

*The 17th Annual Mitsui USA Symposium*

**Operation Tomodachi:  
What is the Appropriate Response of a Leader in a Crisis Situation?**

Tuesday, March 1, 2016  
6:00 – 7:30 PM (reception to follow)  
Room 1501, International Affairs Building, Columbia University

Co-sponsored by:  
Center on Japanese Economy and Business at Columbia Business School *and*  
The Mitsui USA Foundation

**Featuring:**



**Paul Ingram**

Kravis Professor of Business;  
Faculty Director, Columbia Senior Executive Program  
Columbia Business School

Paul Ingram is the Kravis Professor Business at the Columbia Business School, and Faculty Director of the Columbia Senior Executive Program. His PhD is from Cornell University and he was on the faculty of Carnegie Mellon University before coming to Columbia. He has held visiting professorships at Tel Aviv University, Shanghai Jiao Tong University and the University of Toronto.

The courses he teaches on management and strategy benefit from his research on organizations in the United States, Canada, Israel, Scotland, China and Australia. His research has been published in more than forty articles, book chapters and books. Ingram's current research projects examine the influence of intergovernmental organizations on foreign direct investment and democratization; the structure and efficacy of managers; professional networks in China and the United States; and the effects of networks and institutions on the evolution of the Glasgow shipbuilding industry.

He has served as a consulting editor for the American Journal of Sociology, a senior editor for Organization Science, an Associate Editor for Management Science and on the editorial boards of Administrative Science Quarterly and Strategic Organization. He has served as President of the College of Organization Science of the Institute for Operations Research and Management Science (INFORMS), and he is a member of the Program Advisory Board of WHU Otto Beisheim School of Management in Germany. Paul's undergraduate degree is from Brock University where received the Governor General's Award as the top graduating student.

In 2004 he received the Distinguished Graduate Award from Brock's Faculty of Business. In 2007 he won the Dean's Award for Teaching Excellence at the Columbia Business School, in 2011 he received the Award for Commitment to Excellence twice, once from the graduating EMBA Global-Asia class and second time from the graduating New York-based classes. He has thrice been chosen

by graduating EMBA students to deliver the keynote speech at their commencement ceremony. He has consulted on issues of organizational design and strategy to leading companies in the finance, health care and consumer products industries. Paul was born in Canada to immigrant parents. He is an alumnus of the proletariat, and the first in his family to attend college.



**Matthew Feely**  
Adjunct Assistant Professor  
Columbia Business School

Matt joined the management faculty in May 2013, providing leadership lectures to MBA and Executive MBA candidates, as well as Columbia Business School's Senior Executive Program participants.

Fusing theoretical knowledge with practical experience gained from a three decade-long navy career, Matt's lecture analyzing leadership techniques used during - and leadership lessons derived from - "Operation Tomodachi," a joint Japan-U.S. response to the cascading series of crises starting with the Great East Japan Earthquake of 2011, is particularly popular. His elective course, Top Management Process, focuses on leadership considerations useful to general managers and chief executive officers.

Research interests include: leadership decision-making; low-probability, high-consequence event risk management and planning; and enterprise strategy development.

A native of Dedham, Massachusetts, Matt graduated from the U.S. Naval Academy and earned an MBA and Ph.D. at the University of Pennsylvania. He is a distinguished graduate of the National Defense University, and he completed Columbia University's Graduate School of Business Senior Executive Program.

When not working, Matt enjoys: exercising; college sports; reading; and thoughtful discussions regarding economic policy, environmental policy, national security strategy, and geo-politics. He is also a sailor with a keen interest in maritime history and is writing a book on the subject.

### **Introduction/ Moderated by:**



**Hugh Patrick**  
Robert D. Calkins Professor of International Business Emeritus;  
Director, Center on Japanese Economy and Business, Columbia Business  
School; Co-Director, APEC Study Center, Columbia University

Hugh Patrick is founder and director of the Center on Japanese Economy and Business at Columbia Business School, co-director of Columbia's APEC Study Center, and R.D. Calkins Professor of International Business Emeritus. He joined the Columbia faculty in 1984 after some years as professor of economics and director of the Economic Growth Center at Yale University. He completed his Bachelor of Arts degree at Yale University (1951), earned Master of Arts degrees in Japanese Studies (1955) and economics (1957) and a Ph.D. in economics at the University of Michigan (1960). He has been a visiting professor at Hitotsubashi University, University of Tokyo and University of Bombay.

Professor Patrick has been awarded Guggenheim and Fulbright fellowships and the Ohira Prize. His professional publications include 18 books and some 60 articles and essays. His most recent publications are *How Finance is Shaping the Economies of China, Japan, and Korea* (Columbia University Press, 2013), co-edited with Yung Chul Park, and *Reviving Japan's Economy: Problems and Prescriptions* (MIT Press, 2005), coauthored and coedited with Takatoshi Ito and David E. Weinstein.

Professor Patrick served as one of four American members of the binational Japan United States Economic Relations Group appointed by President Carter and Prime Minister Ohira from 1979-1981. He was a member of the Board of Directors of the Japan Society for seven three-year terms. In November 1994 the Japanese Government awarded him the Order of the Sacred Treasure, Gold and Silver Star (Kunitō Zuihōshō). He was awarded an honorary doctorate of social sciences by Lingnan University, Hong Kong in 2000 and the Eagle on the World award by the Japan Chamber of Commerce and Industry of New York in 2010.

### **Closing Remarks by:**



#### **David E. Weinstein**

Carl Sumner Shoup Professor of the Japanese Economy, Columbia University; Director of Research, Center on Japanese Economy and Business, Columbia Business School

David E. Weinstein is the Carl S. Shoup Professor of the Japanese Economy at Columbia University. He is also the director of research at CJEB, director of the Japan Project at the National Bureau of Economic Research (NBER), a member of the Federal Economic Statistics Advisory Committee, and a member of the Council on Foreign Relations. Previously, Professor Weinstein was chair of the Economics Department, senior economist as well as a consultant at the Federal Reserve Bank of New York, the Federal Reserve Bank of San Francisco, and the Federal Reserve Board of

Governors. Prior to joining the Columbia faculty, Professor Weinstein held professorships at the University of Michigan and Harvard University. He also served on the Council of Economic Advisors from 1989 to 1990.

His teaching and research interests include international economics and the Japanese economy. Professor Weinstein earned his PhD and MA in economics from the University of Michigan and his BA at Yale University. He is the recipient of many grants and awards, including five National Science Foundation grants, an Institute for New Economic Thinking grant, a Bank of International Settlements Fellowship, and a Google Research Award. Professor Weinstein is the author of numerous publications and articles.

*For 2015-2016, CJEB is celebrating its 30th Anniversary since its establishment at CBS.  
This event will be part of CJEB's 30th Anniversary Public Program Series.*

## **About the Center on Japanese Economy and Business at Columbia Business School**

Established at Columbia Business School in 1986 under the direction of Professor Hugh Patrick, the Center on Japanese Economy and Business (CJEB) promotes knowledge and understanding of Japanese business and economics in an international context. CJEB is a research organization widely recognized for its international symposia, conferences, and lectures held both in New York City and Tokyo, which provide prominent speakers from the public and private sectors a forum for collaboration and reflection on Japan, the United States, and the global economy.

Under the leadership of Professor David E. Weinstein, CJEB director of research, the center supports research projects and library and computer-based resource initiatives. Other core faculty members are Japan specialists drawn from Columbia's Business School, Law School, School of International and Public Affairs, Economics Department, and Department of Political Science. Funding and resources are provided by corporate sponsors, foundations, individuals, Columbia Business School, and the University.

Over the course of the last 30 years, CJEB has developed, grown, and evolved in order to carry out its mission effectively in a changing Japan and a changing world. In this way, CJEB has been able to build and maintain its status as the preeminent academic center in the United States on Japanese business and economics.

Website: [www.gsb.columbia.edu/cjeb](http://www.gsb.columbia.edu/cjeb)

## **About Mitsui USA**

Mitsui & Co. (U.S.A.), Inc. (Mitsui USA) was incorporated in 1966 in New York as a wholly owned subsidiary of Mitsui & Co., Ltd., Tokyo, Japan, one of the most diversified and comprehensive trading, investment and service enterprises in the world, with 141 offices in 66 countries/regions as of March 31, 2015. Mitsui USA multilaterally pursues business that ranges from product sales, worldwide logistics and financing, through to the development of major international infrastructure and other projects in fields such as: iron & steel products, mineral & metal resources, infrastructure projects, integrated transportation systems, chemicals, energy, foods & retail, consumer service business, IT business, and financial & new business. Mitsui USA is "Your Global Business Partner®" and remains committed to sustainable growth and good corporate citizenship.

## **About Mitsui USA Foundation**

Established in 1987, The Mitsui U.S.A. Foundation is the philanthropic arm of Mitsui & Co. (U.S.A.), Inc. (Mitsui USA) for active, social contribution programs in communities where the Company does business. Currently, it supports more than 50 initiatives across the U.S. in the areas of education, community welfare, arts & culture, employee matching & volunteerism. More than 50% of its grants target Education primarily for: college level scholarships, study abroad, forums and Japan research; and about 40% targets Community Welfare, with a focus on support of Disabled Individuals, At-risk Children, Seniors and Hunger Relief. Grants are rooted in its "named" programs, such as Columbia Business School's annual "CJEB / Mitsui USA Symposium," which began 17 years ago.

Website: [www.mitsui.com](http://www.mitsui.com)

## **History of the Mitsui USA Symposium at Columbia Business School:**

**March 3, 2015**

### ***How Supply Chains Respond to Crises: The Japanese Experience***

Speakers: Robert Young, Toyota Motor Engineering & Manufacturing North America, Inc.  
Albert Matias, Hitachi America, Ltd

Moderator: Fangruo Chen, Columbia Business School

**April 23, 2014**

### ***How to Buy Japan: Private Equity in a Global Economy***

Speaker: Richard Folsom, Advantage Partners, LLP

Discussant: Neal Doying, Lazard Asset Management LLC  
Bruce C. Greenwald, Columbia Business School

Moderator: David Weinstein, Columbia University

**April 17, 2013**

### ***Shale Gas Revolution and Energy Security***

Speaker: Nobuo Tanaka, International Energy Agency (IEA); The Institute of Energy Economics, Japan (IEEJ)

Discussant: Geoffrey M. Heal, Columbia Business School  
Travis Bradford, Columbia University  
Paul J. Scalise, The University of Tokyo

Moderator: Hugh Patrick, CJEB, Columbia Business School

**April 4, 2012**

### ***The Global Debt Crisis: Will Japan Be Next?***

Speaker: Takeo Hoshi, University of California, San Diego

Discussant: Robert J. Hodrick, Columbia Business School

Moderator: David Weinstein, Columbia University

**April 13, 2011**

### ***The Realities and Relevance of Japan's Great Recession***

Speaker: Adam S. Posen, Peter G. Peterson Institute for International Economics

Discussant: David Weinstein, Columbia University

Moderator: Hugh Patrick, CJEB, Columbia Business School

**April 6, 2010**

### ***Entrepreneurship in Japan***

Speakers: Ernest Higa'76, Higa International Co., Inc.

Atsushi Imuta, RISA Partners

Kohei Nishiyama, elephant design co., ltd.

Moderator: Murray Low, Eugene Lang Entrepreneurship Center, Columbia Business School

**February 5, 2009**

***Japan's Solar and Wind Ambitions: How Promising is the U.S. Market?***

Speakers: Gen Hajime Ito, Japan External Trade Organization (JETRO) New York  
David Kaltsas, SunWize Technologies, Inc.,  
Christopher Stolarski, Mizuho Corporate Bank Ltd.

Commentator: Geoffrey Heal, Columbia Business School

Moderator: Hugh Patrick, CJEB, Columbia Business School

**February 4, 2008**

***Sovereign Wealth Funds: Policy Challenges and Market Implications***

Speakers: Don Hanna, Citigroup Global Markets  
Curtis Milhaupt, Columbia Law School

Moderator: Alicia Ogawa, CJEB, Columbia Business School

**January 30, 2007**

***Investors Unleashed: The Rise of Shareholder Activism in Japan***

Speakers: Koji Fusa, Sandringham Capital Partners Limited  
Anthony Miller, Ramius Capital Group, LLC

Commentator: Curtis Milhaupt, Columbia Law School

Moderator: Alicia Ogawa, CJEB, Columbia Business School

**January 30, 2006**

***Agents of Change: Women CEOs of U.S.-Based Japanese Subsidiaries***

Speakers: Melanie Hart, TASUS Corporation  
Yuki Hattori, Dentsu Communications Inc.

Discussant: Schon Beechler, Columbia Business School

Moderator: Hugh Patrick, CJEB, Columbia Business School

**February 14, 2005**

***Japan, APEC, and East Asian Economic Cooperation***

Speakers: Peter Drysdale, The Australian National University  
Takatoshi Ito, The University of Tokyo

Discussants: Merit E. Janow, Columbia University  
Hugh Patrick, CJEB, Columbia Business School

Moderator: David Weinstein, Columbia University

**February 19, 2004**

***The Future of Japanese Corporate Governance***

Speakers: Curtis Milhaupt, Columbia Law School  
Hugh Patrick, CJEB, Columbia Business School

Discussant: Edward Lincoln, Council on Foreign Relations

Moderator: David Weinstein, Columbia University

**January 28, 2003**

***Japanese Realities: Challenges to Macroeconomic Theory***

Speaker: Robert Feldman, Morgan Stanley Japan, Ltd.  
Discussants: Hugh Patrick, CJEB, Columbia Business School  
David Weinstein, Columbia University

**February 20, 2002**

***Japan: Crisis or Reform—or Both?***

Speakers: Gerald Curtis, Columbia University  
Paul Sheard, Lehman Brothers  
Moderator: Hugh Patrick, CJEB, Columbia Business School

**February 12, 2001**

***Foreign Entry into the Japanese E-Commerce Market***

Speakers: Mark Mason, Georgetown University  
Isao Momota, Sumitomo Corporation  
Commentator: Masanobu Katoh, Fujitsu Limited  
Discussant: Hugh Patrick, CJEB, Columbia Business School

**March 23, 2000**

***How and How Much Should Depositors be Protected? The Japanese Case***

Speakers: Mitsuhiro Fukao, Keio University  
Curtis Milhaupt, Columbia Law School  
Commentators: Frederic Mishkin, Columbia University  
David Weinstein, Columbia University  
Moderator: Hugh Patrick, CJEB, Columbia Business School

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