the classical populism of the 1930s and 1940s and the neopopulism of the 1990s.

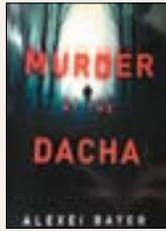


Home Is a Roof Over a Pig: An American Family's Journey in China

By Aminta Arrington B'98, '98
Overlook Press, 2012

When Arrington moves from suburban Georgia to a small town in China, she brings her Army husband and three young

children, including an adopted Chinese daughter. Arrington hopes to understand the country's long civilization, ancient philosophy and complex language so that her daughter Grace regains some of the culture she lost growing up in America.



Murder at the Dacha

By Alexei Bayer B'81, '82
Russian Life Books, 2013

This debut detective novel is set in early 1960s Moscow and introduces Sr. Lt. Pavel Matyushkin of Moscow Criminal Investigations. Matyushkin is an unassuming detective content to live in a communal apartment, take the tram to work and date a single mother next door, but he also must investigate the murder of a high-ranking official and uncover corruption in high places.



American Journalism and International Relations: Foreign Correspondence From the Early Republic to the Digital Era

By Giovanna Dell'Orto B'02
Cambridge University Press, 2013

In her third book on the role of the news media in international affairs, Dell'Orto traces the history of U.S. foreign correspondence through coverage of 20 international events from 1848 to 2008. She reveals that less quantity and quality in foreign correspondence leads to reduced democratic debate and a needlessly restricted policy range.



Peace, Prudence and Prosperity: A History of Bermuda From 1919 to 1939

By Jonathan Land Evans '86
Jonathan Land Evans, 2012

This book portrays how the beautiful, business-friendly British colony of Bermuda was one of the

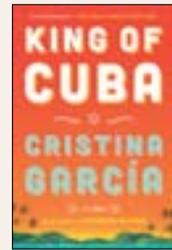
20th century's great success stories. It examines Bermuda between the two World Wars, touching on most aspects of local life, with particular emphasis on its tourism economy and physical and social development.



Vodka Diplomacy: And Other Adventures and Lessons in the New Russia

By Phaedra Fisher '94
Phaedra Fisher, 2013

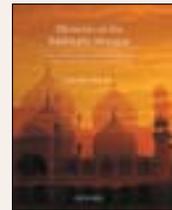
After many vodka-soaked adventures from Sochi to Siberia to St. Petersburg in an effort to promote economic development in the former Soviet Union, the author had to ask whether all the foreign assistance efforts were perhaps entrenching the old ways and even hurting the very people she had set out to help.



King of Cuba: A Novel

By Cristina García B'80, '81
Simon & Schuster, 2013

This novel transports readers to Cuba, to Miami and into the heads of two larger-than-life men—a fictionalized Fidel Castro and an octogenarian Cuban exile obsessed with seeking revenge against the dictator.



Memoirs of the Bādshāhī Mosque

By Talha Jalal B'12, '13
Oxford University Press, 2013

This book is an unconventional attempt to bring together historical, political and artistic aspects of the renowned Bādshāhī Mosque in Lahore, Pakistan.



Eating Grass: The Making of the Pakistani Bomb

By Feroz Hassan Khan '91

Stanford University Press, 2012

The author, a 30-year professional in the Pakistani Army who played a senior role formulating and advocating Pakistan's security policy on nuclear and conventional arms control, tells the compelling story of how and why Pakistan's government, scientists and military persevered against a wide array of obstacles to acquire nuclear weapons.



Nuclear Terrorism and Global Security: The Challenge of Phasing Out Highly Enriched Uranium

By Alan J. Kuperman '96

Routledge, 2013

Kuperman exposes the dangers of ongoing worldwide civilian use of bomb-grade uranium, which could provide the easiest path to a terrorist nuclear weapon. Based

on field research on five continents, the book explores the progress in reducing such dangerous commerce and the prospects and strategies for a total global phase-out.



From Mediation to Nation-Building: Third Parties and the Management of Communal Conflict

Edited by William Lahneman Ph.D. '99 and Joseph Rudolph Jr.

Lexington Press, 2013

In the early 1990s, highly visible humanitarian crises and exceedingly bloody civil wars erupted in the Horn of Africa, setting in motion a trend toward third-party intervention in communal conflict in different areas. This book examines the various forms in which that intervention occurs, from the least intrusive and costly to the most intrusive and expensive endeavors.

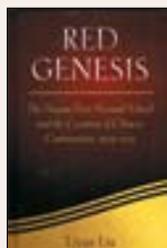


Cooperation in the Law of Transboundary Water Resources

By Christina Leb B'00, '01

Cambridge University Press, 2013

In this book, written for lawyers, water practitioners and anyone interested in international water management, Leb analyzes the legal aspects of international cooperation on shared water systems.



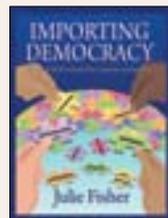
Red Genesis: The Hunan First Normal School and the Creation of Chinese Communism, 1903-1921

By Liyan Liu N'89

SUNY Press, 2012

This book explores how 20th-century Chinese schools influenced students and the spread of Communism, focusing on Hunan First Normal School, the alma mater of revolutionaries Mao Zedong and Cai Hesen. It shows how Chinese tradition, Western ideas,

and contemporary social, political and intellectual circumstances combined to shape the school's educational policies and practices.

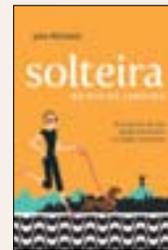


Importing Democracy: The Role of NGOs in South Africa, Tajikistan and Argentina

By Julie Fisher Melton '65, Ph.D. '77

Kettering Foundation Press, 2013

This work examines an often ignored global trend—the rise of democratization NGOs. These civil society organizations import democratic ideas from other countries and combine them with their own traditions, such as village councils, to advance the democratic process even in authoritarian countries.

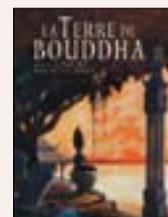


Solteira no Rio de Janeiro, as aventuras de uma gringa cinquentona na Cidade Maravilhosa (Single in Rio de Janeiro: The Adventures of a Fifty-Something Gringa in the Marvelous City)

By Julia Michaels '80

Editora Alfa, 2013

This memoir tracks the author's post-divorce personal transformation as it parallels the transformation of her adopted city. Through funny dating stories, it explains cultural differences.



La Terre de Bouddha (The Land of Buddha)

Preface by Joel Montague '60

DatAsia Press, 2013

This book is a visual tour in poetry and image of all of Indochina by two close friends who served in the territories of French Indochina and fell in love with the peoples and the region.

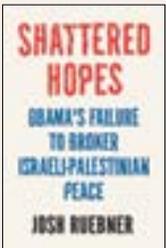


Scattered: The Forced Relocation of Poland's Ukrainians After World War II

By Diana Howansky Reilly '98

University of Wisconsin Press, 2013

Viewed through the experiences of three siblings, Reilly recounts how the communist government of Poland forcibly relocated the country's Ukrainian minority via a Soviet-Polish population exchange and then the secretly planned Operation Vistula.

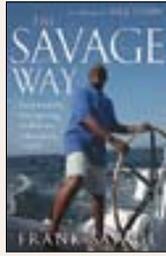


Shattered Hopes: Obama's Failure to Broker Israeli-Palestinian Peace

By Josh Ruebner '99

Verso Books, 2013

Ruebner provides a chronological account of President Barack Obama's first-term efforts to resolve the Israeli-Palestinian conflict and a thematic evaluation of broader U.S. policy issues during these years.

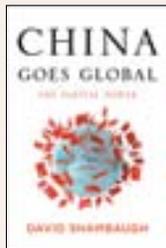


The Savage Way: Successfully Navigating the Waves of Business and Life

By Frank Savage '64

John Wiley & Sons, 2013

Raised in segregated Washington, D.C., by his mother, a hairdresser and entrepreneur with little formal education, Savage's career has taken him around the world as a globetrotting financier. This memoir offers inspiration and wisdom for tomorrow's business leaders.



China Goes Global: The Partial Power

By David Shambaugh '80

Oxford University Press, 2013

Shambaugh examines China's extensive commercial footprint, growing military power, increasing cultural influence, diplomatic activity and new prominence in global governance institutions.

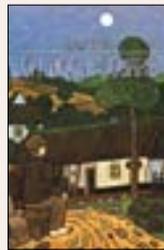


Contemporary Japanese Politics: Institutional Changes and Power Shifts

By Tomohito Shinoda Ph.D. '94

Columbia University Press, 2013

This book describes how institutional changes gradually but fundamentally altered Japan's operation of and tensions between the country's political parties and the public's behavior in Japanese elections, as well as in the government's ability to coordinate diverse policy preferences and respond to political crises.



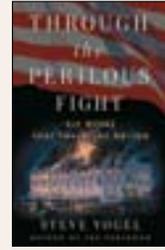
On Moon Square

By Eric Steiner '96 (known as Rekstein)

CreateSpace, 2013

This nonfiction book chronicles Rekstein's search for how to live life right by others, by God and by himself. Whether on jet planes, communist

trains or cobblestone lanes, characters put forth their truths to our narrator, yet he is left holding the bag. The story is filled with the hopes of revolution, revelation and romance.



Through the Perilous Flight: Six Weeks that Saved the Nation

By Steve Vogel B'97, '98

Random House Hardcover, 2013

Vogel tells the little-known story of a pivotal six weeks during the War of 1812 when the U.S.'s place in the world was changed forever. This is the story of the fight that preserved the new nation at a time of grave danger, severed remaining ties with America's colonial past and inspired the "The Star-Spangled Banner."



Women in the Global Economy: Leading Social Change

Edited by Trish Tierney '96

The Institute of International Education and AIFS Foundation, 2013

This work explores the landscape of women's participation in the economy and the key role they play in creating stable societies. The book notes the trajectory of the recent transformation in which investing in women is increasingly seen as a driver for social and economic development.

Making SAIS

The Alumni Oral History Program

The SAIS Oral History Program saw another year of captured stories from extraordinary alumni near and far whose exceptional experiences and historic influences have helped shape the world today. In this program, started in 2008, we interview SAIS alumni, one-on-one and in person, from some of the earliest graduating classes.

In celebration of her 50th SAIS anniversary, Herschelle Sullivan Challenor '63, the first African-American female to graduate from the school, was recognized at the annual Legacy Circle Luncheon in April 2013 for her lifelong career achievements. Later that day, she sat with us for an interview where we learned more about her extensive work on Capitol Hill; her director-level position at a United Nations agency—a first for an African-American female; and her appointment by President Bill Clinton to serve on the National Security Education Board in 1994 and 2000.

Herschelle Sullivan Challenor '63



History



David Korn '57 at the Conference on Population and Development in 1987 in Togo, where he was serving as U.S. ambassador

At his home in Georgetown, David Korn '57, former U.S. ambassador to Togo, shared his experiences from the foreign service and U.S. Department of State's Executive Secretariat: meeting Presidents John F. Kennedy and Lyndon Johnson; knowing French, Arabic, Hebrew and English; and serving in countries including Congo, Ethiopia, France, India, Israel and the U.S. He also recounted being at the Plenary Meeting of the U.N. General Assembly in 1960, the day Nikita Khrushchev banged his shoe on his desk in protest of a speech by another delegate.

Oral history interviews are recorded in video and/or audio formats and are used to help promote the school to current and future members of the SAIS community. Contact Jordi Izzard at jizzard1@jhu.edu to schedule an interview.

David Korn '57 with then-Secretary of State George Shultz before his posting as U.S. ambassador to Togo



1958

In the past two years, **Manfred (Kurt) Wenner '58** (degree conferred in '59), Ph.D. '65 took a trip up the Mississippi River by paddle-wheel steamer from New Orleans to Illinois and to and around the Canadian Maritimes by rail and bus, respectively. He resides in Prescott, Ariz., and has an exhibition of his photographs of Arizona ghost towns at the Pueblo Grande Museum in Phoenix.

1960

Edward Sacchet '60 is being honored with the *Premio Internazionale* from the region of Belluno in northern Italy, an area from which he is a descendant. This award is in recognition of his accomplishments in the U.S. foreign service, particularly with the U.S. Department of State. Sacchet served in France, the French West Indies, Italy, Madagascar and Monaco. He and his wife, Liz, split their time between Palm Beach Gardens, Fla., and Rockville, Md.

1963

Peter Bailey '63, who lives with his wife, Sue, in McKinney, Texas, finished his three-year term on his church's vestry and in September 2013 completed his four-year term on the City of McKinney Parks, Recreation and Open Space Board. He has a son living in China, a daughter in pharmacy graduate school in New Mexico, a daughter in graduate school in Austin, Texas, and a son working for Barclays Bank in London.

Robert Bell '63 retired in May 2013 after pursuing a Ph.D. at the University of Pennsylvania, teaching international relations at Hiram College in Ohio, and working with the Army Medical Corps, USAID, K Street consulting groups and then the U.S. government. His federal service included jobs at the National Archives, the U.S. Army Corps of Engineers, and finally the U.S. Department of State's Bureau of Overseas Buildings Operation, where he worked for 27 years. He resides in Rockville, Md.

Peter Bertocci's '63 accomplished career included receiving his Ph.D. in anthropology from Michigan State University, becoming a faculty member at Oakland University in Michigan from 1968 to 2010 and serving as director of the university's Center for International Programs from 2004 until his retirement. His scholarly interests have focused on the rural political economy of developing countries, and most of his work has been based on field research in Bangladesh. He resides in Ann Arbor, Mich.

Sheila Buckley '63 spent her professional life as a career civil servant in the Office of the U.S. Secretary of Defense. Her focus was policy development and negotiation of arms control agreements on chemical, biological and nuclear weapons. She taught strategic studies at the National Defense University and attended the U.S. Department of State's Senior Seminar. She lives with her husband, Joerg Menzel, in Bethesda, Md.

William Butler '63, Ph.D. '70 is now the John Edward Fowler Distinguished Professor of Law at Pennsylvania State University. He is also a member of the National Academy of Sciences of Ukraine and National Academy of Legal Sciences of Ukraine, the only Western jurist so honored. He received an LL.D. *honoris causa* from the Kyiv University of Law and the Medal "For Loyalty to Law" from the Supreme Court of Ukraine. He resides in Newville, Pa.

Elizabeth Carter '63 worked on Africa projects for a consulting firm in New York and then for USAID, where she served until she retired. Career highlights include joining the India Program Office, where she reported on Indian agricultural progress to President Lyndon B. Johnson, and working for USAID global programs during the Carter administration. She resides in Washington, D.C.

An Atlanta resident, **Herschelle Sullivan Challenor '63** is the first African-American female to graduate from SAIS. Following a Ph.D. from Columbia University, she worked with the Ford Foundation, with the U.S. House of Representatives' Subcommittee on Africa and then with the United Nations system. She became the first African-American female to attain a director rank serving with UNESCO in Washington, D.C., and Paris and the U.N. in New York City. She led democracy and governance programs at the USAID mission in Guinea and later served as a dean and professor at Clark Atlanta University's Graduate School

of International Affairs and Development.

Roberta Cohen B'62, '63, a specialist in human rights, humanitarian and refugee issues, served as a deputy assistant secretary in the first human rights bureau of the U.S. Department of State and senior adviser to the U.S. delegation to the U.N. She was co-founder and co-director of the internal displacement project at the Brookings Institution and served as senior adviser to the representative of the U.N. secretary-general on internally displaced persons.

Lewis Diuguid '63, a Baltimore resident, spent 35 years as foreign desk journalist with *The Washington Post*. He often found solace in his busy schedule by drafting humorous Cold War headlines. Adrift after the Soviet Union's collapse, he married and retired in 1988. He now works as an editor on *The Fell's Pointer* monthly and on the biannual *City Historical Society Gaslight*.

A Chevy Chase, Md., resident, **Brooke Holmes B'62, '63** served in the U.S. Army's intelligence corps, which included a stint with the inter-American peace-keeping force sent to the Dominican Republic by President Lyndon Johnson. He later joined the U.S. foreign service and for 35 years served in Washington, D.C., where he focused on consular affairs, UNESCO, and science and technology agreements. He also served in the Bahamas, Canada, the Dominican Republic, Greece, Italy, Nigeria and Vietnam.

Fred Kahn '63 was born in Germany, survived World War II and came to the



Class of 1963 alumni returned to SAIS in Washington, D.C., in April 2013 for their 50th anniversary year and were recognized for their accomplished careers at the annual Legacy Circle Luncheon.

U.S. to work with military intelligence. Known as the founder of the modern presidential debates, he received a Woodrow Wilson fellowship that permitted him to attend SAIS and later have a 30-year career as a political economist at the U.S. Office of Economic Opportunity and the U.S. Department of Labor. He lives in Bethesda, Md.

After serving in the U.S. Army, **George Krumbhaar B'63, '63** attended SAIS and later Columbia Law School, joined the U.S. Treasury Department, moved to Capitol Hill, worked for the American Rehabilitation Association, and started his own newsletter on the federal budget, now part of *Congressional Quarterly*. Krumbhaar, semiretired in Washington, D.C., is now teaching graduate students everything he knows about the federal budget.

Stephen Lesser B'63, '63 was stationed in Japan with the U.S. foreign service. Opting against a later assignment to Saigon, Vietnam, he continued in international affairs, focusing on teaching, refugee work and journalism. He remains interested in all things Asia and works with a film exchange pro-

gram between the University of Southern California and a Beijing film school. He lives in Los Angeles.

After SAIS, **David Lockwood '63, Ph.D. '71** went on to join the Library of Congress' Congressional Research Service (CRS) as an Asian analyst. He became a specialist in U.S. foreign policy, national defense, foreign affairs and trade, serving with CRS until his retirement in 2001. He lives in Washington, D.C.

Baltimore resident **Robert Pellaton '63** has had a career in cultural exchange, design and education. He worked for the U.S. Information Agency, became a partner in The Connecticut Design Collaborative, taught environmental design at Parsons School of Design in New York, and with his wife, Lynn, had a role in the founding or development of two independent schools, two museums and one national association in Washington, D.C., and several historic preservation projects in Baltimore.

Samuel Rea '63 entered SAIS to learn about sub-Saharan Africa and after receiving his master's, went on to earn a Ph.D. at

Columbia University. He then joined USAID, where he launched new programs and strengthened others in Botswana, Madagascar, Senegal and Tanzania. He later taught for two years at National Defense University, where he led seminars on government and Africa. He lives in Arlington, Va.

After SAIS, **Marilou Righini B'59, '63** worked for the Washington Center for Foreign Policy Research—one of the first research centers at SAIS. She later worked for the American Society of International Law as editor of *International Legal Materials* and director of the publications program. She lives in Washington, D.C.

Leon Slawewski '63, N'88 completed his SAIS coursework in 1963, though his degree was delayed until 1969. After SAIS, he received an M.A. from Yale in 1964 and continued his dissertation research toward his Ph.D., awarded in 1969. He joined the U.S. Information Agency in 1965 and was serendipitously assigned to Madagascar, where he was able to complete his thesis research on the Chinese of Madagascar. He served subsequently

in Hong Kong, Honolulu, People's Republic of China, Senegal, Sudan and Yugoslavia. He retired as a senior foreign service officer in 1986, returning to SAIS for two years as the first American co-director of the Hopkins-Nanjing Center. He and his wife, Barbara Lo-Yin, grow wine grapes and apples in Rappahannock County, Va.

1964

John Childers B'63, '64 retired in January 2013 as president and CEO of the Consortium of Universities of the Washington Metropolitan Area. He is now living in Duck (Outer Banks), N.C., and is active in town civic affairs. He attended his 50th SAIS reunion at SAIS Europe in Bologna in April 2013 and enjoyed seeing old, yes old, friends.

In April 2013, **Daniel Headrick B'63, '64** attended his SAIS 50-year reunion in Bologna and enjoyed meeting up with many fellow SAIS alumni. In March 2011, son Matthew's twin children, Rita and Misha, were born. Headrick, a resident of New Haven, Conn., retired from Roosevelt University in Chicago five years ago and is now writing an environmental history of the world.

When **Ira Kornbluth B'63, '64** (degree conferred in '65) attended SAIS, he was a fiercely reluctant Bronx resident but has now elevated to the French noblesse, as his daughter married the Vicomte Ghislain de Noue at a splendid wedding at his family's chateau in the Auvergne. He has a granddaughter, Gioia Anne Marie Joseph

Athenais Gabrielle Helene Louise. Kornbluth also published an article in the August 2013 issue of *Beach* magazine in the Hamptons about his week cooking for Ethel Kennedy in 1979.

1966

Jane Silver '66 is doing assemblage and collage and entering her work in local gallery shows in Los Angeles, where she resides. She and her husband, Lee, are coordinating a discussion group on Pakistan through the PLATO Society, affiliated with the University of California, Los Angeles.

1969

Marc Bossuyt B'69 retired in 2007 as a professor of international law from the University of Antwerp and became president of the Constitutional Court of Belgium. He was appointed baron by the King of the Belgians in 2009. In June 2013, he was elected to become a member of the U.N. Committee on the Elimination of Racial Discrimination when he retires from the court in 2014.

1970

In June 2013, **Robert (Bob) Dragone '70**, his wife, Devie, and 12 instructor/associates with whom they do their instruction, launched a company, aQQolade Inc., in Chattanooga, Tenn., where they moved in April 2013. This was a big step for Dragone after spending more than 40 years with the U.S. intelligence community. This new company provides professional leadership and

communications development to senior executives and companies, servicing parts of Alabama, Georgia, North Carolina, South Carolina, Tennessee and Virginia.

Roger Martin B'70 is an executive director of Developing Markets Associates (DMA), a globally recognized development consultancy, based in central London and with offices in Australia and project teams in Africa, Europe, the Middle East, North America and South Asia. DMA's clients include national governments, global donor and multilateral development organizations, and major private sector companies. Roger resides near London.

1971

Kenneth Decker B'71 and his wife, Lorraine, started their second nonprofit organization, Financial Mentors of America Inc., focused on at-risk, disadvantaged youth from 7th grade through high school. For their efforts, Lorraine won the 2012 Purpose Prize from Encore.org. They live in Houston and annually spend three weeks in Argentina and the Cayman Islands. Once they grow their organization nationally, they will spend one year each in Argentina, Italy, Luxembourg, Spain and France.

Louis Engelen B'71 retired in December 2012 from the Belgian diplomatic service after 38 years. He lives in Ghent, Belgium, and is enjoying studying art history.

Bruce Post '71 has developed an avocation in retirement: environmental historian. His article "The

Road to Paradise, Lost: The Defeat of the Green Mountain Parkway" was recently published by the *Walloomsac Review*. He has been a featured speaker and panelist for groups fighting mountaintop destruction of Vermont's Green Mountains by industrial wind developers. He lives in Essex, Vt., with his wife, Mary.

Robert (Bob) Tetro '71 retired in 2002 from a 30-year career with the U.S. Foreign Agricultural Service and has since devoted his time to a lifelong hobby: photography. His June 2013 solo show, "Yellowstone Abstracted," at the Torpedo Factory Art Center's Art League Gallery in Old Town Alexandria, Va., featured large photographs mounted directly to sintra. The exhibit immersed visitors in the park's geyser and hot springs locations and got the attention of *The Washington Post* Style section.

1972

Daniel Rowland B'71, '72 lives in Sydney, where he is the law and development adviser at Sydney University's Law School, a role he began in 2010 after 25 years in senior legal positions in the Australian Public Service. With one of his three sons and two grandchildren living in Italy, and being on the Rome-based Board of the International Development Law Organization, he visits Italy occasionally and looks forward to another Bologna reunion.

1973

James (Jim) Corr B'72, '73 has been doing well at lawn

bowling this year. With partner Nikki Schragger, he won the San Jose Winter League Pairs Tournament in February 2013, securing nine out of nine victories, an unprecedented feat in the history of the tournament. Then he placed third in Northern California's Men's Championship Singles in April and was overall singles champion at both his home club in Berkeley, Calif., in May 2013 and at the Palo Alto Club in July 2013.

1974

Robert Sylvester '74 continues to be in-residence at the University of Notre Dame in Indiana and writes a daily blog on living faith in secular culture. He maintains a speaking schedule around the country and is commencing a project on the role of emotions in the legal profession, for which he will team with a psychologist and friend whose focus is the welfare of medical doctors.

1975

David Olive B'73, '75 is establishing a regional headquarters in Istanbul for the Internet Corporation for Assigned Names and Numbers (ICANN). He is the vice president for policy development support and will head the new Istanbul office. Olive has been visiting Turkey to prepare for the opening of the office since April 2013 and moved there in June 2013. He looks forward to connecting with SAIS alumni in the area.

1976

Kathleen Brennan Aoki '76 lives in Tokyo and has been

a tour leader in Japan since leaving Sony. In December 2012, she signed on with Walk Japan to lead walking tours on the Nakasendo trail and Basho's road to the north, among others.

Norbert Baas B'76 retired from duties as German ambassador to Indonesia Timorleste and to ASEAN in August 2012 (right after Chancellor Angela Merkel's visit to Jakarta) and resides in Berlin. He remains in contact with alumni and other colleagues in Indonesia and assists the Swiss German University in Serpong, of which he became an advisory board member in October 2012. He joined Bohnen Kallmorgen & Partner, an international political analysis and public affairs company in Berlin with links to Washington, D.C., and Brussels. He is also a member of the working staff of the German Foreign Office, advising on foreign economic relations, and is chairman of the Association of Friends of Schloss Wiepersdorf, a literary and artist house south of Berlin.



Norbert Baas B'76

1977

In August 2013, **Lorraine Anderson Dunlap B'77** became a special education aide at Desert Mountain High School in Scottsdale, Ariz. In summer 2013, she traveled to the countryside outside Gatarama, Rwanda, to supervise a preschool

for City of Joy-Rwanda. As Rwanda transitioned its education system from French to English, Dunlap assisted teachers with their English.

In August 2013, **John Kirton Ph.D. '77** finished his sabbatical teaching at Japan's Kwansai Gakuin University. He began his sabbatical last year by submitting the manuscript of *G20 Governance for a Globalized World* to Ashgate, and it was published in January 2013. In addition to teaching at the University of Toronto, he led teams to the Lough Erne Summit as director of the G8 Research Group and to the St. Petersburg Summit as the co-director of the G20 Research Group. He lives in Toronto.

1978

Bennet Goldberg B'77, '78 lives in Los Altos, Calif. He has a summer home in Montreal and often joins the SAIS alumni group there when they have gatherings.

Eliane Najros B'75, '78 works for the Food and Agriculture Organization (FAO) of the United Nations as a senior project manager and coordinator of the Dimitra Project, which has been selected as one of FAO's projects with great results in the field. She travels frequently to Africa and lives in Rome.

In August 2013, **Joel Sokolsky '78** stepped down after five years as principal of the Royal Military College of Canada and returned to his position as professor in the Department of Political Science. This academic year, he is the Killam Visiting Professor in Canadian Studies at Bridgewater State University in Bridgewater,

Mass. He resides in Kingston, Ontario.

1979

João Pignataro Pereira '79 lives in Brasília, Brazil. In March 2009, Pereira returned to public service in the Ministry of Development, Industry and Foreign Trade. Most of his present activities are directed toward the environmental sustainability of the steel industry (biomass-based charcoal).

1980

In October 2012, **Barbara Alexander '80**, retired from the federal government's Senior Executive Service after 32 years in the intelligence community: 27 at the Defense Intelligence Agency and five at the U.S. Department of Homeland Security. Two weeks later, she became director of cyber intelligence for the civil group at TASC Inc. in Chantilly, Va. She lives in Annandale, Va., with her husband, Jim, a clinical social worker. Their two sons are in college and graduate school.

After completing a second tour in Afghanistan in January 2012 as director of the Regional Command (South) Initiatives Group in Kandahar, **Todd Greentree '80** was a visiting fellow at University of Oxford's Changing Character of War Program. In March 2013, he published "Bureaucracy Does Its Thing" on U.S. performance in Afghanistan in the *Journal of Strategic Studies*. He returned to Santa Fe, N.M., in August 2013.

Joost Hiltermann B'78, '80 was promoted within

the International Crisis Group to be its chief operating officer. As a result of this appointment, he relocated from Washington, D.C., to Brussels in January 2013.

In July 2013, **Montague Kern Ph.D. '80** retired and is now professor emeritus at Rutgers University's School of Communication, Information and Library Studies in New Brunswick, N.J. She lives in Washington, D.C.

1981

Eleazar de Carvalho Filho '81 has had a career in finance and government in Brazil and in 2009, founded Virtus BR Partners based in São Paulo. He is a board member of companies in Brazil and the U.S. and is chairman of the Brazilian Symphony Orchestra. He lives in Rio de Janeiro.

Emily Landis Walker B'80, '81, a global financial services consultant, recently returned to Naples, Fla., after completing a 14-month project creating the "retail bank of the future" for a local Kuwaiti bank.

1982

Elizabeth Corwin B'82, JHU'83 retired last fall from the U.S. foreign service and returned to her roots in Tampa, Fla. She has given herself a year off for good behavior and looks forward to discovering what her next challenge will be.

1983

Samuel Ngome Ejedepang-Koge '83, retired since December 1993, has been busy with his community work and self-published writing. He resides in

Yaounde, Cameroon, but visits Katy, Texas, annually.

Takuji Kimura '83 teaches international relations at Tsukuba Gakuin University in Japan and conducts historical research on the American decision-making process during the Cuban Missile Crisis of 1962.

Makito Noda '83 (degree conferred in 1984) lives in Tokyo and works as a free-lance translator/international communication coordinator.

Chieko Kitagawa Otsuru '83 is a professor at the Faculty of Law at Kansai University in Osaka, Japan.

After 19 years in the business world, **Yacov (Jacob) Ravid '83** has been teaching international relations at the University of South Florida for the past 11 years and is living in Tampa, Fla.

Yasuo Sato '83 is managing executive officer and general manager at the international department of the IBJ Leasing Co., Ltd. He resides in Kanagawa, Japan.

1984

Lora Berg '84, JHU'85 is a U.S. senior foreign service officer serving

on a detail from the U.S. Department of State to the German Marshall Fund as a senior fellow based in Washington, D.C.

Nicole Etchart '84 lives in Santiago, Chile, where she leads NESsT, an international organization that invests in and develops social enterprises that solve critical social problems in emerging-market countries.

Chris Sandrolini B'84, '84 is the deputy chief of mission at the U.S. Embassy to Barbados and the Eastern Caribbean (located in Bridgetown, Barbados). In July 2014, he will become the director of the International Narcotics and Law Enforcement Office at the U.S. Embassy in Kabul, Afghanistan. He is married, has three children and would be happy to hear from SAIS alumni.

Diego Ungaro B'82, '84 continues to be a career diplomat. After four exciting years as ambassador of Italy to Costa Rica (2008–12), he returned to the Ministry of Foreign Affairs in Rome in January 2013, where he is director for North America in charge of the U.S. and Canada.

ROBERT BLAKE JR. '84 was sworn in as the U.S. ambassador to Indonesia in November 2013. A career foreign service officer, he earlier served as the ambassador to Sri Lanka and Maldives and was the U.S. assistant secretary of State for South and Central Asia. Blake also served as the deputy chief of mission at the U.S. Embassy in New Delhi, the executive assistant to the under-secretary for political affairs, the Turkey desk officer and an economic officer at the U.S. Embassy in Algeria, among other posts. His father, **Robert Blake '47**, was the U.S. ambassador to Mali.



CUI TIANKAI '86 is the Chinese ambassador to the United States. He most recently served as China's vice foreign minister, ambassador to Japan, assistant foreign minister and director of the Foreign Ministry's Asian Affairs Department, among other posts since joining the ministry in 1996. He shared his experiences at an event at SAIS in October 2013.



1985

In January 2013, **Cesira D'Aniello '85** transitioned from director of the transparency department at the Council of the European Union to be the organization's director of human resources and personnel administration. She resides in Brussels.

1986

Cynthia Griffin N'89, '86 is now in Perth, Australia, as U.S. consul general. Her tour will last through summer 2016, and she looks forward to seeing fellow SAIS graduates in Western Australia.

Mary Dickens Johnson '86 has been in Waikiki, Honolulu, since January 2013. She and husband Donald are house hunting in Waikiki as they soon hope to sell their home in the Florida Keys. A job at Villanova University online education travels with Johnson, and she is entering her 10th year as continuing studies faculty for contracts management education and coaching for the National Contract Management Association exams.

The mandate of **Jean-Arthur Régibeau B'86, '86** as director general for multi-lateral affairs in the Belgian

Foreign Ministry in Brussels was extended for another six years in July 2013.

Chuong Tran '86 is chairman and CEO of TranInvest, a Singapore-based private investment fund focusing on developing high international standard hospitals and medical clinics in Vietnam. He has lived in Saigon since 1997 and travels frequently to Singapore and the U.S. Tran would be delighted to connect with SAIS alumni coming to Vietnam and those currently living in Vietnam and Southeast Asia.

1987

Kay Halpern B'85, '87, her husband, Len Rickman, and sons, Ari and Nathan, are residents of Silver Spring, Md. She continues working for the U.S. Government Accountability Office, where she looks at U.S. global health programs and multilateral efforts. Over the past three years, she and Ari have been building homes designed to withstand both earthquakes and hurricanes for people whose lives were devastated by the 2010 earthquake in Leogane, Haiti.

In July 2012, **Chris Thorn B'86, '87** left the University of Wisconsin-Madison to join the



In December 2011 and 2012, Kay Halpern B'85, '87 and her son Ari built homes in Leogane, Haiti, the epicenter of the 2010 earthquake.

Carnegie Foundation for the Advancement of Teaching in Stanford, Calif., which is focused on building the field of improvement science. He is working to support the use of formal methods of improvement in both pre-K through 12th grade and higher education. He lives in Redwood City, Calif., with his wife, Catherine Farry B'86, '87; they celebrated their 26th anniversary in July 2013.

After 15 years in business overseas in Central America and Southeast Asia, John Turnure '87 now lives in the Raleigh, N.C., area and is working for Intuit, makers of Turbo Tax and QuickBooks.

1988

Samuel Bozzolla B'87, '88 is getting married to his fiancé, a surgeon from Torino, Italy, practicing in Fribourg, Switzerland, on June 7, 2014, in Pittsburgh, Pa., where he resides. There will also be a reception on September 6, 2014, in Italy.

Youri Devuyst B'87, '88 has been with the European Commission in Brussels since 1995, and he is now principal administrator in

the area of education and training. He continues to enjoy his part-time teaching activities as professor of European integration studies at the Vrije Universiteit Brussel.

Chunqing Jin N'88 has expanded his Fangben law office to three Chinese cities: Shanghai, Beijing and Suzhou. In addition to residing in all three cities, from time to time, he visits his residence in New York City, where his daughter lives.

In 2012, Jennifer Watson Roberts B'87, '88, a Charlotte, N.C., resident, ran for U.S. Congress in the 9th District in North Carolina and narrowly lost the race. She had completed four terms as a Mecklenburg County Commissioner (2004–12), serving five years as the chair of the county.

1989

In January 2013, Anders Beckius '89 and his wife welcomed second grandchild Idun into the world, daughter of their second son. In January 2012, they welcomed Alvin, son of his first son. Beckius and his wife live in Enebyberg, Sweden. In 2013, they

attended her family reunion in Pärnu, Estonia, and in September 2013, he released his second CD of self-published songs.

Alan Fleischmann '89 joined the board of directors of the Atlantic Council and was a featured August 2013 keynote speaker at Deepak Chopra's Sages & Scientists symposium and at the September 2013 Concordia Summit. He serves as principal of the global business strategy firm Albright Stonebridge Group and as co-founder of the international youth investment organization ImagineNations Group. Fleischmann lives in Chevy Chase, Md., with his wife, Dafna Tapiero '92, and two daughters, Laura Julia and Natalia.

Lynne Nengying Li N'89 (degree conferred in 1990) has been with RMIT University in Melbourne, Australia, as the coordinator of Chinese language since completing her Ph.D. there in 1999. She is also the RMIT representative on the national Languages and Culture Network for Australian Universities. In early May 2013 in Melbourne, she met with Angela Chang, the American academic coordinator for the Hopkins-Nanjing Center, who was on a business trip recruiting international students for SAIS.

Robert Zischg B'89 completed his assignment as Austria's ambassador to Argentina, Paraguay and Uruguay in 2013 and moved with his wife, Birgit, and his sons, Michael, Sebastian and Raphael, back to Vienna. He is now director of the Department for the Americas in the Austrian Foreign Ministry.

1990

Shogo Asaji '90 is an intellectual property lawyer with Morrison & Foerster LLP, who represents foreign and domestic clients in disputes and licensing negotiations involving U.S. or Japanese patents. After practicing in New York City for several years, Asaji moved to Tokyo, where he has been attending SAIS events and looks forward to staying in touch with and meeting SAIS people.

In February 2012, Patrick De Schutter B'89, '90 co-founded a new kind of next-generation design brand called Objekten.com. Objekten products are carefully designed to improve daily life, offering better ergonomics, self-assembled systems and effortless ecology through industrial intelligence. He resides in Brussels.



Jennifer Watson Roberts B'87, '88 with then-Senator Barack Obama in Charlotte, N.C., during the 2008 U.S. presidential campaign

Paal Frisvold B'89, '90 stepped down as president of the European Movement in Norway in 2013 after organizing a torchlight procession to honor the EU Nobel Peace Prize laureates in Oslo. There were more than 2,000 participants—not bad in a country where 80 percent opposes

GREG ASBED '90 received the Franklin D. Roosevelt Award in New York City on October 16, 2013, on behalf of the Coalition of Immokalee Workers (CIW), a farmworker organization that is spearheading the national movement for fair food. Asbed is the co-founder of the organization. CIW's Fair Food Program, launched in 2010 in more than 90 percent of Florida's \$600 million tomato industry, has helped nearly 100,000 workers win fairer wages and freedom from forced labor, sexual harassment and violence in the workplace.



EU membership! Frisvold now is focused on his work at Bellona Europa in Brussels, the EU subsidiary of The Bellona Foundation, an international environmental NGO that promotes low-carbon technologies.

Alison Jean Lester B'89, '90 signed a two-book deal this year with Amy Einhorn Books. Her first novel, *Lillian on Life*, will be out in fall 2014. She is working on the second, which will follow in 2015. Lester moved to Tokyo in 1991 and then to Singapore in 1999, where she now lives. She runs a corporate communication coaching business and routinely blogs about communication.

Tina Zournatzi B'89, '90 (degree conferred in 1991) is leading the communications team at the European Commission's fisheries and maritime policy department in Brussels at a time when Europe is reforming its fisheries policy to make it more sustainable both environmentally and economically.

1991

In July 2013, **Zheyin (Jane) Gu N'91** left her job at SUNY Albany and in August

2013, began a new position at the University of Connecticut as assistant professor of marketing. She resides in Belmont, Mass.

Maurits Lugard B'90, '91 has been leading the EU Life Sciences Regulatory practice at the law firm Sidley Austin since 2003. His practice, which provides EU law advice to pharmaceutical, medical device, food and cosmetics clients, is ranked as a leading life sciences practice by Chambers Europe, where it is noted that he "stands out for his in-depth EU law knowledge." Lugard lives in Brussels with his wife and three children.

In July 2013, **Williams (Bill) Martin '91** wrapped up a two-year assignment in the United Nations Peacekeeping Office at the U.S. Department of State and started a one-year position in State's Quadrennial Diplomacy and Development Review Office. He and his wife and three children have a home in Arlington, Va.

Dale McMurchy '91 (degree conferred in 1993) lives on a managed forest a couple of hours north of Toronto. McMurchy has a research and consulting firm

that provides health policy, planning and evaluation services, with a focus on public health and primary health care.

In December 2012, **Leigh Ellen Sontheimer B'90, '91** became business development manager for Playa Viva, a sustainable luxury boutique resort on the Pacific Coast of Mexico just south of Zihuatanejo, and its sister property, Casa Viva Troncones. Sontheimer works remotely from the Sarasota, Fla., area, where she currently resides (and also teaches yoga). She spends as much time as possible in Southern California as well as at the two beautiful properties she represents.

1992

Lane Blumenfeld '92 works with cutting-edge

technology companies in Washington, D.C., as a member of Outside GC, an innovative law firm comprised entirely of partner-level attorneys, each with executive-level, in-house experience. In summer 2013, he and his 13-year-old son climbed Mount Whitney in California, the highest peak in the continental United States, ascending via the heavily exposed, and hence less traveled, Mountaineer's Route.

In March 2012, **Curtis Butler B'91, '92** joined J.P. Morgan in New York City as a client portfolio manager in emerging markets, where he has spent most of his career. He moved to Darien, Conn., in July 2013 so his kids could breathe a little easier and have their own swing set.

In August 2011, **Oliver**

ARTHUR RUBIN '92 received the 2013 Johns Hopkins University Alumni Association's Distinguished Alumnus Award on September 18, 2013, in New York City. The award honors alumni whose personal accomplishments, professional achievements or humanitarian service typifies the school's tradition of excellence. Rubin's prolific career in international finance spans 20 years.

Today, he heads Latin American Debt Capital Markets at Nomura Securities in New York City, where he manages the firm's capital-raising efforts for clients across the region. Rubin earlier held capital markets and liability management positions in New York City and Brazil at top industry firms such as Goldman Sachs, Morgan Stanley, ABN AMRO and Bankers Trust. He also managed major debt transactions for governments and corporations in Latin America, including for the Argentinian, Brazilian, Colombian, Mexican, Uruguayan and Venezuelan governments. Before entering finance, Rubin served as the executive director of the U.S.-Angola Chamber of Commerce. He is also a founding member of the SAIS New York Alumni Club. He resides with his wife, **Barbara Glassman '92**, and their two children in New York City.





Nicole Altneu B'93, '94 with former U.S. Vice President Al Gore at the Climate Reality Project leadership training in Chicago in July 2013

Drews B'91, '92 moved to Cape Town, South Africa, where he founded Cliff-top Colony, an advisory firm focused on building entrepreneurship in Southern Africa.

Mohammad Mateen Khan '92 is the ambassador of Pakistan to Kyrgyzstan in Bishkek.

After working for 14 years in the private office of European Commissioners for research, innovation and environment, **Kurt Vandenberghe B'91, '92** was appointed director for environment at the European Commission's Directorate General for Research and Innovation in Brussels in July 2013. He and his staff of 120 drive a policy agenda to transform the European economy into a greener, more resource-efficient one and to inspire the rest of the world to work toward that same goal.

1993

Benoit Bosquet '93 and **Michele Kelemen '93** live in Washington, D.C. Kelemen is National Public Radio's diplomatic correspondent. Bosquet is a manager for environment and natural resources in Africa at the World Bank. They enjoyed

reconnecting with their '93 classmates and look forward to another reunion before too long.

Quentin Dupriez B'92, '93 moved to Brussels in September 2012 to work for the Directorate General for Economic and Financial Affairs of the European Commission after spending eight years at the United Nations in Geneva. He will tie the knot in Tuscany in summer 2014 and continues to spend his free time on alpine adventures.

1994

Last year **Nicole Altneu B'93, '94** was chosen from thousands of applicants to become a climate reality leader and was personally trained by former Vice President Al Gore to educate people about climate change. In July 2013, she was elected into a select group of mentors who are working with the vice president to train new climate leaders and to solve the climate crisis.

Jonathan (J.B.) Harris '94 is a personal injury lawyer in Miami who is devoted to suing the cigarette industry for death and disease caused by cigarette addiction. In March 2012,

Harris helped lead a trial team against R.J. Reynolds on behalf of septuagenarian Emmon Smith who lost a lung due to lifelong smoking in 1991. A \$30 million verdict returned in Smith's favor. Smith died six months later. His widow continues the fight on appeal.

In June 2012, **Cynthia Tejada Lopez '94** moved to Bethesda, Md.

Tomohito Shinoda Ph.D. '94 is a professor at International University of Japan in Niigata.

1995

Yamilee Bastien B'94, '95 danced and sang with the Mocidade Independente de Padre Miguel samba school at the 2012 Rio de Janeiro Carnival and is gearing up to do it again in 2014. She would love to meet up with any SAIS alumni who plan to be in Rio in March 2014. She resides in Brasília, Brazil.

In September 2012, **Joe Dougherty '95** moved to the Bay Area to lead the San Francisco office and West Coast practice for Dalberg Global Development Advisors. Dalberg works with

leading foundations, corporations and international aid agencies to help solve some of the world's most pressing problems. Dougherty also taught an M.B.A. practicum course on social enterprises in fall 2013 at University of California, Berkeley's Haas School of Business.

Miguel Fontes '95, JHU Ph.D. '09 is developing impact evaluation of vulnerable youth programs in Brazil. He presented his work in Washington, D.C., during the American Evaluation Association Congress in October 2013. He resides in Brasília, Brazil.

John Gaffney '95 is living in San Diego and is a managing principal since 2010 with Renaissance Strategic Advisors, a boutique consulting firm providing strategic advice to defense and aerospace clients. He covers the West Coast for Renaissance and is often in Los Angeles, but he is also frequently back in Washington, D.C. He welcomes the chance to get together with SAIS alumni in Washington, D.C., and on the West Coast.

In July 2013, **Sally Stoecker '95** and 12 other church members from



A few alumni from the SAIS Class of 1995 gathered in Bologna and then spent a week in July 2013 in Herefordshire, England. With nine kids and six adults, they had a fabulous week with beautiful weather, great local food and good laughs. Pictured back row: Sebastian de Reyn B'94, John Hitt holding Genevieve Hitt, Carrie Cullen Hitt B'94, '95, Beth West B'94, '95, Richard Blench (West's spouse) and Gioia Marini B'94, '95; front row: Jeanette Hitt, Oliver Blench, Sophia Hitt, George Blench, Sen de Reyn and Mia de Reyn.

Capitol Hill Presbyterian Church spent a week in Point Pleasant, N.J., repairing homes damaged by Hurricane Sandy in October 2012. Despite a heat index of 110, they hauled trash and debris, painted, spackled, replaced shingles and baseboards, and stayed in bunk beds provided by Point Pleasant Presbyterian Church. While there, Stoecker reconnected with her childhood friend, **Kate Tomlinson '79**. Stoecker resides in Washington, D.C.

Neil Wigan B'95 left the Democratic Republic of the Congo in March 2013. In July, he arrived in Mogadishu as the British ambassador to Somalia, where the United Kingdom just reopened the embassy after 22 years.

In June 2013, **Mary Yntema '95** was named a BoardSource certified governance trainer. BoardSource is a national resource on nonprofit board leadership.

Yntema is now certified to deliver BoardSource's signature nonprofit governance trainings in addition to her own customized consulting and training. She resides in Cambridge, Mass.

1996

In October 2010, **Zdenek Krejci '96** finished his mission as ambassador of the Czech Republic to Colombia and Ecuador. He has since worked at the Ministry of Foreign Affairs in Prague in the Department of Development Cooperation, which included a six-month stay at the Czech Embassy in Copenhagen assisting in the Danish presidency of the European Union in 2012.

1997

Kozue Kay Abe-Nagata '97 has been acting as country director and representative of UNESCO Pakistan since

March 2011, after working at the United Nations Headquarters in New York. In total, she has worked for the U.N. for 29 years. After the brutal terrorist attack on Malala Youssefzai, a child activist for girls' education in Pakistan, the government of Pakistan contributed \$10 million (U.S.) to UNESCO's global funding for girls' education.

In January 2013, **Matthew Breman '97** took on a new role as director of Africa programs at the International Youth Foundation, based in Baltimore. He, wife Rachel, and children Sebastian (age 6), Aviva (age 3) and Leora (age 1) continue to live in Silver Spring, Md.

Vanessa Dick B'96, '97 moved from Congo-Brazzaville to Macedonia to work for the European Union as the head of department in the EU's Delegation in Macedonia. After SAIS, she has also lived in

Belgium, Albania, Kenya and Congo. Macedonia (or FYROM, its internationally accepted name) is one of the candidate countries to the European Union. She and her husband have a son, Max, who is 6.

Tim Huson '97 returned from Krakow, Poland, in July 2012 to become Germany desk officer for economic affairs at the U.S. Department of State. He lives in Arlington, Va., with his wife, Anne, and their three sons.

In September 2012, **Catherine McKalip-Thompson B'96, '97** moved to Libreville, Gabon, as the sustainable development manager for Bechtel's infrastructure project. She works with the government of Gabon to develop and implement a national infrastructure master plan, a new model for public-private partnership focusing on delivery of projects. Her two sons are experiencing life in a developing country and are better able to appreciate what they have.

Filomena Daniela Pizzuto B'96, '97 began working at the Business Development Bank of Canada as the national manager for public relations in July 2012. She lives in Montreal with her husband and three bunnies.

Mikhail (Misha) Ryzhkov '97 returned to Moscow in 2002 after eight years of living in the U.S., Greece and Romania. Hired to work at AIG after SAIS in 1997, he spent 11 years with this insurer. Between 2006 and 2011, he became general manager of a Russian life insurance company and is now back at AIG. He and his wife, Marina, have two sons, Dmitry (a stock



Strategic Studies Program alumni participated in a staff ride in August 2013, during which they studied the French and Indian War (1756–63) at Lake George/Lake Champlain, N.Y. Pictured above at the “Battle on Snowshoes” are: David Fuhrmann '82, Neil Bouhan B'10, '10, Brian Katz '09, Jacob Heim '09, guest Marilyn Fuhrmann, Stephan Seabrook '11, Fulton Gregg '97, Luke Collin '09, Warren Wilhide '08, Victoria Collin '09, Mike Norton '08 and Henry Nuzum '09.

broker) and Daniel (an economics and management student).

John Vaaler '97 (degree conferred in 1998) lives in Moscow. Since 2010, he has been the finance director for John Deere's operations in Russia. He represented the company in a trade delegation to Washington, D.C., to discuss permanent normal trade relations for Russia as part of the World Trade Organization accession process.

Andrew Wells-Dang '97 leads Oxfam's Advocacy Coalition Support Program in Vietnam, where he and his family have lived for more than a decade. A SAIS nonresident visiting scholar in Southeast Asia Studies during 2012–14, his research focuses on civil society and media in restrictive contexts.

1998

In July 2013, **Aparna Mohan JHU'97, '98** was named global lead for domestic person-to-person payments at MasterCard Worldwide. She works in Purchase, N.Y., and is responsible for managing all of MasterCard's product development, pilots and programs in this category. She resides in Brooklyn, N.Y., with her 1-year-old son, Milo, and her husband, Scott.

1999

Shelley Fairweather-Vega B'99, JHU'00 took her freelance Russian-to-English translation business full time in 2012, serving clients in law, policy, the nonprofit sector and international business. She works out of Seattle.

Cristina Gamboa '99 was appointed to the World Green Building Council's Board of Directors. As the CEO of the Colombia Green Building Council since August 2009, she has been leading the green building movement in her home country with a keen interest in affordable housing and sustainable communities. She lives in Bogotá, Colombia.

Eric Gibbs '99, residing in Arlington, Va., works at CLASP as a senior director of country programs and travels extensively to Belgium, China and India. In July 2013, he traveled to Brazil and, thanks to his language classes at SAIS, was able to deliver a presentation on appliance efficiency standards in Portuguese, Spanish and English. The trip's high point was seeing retired SAIS Professor Zaida Knight and her husband, Peter, in Rio de Janeiro. Good thing Gibbs paid attention in Knight's Portuguese classes!

Jaime Levine B'93, '99, his wife, Karin, and son, Alexander, welcomed their new son and brother, Thomas, to the family in November 2012. Levine and his family reside in San Diego.

Julie McPherson '99 founded Tiixa after graduation and is now angel investing in Latin American entrepreneurs focused on biotechnology and information technology. She has been in Santiago, Chile, since graduation.

In June 2013, **Tiaji Salaam-Blyther B'99** received a second master's in health administration and policy from the Uniformed Services University of the Health Sciences. The school

is the U.S. Department of Defense's medical school and is located in Bethesda, Md. Salaam-Blyther continues to work as a policy analyst at Congressional Research Service, specializing in global health for the Foreign Affairs, Defense and Trade Division for the Library of Congress.

Peter Taylor B'99, '99 is enjoying life back in the U.K. working for the emerging-markets team at Aberdeen Asset Management and living in Wimbledon. Together with his wife, **JoAnn Bloomberg '03**, and son Anthony, they welcomed another little boy to the family in September 2013.

Julie Wang N'99, '99 and her family spent 2012 in Canberra, where her husband, Christopher Rea, was a postdoctoral fellow at the Australian Centre on China in the World at the Australian National University. Her family, including Peregrin, 6, and Permenia, 2, is once again enjoying life in Vancouver, British Columbia, where Rea is on the faculty at the University of British Columbia.

2000

After working for the World Bank and the EU Commission, **Rachele Gianfranchi B'99, '00** founded a Brussels-based advisory firm in November 2011. With Cinquantenaire Partners Sprl, she now works on research and innovation funding, private sector development and SME competitiveness, both in the EU and internationally. She resides in Brussels.

In August 2012, **Lisa Hanle '00** moved to Bonn, Germany, and accepted a

position as a program officer at the United Nations Framework Convention on Climate Change. This is the U.N. body supporting the international climate negotiations.

Inmaculada (Inma) Montero '00 joined the European Commission in 2006. Based in Brussels, she has been negotiating economic reforms with Morocco and the Palestinian Authority for the last six years. Currently, she works as a budget support specialist for the Latin American and Caribbean region.

Lacey Muhlfield Royer B'00, JHU'01 and her husband, Daniel, were thrilled to welcome their first child, son Bennett Daniel Royer, on June 29, 2013, in Paris. The couple has been living and working in Paris since 2011 and will return to Washington, D.C., in 2014.

2001

In December 2013, **Beverly Barrett B'00, '01** completed a doctoral program in international political economy at the University of Miami in Coral Gables, Fla. Her research topic addressed international cooperation in higher education, in particular in the Bologna Process reforms in Portugal and Spain.

In May 2013, **Björn Dressel B'00, '01, Ph.D. '08** was awarded an Australian Research Council Discovery Early Career Researcher Award (2013–16) that will allow him to undertake further comparative research into judicial and constitutional politics in Southeast Asia. He is a senior lecturer at the Crawford School of Public Policy at the

Australian National University. He lives in Canberra, Australia.

Sampriti Ganguli '01 entered her 12th year at the Corporate Executive Board advising finance and legal executives on management strategies. She is looking forward to SAIS-worthy travel this fall, heading to Portugal with her husband, **Eric Gibbs '99**, as well as India and Turkey.

Fumiko Sasaki '01, Ph.D. '06 lives in New York City. She is a visiting scholar at the New School and an adjunct professor for New Jersey City University and the graduate school at Long Island University in New York.

2002

Antonela Krstovic Arhin '02 completed her Ph.D. in economics in November 2012 and taught a course on human rights, migration and human trafficking at the University of Toronto in fall 2013. She continues to work at the Centre for Diaspora and Transnational Studies at the University of Toronto.

In June 2013, **Sreelakshmi (Sita) Sonty '02** finished her foreign service assignment as U.S. educational and cultural attaché to Croatia and returned to Washington, D.C. She is currently in training to become the second deputy political counselor at the U.S. Embassy in New Delhi, India.

Kyle Stelma '02 co-founded Dunia Frontier Consulting in 2008 and Frontier Data Corporation in 2012, both of which focus on supporting investors and funds with their

investments in frontier and “edge” markets. He resides in Dubai, United Arab Emirates, and seems to travel to places where only SAIS graduates like to go.

Manuel Villegas-Camil '02 lives in Torreón, Mexico. He manages his family business, working with land developers and poultry, and works on low- and middle-income housing projects. He is starting a new business distributing orthopedic products from a U.S. company to public and private Mexican hospitals. He is president of the national chamber of housing in Torreón, has been married for seven years, and has a daughter, 5, and 4-month-old son.

2003

Jennifer Ulbrich Brann B'02, '03 and **Josh Brann B'02, '03** welcomed their daughter, Autumn Eve, on election day, November 6, 2012, in Walnut Creek, Calif. Autumn has had a great time meeting a variety of SAIS alumni friends over recent months.

David Quayat '03 continues his litigation practice in Toronto, Ontario, with the firm Lenczner Slaght LLP, which he joined in June 2011 following a two-year stint practicing law in Washington, D.C. Quayat continues to participate in the Jessup International Law Moot, in which he competed on behalf of SAIS in 2003. He was also elected to the Board of the International Law Students Association in June 2012, which also includes SAIS Professorial Lecturer Steven Schneebaum.

Mark Riley '03 published an article exploring

whether the United States should train select Myanmar military officers in U.S. military schools. “The United States International Military Education and Training (IMET) Program With Burma/Myanmar: A Review of the 1980–1988 Programming and Prospects for the Future” can be found in the journal *Asian Affairs: An American Review*. He lives in Arlington, Va.

In December 2012, **Brant Silvers '03**, residing in Forest Hills, N.Y., started as managing director of Planned Parenthood Global, the international division of Planned Parenthood Federation of America in New York City.

John (Jack) Thompson B'02, '03 is a lecturer at the Clinton Institute for American Studies at the University College Dublin, where he works on transatlantic relations, American foreign policy and American politics. He and his wife moved to Dublin last year and enjoy living in Ireland (aside from the weather!).

Kevin Thurston B'02, '03 was married to Brooke McNally on June 29, 2013, at Colby College (their undergraduate alma mater) in Waterville, Maine. His SAIS classmate, **Steve Eisele JHU'02, B'02, '03**, performed the violin in the wedding ceremony. The couple lives in Boston, where he is a wealth adviser at UBS.

Daniel Zell '03 is living in Riyadh, Saudi Arabia, where he is working to improve the nation's water infrastructure. He and his family moved there in October 2013 and are enjoying the expat lifestyle and getting used to the heat.



Blair Glencorse B'03, '04 and Clinton Carter B'03, '04 after the Ironman in Cozumel, Mexico

2004

Blair Glencorse B'03, '04 and **Clinton Carter B'03, '04** completed Ironman Cozumel in Mexico in November 2012. Glencorse is based in Washington, D.C., and Carter in New York City.

Carlos Tarrasón '04 has been in Brazil since graduation working on regional economic development at the Inter-American Development Bank and several consulting firms. In 2010, he founded Cluster Consulting, a boutique firm that works for Brazilian governments and developmental institutions to foster economic development through regional competitiveness and innovation. He is in contact with the SAIS community and willing to collaborate on common interests. He resides in Belo Horizonte, Brazil.

2005

Federico Cupelli B'04, '05 left a cozy spot working as a “Eurocrat” at the European Commission in Brussels in 2011 to take a more hands-on role at the French Financial Market Authority in Paris, where he resides. He is responsible for nego-

tiations across several work streams at the European and international level involving asset management activities and enjoys going to the heart of the big policy debates of our time in the wake of the 2007–08 financial crisis.

Marc Dupont '05 continues to work as director of government and public affairs for Methanex Corporation, based in Vancouver, British Columbia. He oversees all government, media and community relations for Methanex, a publicly traded company and the largest methanol producer in the world.

Stefan Haid B'05, '05 and **Tatsiana Lintouskaya '06** are excited to share the news of the birth of their daughter, Lea Sophie. She was born in June 2013. They reside in Vienna.

Eirin Kallestad B'04, '05 left the Inter-American Development Bank in November 2012 to manage a boutique hotel in a polo club outside of Buenos Aires. She enjoys running a small business, playing polo and getting to know a new country. Kallestad is looking forward to meeting more SAIS alumni in Buenos Aires.

Xavier Leclair B'05 and his wife, Ellen, welcomed a second boy in their family in April 2013. Then in June, they moved from Belgium to the Netherlands, where he took a new position as head of communications and government relations for BASF Netherlands. They now live in Arnhem, Netherlands.

Derek Lundy '05 has been working for the Australian government since graduation. His family

enjoyed three years back in Washington, D.C., while Lundy was posted to the Australian Embassy from 2010 to 2013. In January 2013, they returned to Canberra, Australia, where he is now an international adviser at the Department of the Prime Minister and Cabinet.

Michalis Persianis '05 heads the economy and finance section of *Kathimerini*, a Sunday paper in Cyprus and is the Cyprus correspondent for *Wall Street Journal/Dow Jones*. In June 2012, he founded Intelanco, a firm providing macro-analysis, market intelligence and expert opinions to foreign investors in Cyprus, Greece and Turkey. He is a proud father of two daughters, Rhea and Nikko, and bracing himself for a big fat Greek wedding.

In December 2012, **Joycelyn Tate '05**, residing in Washington, D.C., was chosen to serve as a member of the U.S. delegation to the World Conference on International Telecommunications held in Dubai, United Arab Emirates. As a delegation member, Tate served as an adviser on proposals negotiated at the conference on behalf of the U.S. The International Telecommunications Union, an agency of the United Nations, convened this conference to review and update the treaty of International Telecommunications Regulations.

2006

Naoko Horikawa '06 works with Mizuho Bank Ltd. in Tokyo and advises Japanese corporations that start businesses overseas. Recently transferred to the division

in charge of business with China, she looked over SAIS Professor Pieter Bottelier's class notes with enthusiasm. Horikawa loves to spend time with her son, who was born in Washington, D.C.

Yugo Nakamura '06 joined Aramco Asia Japan K.K., Saudi Aramco's Tokyo-based office, in April 2013. He is the marketing intelligence manager and analyzes oil and energy markets.

Delia Pocan-Aulisio N'06 continues her work as account customization manager for Sony Mobile Communications. In June 2011, she and her husband welcomed their daughter, Amalia Elsa. She resides in Helsingborg, Sweden.

Raheem ul Haque '06 continues to work for the Centre for Public Policy & Governance at Forman Christian College in Lahore, Pakistan. He has been researching youth radicalization and plans to publish a monograph in the near term.

2007

Catherine (Kate) Elleboudt Bateman '07 and **Bob Bateman** welcomed their daughter, Eleanor Marie, into the world on June 15, 2013. With one more year of Bob's tour with the NATO Rapid Reaction Force in the U.K., all are enjoying the beautiful English countryside.

In December 2013, **Jonathan Cartu's N'07** eight-year Chinese odyssey came to an end. In July 2013, he moved on from a four-year period serving as director of operations for the Duvel Moortgat brewery in China and transplanted himself to Tel Aviv, Israel,

where he started an Internet service company.

Alejandra Cervantes B'06, '07 and **Sarah Gearen B'06, '08** were married by civil law in Washington, D.C.'s Rock Creek Park in May 2012 and celebrated with family and friends in Michigan in August 2012. After a year of marriage, they have decided to relocate to Mexico and as of September 2013 are living in Isla Mujeres, Quintana Roo. Visitors are welcome!

Asako Nakao '07 (degree conferred in 2008) was the trends and business editor at the *Nikkei Weekly* until October 2012. Nakao relocated to Manila, Philippines, in July 2013 with her two boys. She joined her husband, Takehiko, who was appointed the president of the Asian Development Bank based in Manila in April 2013.

Caspar Schauseil B'06, '07 has worked as a strategy consultant since graduation and completed his Ph.D. in economics in February 2012. More recently, he founded WoooBee, a mobile tool and app for recommendation marketing. He married Ariane Kiefer in May 2013 and resides in Munich and Cologne, Germany.



Caspar Schauseil B'06, '07 and Ariane Kiefer

Melanie Standish B'06, '07 is a consultant with Gallup, where she works with the World Poll. Since SAIS, she has resided in New York City and Iraq (where she opened the first university career services office in the country) and now lives in Washington, D.C.

After six years of living in Mexico City, **Rachael Strieter '07** moved back to the U.S. for love. She and her husband got married in March 2013 in Atlanta, where they now reside.

Makiko Yamamoto B'06, '07 lives in Tokyo with her husband. After a one-year struggle with systemic lupus erythematosus, Yamamoto went back to work this summer as a microeconomic watcher at Japan's Finance Ministry. She is now trying to rebalance her life.

2008

In August 2013, **Pierre Berard '08** was promoted to director of portfolio management at MicroCredit Enterprises, where he is responsible for microfinance and social investments in more than 20 countries. He resides in San Francisco.

Antonio Dai Pra B'07, '08 continues his career in consultancy. In February 2013, he founded his public affairs advisory firm, Community Public Affairs, together with two other partners. He resides in Brussels.

In June 2013, **Ourania Dionysiou B'07, '08** joined UNICEF's Operations in Dubai, United Arab Emirates, as an adviser on partner relations for the Gulf area and manages the organization's key strategic

relationships with high-profile partners. She previously worked as a strategy consultant to a number of private and public entities and served as a diplomat of the Ministry of Foreign Affairs of her native Cyprus and as a policy and strategy adviser in the presidential palace for Cyprus' first-ever EU presidency.

In 2013, **John Dotson '08**, a U.S. Navy Reserve officer, took a leave of absence from his work on the staff of the U.S.-China Economic and Security Review Commission (USCC) to accept active-duty Navy orders. In this assignment, Dotson served as the assistant chief of staff for intelligence (N2) on the staff of Commander, Submarine Group Two in New London, Conn. In October 2013, he returned to the USCC and his civilian career as an analyst of Chinese political affairs.

Plamen Kaloyanchev B'07, '08 is working for the European Commission in Brussels. He is following the economic developments in Serbia and Kosovo, two of the countries aspiring to join the European Union.

In October 2012 at the Carnegie Institute of Science in Washington, D.C., **Kevin Kiernan B'07, '08** married Emily Horne, a diplomat at the U.S. Department of State. He then completed a deployment with the U.S. Department



Emily Horne and Kevin Kiernan B'07, '08

of Defense in Afghanistan between May and October 2013. They now reside in Washington, D.C.

In June 2013, **Davor Kunc B'07, '08** moved from the World Bank in Washington, D.C., to the European Commission in Brussels.

In July 2013, **Magda Lakhani '08** gave birth to her second daughter in Ottawa, Ontario. Following her yearlong maternity leave from the Canadian Foreign Service, she is scheduled to start Mandarin language training in preparation for a diplomatic posting to Beijing in 2015.

Michael Leung '08 is an investment manager at Fulcra Asset Management. He married Curranne Labercane in June 2013, and they reside in Vancouver, British Columbia.

In June 2013, **Michael Norton '08** began a new position as chief of international affairs and security cooperation for the U.S. National Guard. He supports the chief of the National Guard Bureau in the chief's new role as a full member of the Joint Chiefs of Staff and oversees the National Guard's significant security cooperation activities, notably the State Partnership Program. He resides in Falls Church, Va.

In September 2012, **Gert-Jan Segers '08** was elected to the 150 Members of Parliament in the Netherlands.

In the Dutch Lower House, he is representing ChristenUnie, a Christian party that between 2007 and 2010 was part of a coalition government and is now the opposi-

tion. Segers is a member of the committees on security and justice, internal affairs, European affairs, defense, integration, and media and benefits from his year at SAIS. He resides in Amersfoort, Netherlands.

On a two-week mountaineering trip to Russia in July 2013, **Warren E. Wilhide Jr. '08** climbed 18,510-foot Mount Elbrus, located in the southern part of Russia. It



Warren E. Wilhide Jr. '08

is the highest mountain in Europe and one of the noted seven summits (the highest mountains on each of the seven continents). It was an amazing experience, and the climbing team also enjoyed visiting St. Petersburg, Moscow and Gorky Park. Wilhide resides in West New York, N.J.

2009

Ben Krause '09 and **Samantha Perry Krause '11** were married in summer 2012 and live in Washington, D.C. He works for JP Haitian Relief Organization, where he supports sustainable development for communities devastated by the 2010 earthquake in Haiti. She works for McKinsey & Company, where she consults organizations across the private, public and

social sectors on strategy, operations and organization.

In April 2013, **Thai Binh Lai '09** was promoted to deputy director-general of the Americas Department for the Ministry of Foreign Affairs in Vietnam. He resides in Hanoi, Vietnam.

The Megaphone Barons—**Christopher Lewis B'08, '09, Timothy Preston '09, '10** and **Daniil Davydoff B'08, '09**—released their second album “here.us.now” in August 2013, thanks in part to the SAIS community. **Nat Adams B'08, '09** lent his services as layout designer for the album cover, and **Max Van Boxel B'08, '09** made his directorial debut with the music video for “Flies in a Tea Cup.” The release celebration was in Washington, D.C.

Yuichi Oda '09 returned to the Japanese Ministry of Defense after graduation. He has been working on issues such as the U.S.-Japan alliance and the international operation of the Japanese Self-Defense Forces. His business trip destinations have included the U.S., Israel's Golan Heights and South Sudan. He always enjoys encountering SAIS alumni. He resides in Tokyo.

Brian Stout '09 was fortunate to spend six months from September 2012 to March 2013 in Yangon, Myanmar, helping reestablish the USAID mission after a two-decade hiatus. In addition to seeing fellow SAIS alumni, highlights included President Barack Obama's historic visit in November 2012, the first-ever open-air concert featuring an international artist and a visit by USAID Administrator Rajiv Shah

in March 2013. Stout is in Washington, D.C., preparing to move to Seattle for new opportunities.

In the past three years, **Yi Zhang N'07, '09** has been affiliated with Fullerton Financial Holdings, an investment vehicle for the financial industry of Temasek, Singapore, and has worked on opening 50 community banks in China's 10 provinces that are in most need of inclusive financial services. He has traveled extensively throughout 50 counties in these provinces and sees a China still struggling from adverse poverty and lacking access to critical services.

2010

Irina Bushueva B'09, '10 and **Federico Querio B'09, '10** work for the World Bank in Washington, D.C., where they focus on low-carbon development in the energy and other sectors. They deeply miss the ice cream from the gelateria at Via Castiglione in Bologna!

Douglas (Bill) Gelfeld '10 continues to work in international development and education. Having previously worked for Catholic Relief Services in Haiti and the Dominican Republic, he spent the last year teaching high school economics



Jonathan Ettinger '13, Julia Perri '12, Samantha Perry Krause '11, Bill Gelfeld '10 and Ben Krause '09 attended a friend's wedding in the south of France.

and history in Lebanon at the American Community School at Beirut. He plans to spend the coming year doing short-term consultancy work for various international NGOs around the world.

Jessica Herrera Lambertson JHU'09, '10 had an exciting year. In October 2012, she accepted the communications associate position with the Center for Biological Diversity in Tucson, Ariz., where she resides. Then, on an uncharacteristically cold, rainy day in March 2013, she and her husband, Richard, were married in a gathering of close family and friends. The ceremony and reception took place in Tucson at Catalina State Park. They are expecting their first child in February 2014.

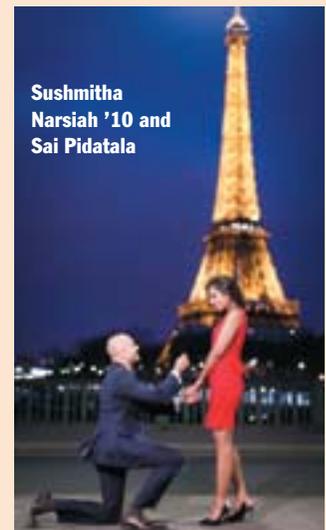
Laura Lombard B'09, '10, with the support of **Britt Sylvester B'11, '12**, launched the Middle East & North Africa Consultants Association (MENACA) in April 2013. MENACA's mission is to be the premier organization facilitating cooperation among professionals doing business in the MENA region and supporting members' visibility and business development, leading to increased opportunities.

Robert McDonald '10 is

posted to the U.S. Embassy in Rangoon, Myanmar, with the foreign service, where he is responsible for covering parliament, foreign affairs and the country's 2014 ASEAN chairmanship.

Kathleen Monticello '10 lives in Santiago, Chile, and works as an equity analyst with PineBridge Investments, covering Latin American consumer companies. She got married in October 2012 in Chile, with several SAIS alumni in attendance. She and her husband recently returned from their belated honeymoon to Southeast Asia.

Sushmitha Narsiah '10, a World Bank professional, got engaged to Sai Pidatala, a senior attorney, in Paris in December 2012. The couple is from Washington, D.C., but plans to move to Dubai, United Arab Emirates, in summer 2014 after their wedding.



Sushmitha Narsiah '10 and Sai Pidatala

Ranieri Portilho Rodrigues B'09, '10 lives in Brasília, Brazil. In 2012, he spent the year working on development projects in West Africa. Currently, he collaborates as a consultant for Brazil's Ministry of Agrarian Development, focusing on rural

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development policy projects targeted to African and Caribbean countries.

2011

In November 2012, **Daniel (Danny) Cutherell '11** and his wife, Andrea, moved to Pakistan, where they both work for Mercy Corps—he as the director for economic development and she as the senior technical health adviser. They are based in Islamabad but travel around the country for business and pleasure. He grew up in Pakistan and enjoys being home.



Daniel Cutherell '11 and his wife, Andrea, in Dunga Gali, Pakistan

David Fowkes '11 moved home to South Africa at the end of 2012 to start work at the South African Reserve Bank in Pretoria. He is living in Johannesburg.

Guthrie Gray-Lobe '11 has been managing randomized control trials in development economics in Bangladesh with Innovations for Poverty Action. In September 2013, he began a Ph.D. at Harvard University.

In February 2013, **Mitko Grigorov B'10, '11** moved from the World Bank Institute to the Research Department of the International Monetary Fund, where he

works on the *World Economic Outlook*. He is looking forward to his five-year Bologna reunion. He resides in Washington, D.C.

Vassilena Ivanova B'10, '11 enjoys living and working in Washington, D.C. She is an associate consultant with Kaiser Associates, a boutique corporate strategy consulting firm.

After graduating from SAIS, **Nareen Kabir '11** spent a year in New York City as the sole representative for the New Cities Foundation. In January 2013, she moved to Paris to work with the organization's European team.

From March to June 2013, **Eric Lee '11** traveled extensively to Hong Kong, Kazakhstan, Malaysia, Singapore, Thailand, the United Arab Emirates and the U.K., advising investors, energy producers, airlines and shipping companies on energy markets and policy. He spoke at the World Ports and Trade Summit in Abu Dhabi, Citi Economic Forum in Astana and Almaty, and Asia Oil and Gas Conference in Kuala Lumpur. Living in New York, he is an energy analyst at Citigroup.

Mihoko Matsubara '11 started working with Hitachi Systems as a cybersecurity analyst in June 2012 and enjoys publishing and speaking about cybersecurity policy and geopolitical threats at international conferences in Asia, Europe and the U.S. She is also an adjunct fellow for Pacific Forum CSIS. She resides in Tokyo.

In September 2011, **Sanan Mirzayev '11** became a senior adviser at the Central Bank Governor's Office

in Azerbaijan. At the end of 13 months, the government there appointed him to represent Azerbaijan on the World Bank Board as an adviser to the World Bank executive director, and he has been living in Washington, D.C., since October 2012. While in Azerbaijan, he proudly promoted SAIS, and now two of his former colleagues are students at the school.

In July 2012, **Sébastien Morvan B'10, '11** moved from consulting work in Brazil to starting his own collaborative brewing company, Brussels Beer Project, with a longtime friend in Brussels. He invites the whole SAIS community to try some unique craft beers when traveling to Europe's capital.

Brian Orland '11 conducted research on climate change in northeast India funded by a Fulbright Fellowship from December 2012 to July 2013. He also got engaged to Melati Kaye on a trip in the Naga Hills in January 2013. In October 2013, they moved to Indonesia.

In June 2013, **David J. Willis N'11** joined the consulting team at Z-Ben Advisors in Shanghai, where he works on projects to help foreign financial institutions navigate China's asset management industry. Along with fellow graduates, he spends his free time traveling throughout Southeast Asia, from Beijing to Manila, to play at various Ultimate Frisbee tournaments.

2012

Jeannette Lee '12 and her husband, Bill Falsey, welcomed their daughter,

Stella, to the world in July 2013. They reside in Anchorage, Alaska.

Sindhu Sagar '12, from India, grew up in six different countries and resides in Yangon, Myanmar, working with World Vision as a capacity-building officer for humanitarian emergency affairs and child protection. She is excited to be witnessing the rapidly evolving political and socioeconomic dynamics in Myanmar that have caught the world's attention. She greatly values her SAIS experience and is successfully applying her international relations degree with international law focus to field humanitarian work.

2013

Lachezar Manasiev '13 began work in summer 2013 as an analyst in the International Research and Insights Department of The Advisory Board Company, a health care research, technology and consulting firm in Washington, D.C.

Martin Orthofer B'12, '13 celebrated his recent graduation from SAIS by traveling to Cuba, France, Morocco and New England. In August 2013, he participated in the European Forum Alpbach in Tyrol, Austria. He started building his career in business consulting in September 2013 through an internship with Booz & Co. in Vienna, Va.

Amanda Stek '13 lives in Jakarta, Indonesia. She works with a development consulting firm, Social Impact, as a team leader of the monitoring and evaluation activities of a USAID governance project in Indonesia.

CREATING A LEGACY TO HONOR ELIF YAVUZ

Elif Nazmiye Yavuz B'03,

'04 was among the victims of the September 30, 2013, terror attack at the shopping mall in Nairobi, Kenya. A Dutch citizen of Turkish heritage, Yavuz, 33, graduated from SAIS with a concentration in European Studies. Her partner, Ross Langdon, an award-winning architect, also died in the attack. The couple was



expecting their first child in early October 2013. Yavuz was working with the Applied Analytics Team at the Clinton Foundation's Health Access Initiative in Africa. In spring 2013, she received her doctorate from Harvard's School of Public Health; her research focused on malaria in Eastern Africa.

Bob Hildreth '75, a former member of the SAIS Board of Advisors, is pledging a matching gift toward a goal of establishing an endowed fellowship at SAIS in honor of Yavuz. The fellowship would help next-generation SAIS students carry on her commitment to serving others.

To donate online, go to <http://bit.ly/SAISMakeaGift> and note "Elif Nazmiye Yavuz Fellowship Fund" in the "Other Designation" tab. To make a tax-deductible gift in Europe, email Alessandra Adami, aadami@jhu.edu.

GITA BEKER BUSJEET FELLOWSHIP FUNDS FIRST RECIPIENT

On November 3, 2012, **Gita Beker Busjeet B'04, '05** lost her battle with cancer. Busjeet worked for international organizations and NGOs on economic and social development programs in developing countries and was particularly passionate about the economic empowerment of women. To honor her memory and love of SAIS, Busjeet's family and friends established the Gita Beker Busjeet Fund, an endowed fellowship to support students at SAIS Europe in Bologna who share Busjeet's professional interests. The first fellowship was awarded to a 2013-14 student. Busjeet's legacy will live on at SAIS through the impressive students who will receive this fellowship.

In Memoriam

George Barbis '52
 Antonie Beumer B'63, '63
 Andre Brands '11
 Vincent "Jay" Broze '71
 David Burns '60
 Ake Densert B'93, '94
 John Fowler '61
 Katherine J. Hagedorn '85
 David J. Jhirad, *faculty*
 Duk-hwan Kim '11
 Rolf Lundberg '52
 Donald (Jay) McAllister '90
 David Paul '68
 Robert F. Simmons Jr. '74
 Col. Harry Spies '94
 Daniel Szabo '59
 Giglio Tatge '48
 Francis H. Thomas '60
 Paul T. Walker Sr. '70
 Elif Yavuz B'03, '04

Taking Initiative for SAIS

We thank our alumni and friends who generously gave their time and energy to SAIS events, to regional and international activities, to academic programs and to our students during the last year. We deeply appreciate all you do in helping bring our global SAIS community together.

Mary Abad B'04 '04
 Kristof Abbeles B'04
 Robert J. Abernethy JHU'62
 Victor Abiola B'00 '01
 Eden Abrahams B'95 '96
 Abbas Akhtar '12
 Fatima Abo Alasrar
 Dana Allin B'85 '87 '90
 Paul Alois
 James Anderson B'81
 Ryan Anderson '10
 Naomi Anisman '12
 Kenneth Anye B'08 '09
 Glenn Apolinar '12
 Amjad Ali Arab B'85 '86
 Seth Arenstein B'83 '85
 Santiago Arias B'08 '09
 Adria Armbrister '01
 James Armington '96
 Mimi Myers Armstrong B'82 '83
 Gabo Arora B'07 '08
 Neus Arques B'90 '91
 Mirentxu Arrivillaga '07
 Mathew Ashley
 Efsane Askin B'93
 Claudia Assmann B'07 '08
 Bartek Augustyniak B'08 '09
 Bartosz Augustyniak
 Ana Aviles '99
 Taimur Baig N'08
 Jeneil Bamberg N'09
 Elan Bar B'11 '12
 Shani Bar-Or B'07 '08
 Michelle Battat B'07 '08
 Christopher Beaton B'08 '09
 Philip Bednarczyk B'09 '10
 Cyrus Behbehani
 Stefania Benaglia B'08 '09
 Michael Bergmeijer B'82
 David H. Bernstein JHU'57
 Elliott Bernstein N'08
 Georges Berthoin
 Stefano Bertozzi B'93 '94
 Leonard Besselink B'80
 Kim Bettcher
 Keith Bickel '89 '99
 George Biddle '88
 Alexander Biner B'82 '83
 Ernesto Biondi B'75
 Nancy Birdsall '69
 Kristoffer Bjarkefur B'12 '13
 Louise Bjurstrom '08
 Jordan Blackman B'97 '98
 Daniel Bloemers B'09 '10
 David Blumental N'89
 Wilhelm Böhn B'91 '92
 John Boles JHU'77
 Michael Bosco B'87 JHU'88
 Benoit Bosquet '93

Michael Boster '87
 Robert D. Botjer '67
 Elizabeth Boughram-Williams
 Neil Bouhan B'10 '10
 Heather Bourbeau '97
 Ioannis Bourloyannis
 Tsangaridis B'61
 Mark Bousfield B'07 '08
 Jeremy Bowen B'83 '86
 Sara Bracceschi B'04 '05
 Patrick Branco '12
 Jennifer Braswell B'98 '03
 Aimee Breslow '96
 Donald Broda N'92
 William R. Brody
 Dhevi Kumar Broecker JHU'99
 Heidi Brooks N'97
 Karen Brown B'73 '74
 Marta Bruska B'05 '06
 Wolfgang Buchner B'73
 Pedro Felipe Buitrago
 Kellie Anderson Burk '98
 Edward Burnett '04
 Irina Bushueva B'09 '10
 Bill Canis '73
 Christopher Cantelmi B'93 '94
 Scott Cantor B'07 '08
 Benjamin Cantwell N'06 '08
 Douglas Carlston '71
 Clinton Carter
 Michael Casey B'08 '09
 Amy Celico N'94 B'97 '98
 Gerald Chan
 Charles Chang '98
 Gorav Chaudhry '12
 Shawlin Chaw '09
 Worawut Chawengkiat '11
 Laura Chen
 Sibyl Chen B'03 '04
 Matt Cheney
 Yekaterina Chertova '10
 Samuel Chester JHU'09 '13
 Stephen Chien '06
 Filippo Chiesa B'08 '09
 Bhavana Chilukuri B'10 '11
 Matt Chitwood '11
 Jeeyoung Choi B'08 '09
 Yongshik Choo '93 '03
 Ashlee Christian B'09 '10
 Kee Hoon Chung '11
 Jimmy Church '12
 Amy Cloud B'06 '07
 Conor Clynne B'03 '04
 Chris Cochran '12
 Michael Cognato '07
 Bruce Comer '97
 Paul Cook B'84 '85 '98
 Agustin Cornejo '04

Leonardo Corsetti B'06 '08
 Nicholas Cortezi B'87 JHU'88 '08
 Per Cramer B'85 '87
 Jennifer Crawford B'11 '12
 Christina Conrad Cuenca '99
 Astari Daenuwy '08
 Daniel Daley B'88 '89
 Michael Darling B'08
 Hans Davies '02
 Mafalda De Avelar B'03 '04
 Lucas de Beaufort B'99 B'05
 Marco de Bernardin B'06 '07
 Eleazar de Carvalho Filho '81
 Jerry M. de St. Paer '66
 Giuseppe de Vergottini
 Randy DeBastiani N'03
 Ben Deering '07
 Michael Delia B'86 '84
 Marco Dell'Aquila B'85 '86
 Michael DeLucia B'94 '95
 Mehtab Dere B'08 '09
 Michael Derham B'99 JHU'00 '03
 Adam DeRosier B'08 '10
 Georgia Santangelo Derrico B'69
 Liliana Diaz '09
 Christopher Dielmann B'11
 Jackie Dille B'03 '04
 Reneta Dimitrova B'08 '09
 Amy Manshan Ding N'12
 Katherine Donohue-Papillon '01
 Jana Dorband B'03 '04
 Giovanna Dore '98
 Vlad Dorjets B'01 '02
 Joseph Dougherty
 Amanda Douglas N'99 '03
 Oliver Drews B'91 B'92
 Peter M. Drittel '84
 Jasmine Wenjun Du N'10
 David Duckenfield '91
 Elijah Duckworth-Schachter
 Sunny Dupree
 Neil Duren
 Niclas During B'01 '02
 David Ehrental '88
 Henner Ehringhaus B'63 '65
 Kim Ehrman
 Danielle Ellingston '03
 Bryan Ellis JHU'94 B'94 '95
 Ceren Erdogan B'05 '06
 David Erickson N'08 '09
 Anne Erni B'85 JHU'86 '90
 Acquania Gibbs Escarne B'06 '07
 Lynn Exton '79
 Fermin Fautsch '89
 Andras Fehervary
 Joachim Fels '87
 Ludovico Feoli
 Matt Ferchen '97 N'01
 Linda Filardi '83

Nikolay Filchev '11
 Jette Findsen '99
 Larry Fioreta B'84 '85
 Phaedra Fisher '94
 Todd A. Fisher '91
 Gerald Charles FitzGerald B'63
 Pam Flaherty '68
 Peter A. Flaherty B'67 '68
 Patrick Flanagan
 Alan H. Fleischmann '89
 Claudia Flisi B'71 '72
 Alessandra Forni B'11 '12
 Elizabeth Forro B'12 '13
 Louis J. Forster JHU'82, '83
 Valerio Forte JHU'87 '88
 Vahid Fotuhi '02
 Martin Fraenkel B'83 '84
 Cole Frates B'94 '95
 Marcus Freitas '98
 David Frey '95
 Lars Friberg B'02 '03
 David Fuhrmann '82
 Frank Fusco B'07 '08
 Rosemary Gallant N'87
 Swarupa Ganguli '01
 John Gans B'08 '09
 Benjamin Gardner B'04 '05
 Mark Garlinghouse N'91
 Sara Gavryck-Ji N'05
 Susanne Gebauer B'04 '05
 Benjamin Gedan '11
 Aart Geens B'08 '09
 Flavia Genillard B'82 '83
 Bernard Geoxavier N'11
 Laura Germino '91
 Aysha Ghadiali B'07 '08
 Amjad Ghori '86
 Eric Gibbs JHU'01 '02
 Neil Gibson '08
 Richard Gildea B'83 '84
 Bryanne Gilkinson B'08 '09
 Blair Glencorse B'03 '04
 Brad Glosserman B'83 '84
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A LIVING LEGACY

“I’ve always been concerned that student debt has the potential to limit professional choices for some SAIS graduates. It’s my hope that the Lambert Fellowship, and many more like it, can help reduce the debt load carried by SAIS students and open up an even wider world of possibilities for them.”

—Ron Lambert JHU’05

Ron Lambert JHU’05 is well-known among current students and alumni around the world for his dedication and commitment to SAIS. As the director of Career Services for the past 18 years, he has helped countless students secure internships and jobs, organized career treks, and introduced courses to equip students with the practical skills needed to succeed in the workplace. For the past seven years, he has also taught a spring semester course called Leaders and Leadership.

What few people know is that Ron’s commitment to SAIS extends far beyond his daily job. In 1998, Ron established the Mary E. and Robert G. Lambert Fellowship in honor of his father’s 80th birthday and in memory of his mother. The fellowship is awarded annually to a student demonstrating financial need who is planning a career in the public or nonprofit sector, with preference given to a returning Peace Corps volunteer.

Ron is grateful for this opportunity to remember his parents through an endowed fund and has since made regular contributions that are deducted directly from his paycheck, steadily increasing the endowment principal.

He is now looking to the future of his fund. Ron recently added a bequest for the Lambert Fellowship to his estate plans. His planned gift ensures that SAIS students will benefit from his generosity for years to come.

We thank Ron, not only for his dedication to SAIS and its students, but also for providing for the next generation of SAIS students through his living legacy.

You too can make a difference in the future of SAIS. Establish a living legacy through a bequest or other planned gift.

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197	0 19	1297	300	2428
176	024	1 176	1 178	2526
105	0 12	1204	1205	19098
124	0 14	1625	1630	659 1
145	0 11	544	545	23007
143	028	643	644	38067
165	0 10	565	566	45975

益林
 杭锅
 林州
 西泵
 海立
 司尔
 新都
 亚太
 鸿路
 中化
 万和
 杰赛
 东方
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