



# COLUMBIA UNIVERSITY | ISERP

INSTITUTE FOR SOCIAL AND ECONOMIC RESEARCH AND POLICY  
IN THE FACULTY OF ARTS AND SCIENCES

## Leadership and Decision-Making during Pandemics

COVID-19 is disrupting the way we work, live and spend our leisure time. As a country, the United States of America responded poorly to the outbreak. Other countries, like South Korea, South Africa and New Zealand responded well, as did certain US states and cities at different stages of the unfolding pandemic.

In response, we have adjusted our individual habits of health and behavior, and have begun to make changes to the design of our economic and social institutions. Some of these changes will be temporary, others more durable. Many actors are using the pandemic to make changes they wanted to make all along but lacked the opportunity.

As we recover from COVID-19 we must bring the lessons of failure and the ingredients of success to the next pandemic that will inevitably hit us. Lesson-learning rarely happens automatically. It takes leadership and deliberate decisions to figure out what needs to be done, how to manage a process of change and at what scale to finance it.

With leading-edge lectures, experienced guest speakers with international experience, and a powerful desktop exercise in pandemic response, we will delve into the issues and equip participants with the decision-making tools they can use as leaders of institutions in the spheres in which they operate. We are excited to bring you this course.

## Course Schedule

- Monday, June 8<sup>th</sup> – History and Dynamics of Modern Pandemics
- Tuesday, June 9<sup>th</sup> – US Response to COVID-19
- Wednesday, June 10<sup>th</sup> – Governance of Pandemics
- Thursday, June 11<sup>th</sup> – Don't Snap Back to Old Ways – Building Innovation into Recovery
- Friday, June 12<sup>th</sup> – Desktop Exercise

Monday, June 8, 2020

**History and Dynamics of Modern Pandemics**

**Session Description:**

In the midst of COVID-19 there are many valuable lessons to be learned from past epidemics and pandemics. This session will explore the environmental, sociological, and governmental factors that contribute to infectious disease emergence and spread. Dr. Lawrence Stanberry will analyze the history and dynamics of diseases such as influenza, HIV, SARS, MERS, Swine Flu, Ebola, and Zika. Each provides unique insights into the mechanisms of disease transmission and how effective responses can be implemented. Dr. Steven Morse will discuss early warning signs of looming pandemic threats. Dr. Madeleine Thomson will address the intersection of climate and pandemics, and effective strategies for addressing both climate change and COVID-19 to help support vulnerable populations.

**Lecturer:**



**Lawrence R. Stanberry, MD, PhD**, is the Associate Dean for International Programs and the Director of the Programs in Global Health at Columbia University's Vagelos College of Physicians and Surgeons. He is a pediatrician and infectious diseases expert. His work has focused on viral diseases and drug and vaccine development. He has served on numerous advisory boards and review panels including serving as the chair of the Vaccine Study Section and the Pediatrics Review Panel at the National Institutes of Health. He has received research funding from the National Institutes of Health, the Centers for Disease Control and Prevention, numerous vaccine, pharmaceutical and biotech companies, and the Bill and Melinda Gates Foundation. Dr. Stanberry has authored over 200 scientific articles and chapters and authored or edited seven books including, "Vaccines for Biodefense and Emerging and Neglected Diseases, London, Elsevier (2009). "Understanding Modern Vaccines" Elsevier (2011), and "Viral Infections of Humans: Epidemiology and Control," (5th edition 2014, 6th edition in preparation). His current work focuses on the preparedness of children's hospitals globally to prevent, detect, and respond to disasters and infections of pandemic potential.

**Panelists:**



**Madeleine Thomson** is the senior climate change lead and acting head of the Our Planet Our Health program at the Wellcome Trust; a politically & financially independent foundation focused on improving the health of everyone by helping great ideas to thrive. The Trust support researchers, policy makers & the public in tackling today's health challenges including those associated with climate change. She is also a visiting Professor at



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Lancaster University, UK and an Emeritus professor at Columbia University, New York where she previously held senior research positions at the International Research Institute (IRI) for Climate and Society and the Mailman School of Public Health. While at IRI she served as director of the WHO Collaborating Centre on Early Warning Systems for Malaria and Other Climate-Sensitive Diseases (including meningococcal meningitis and ZikaV) and was co-chair of the cross Columbia working group on global health security. Originally trained as a field entomologist she spent much of her early career undertaking operational research to support large-scale health interventions in Africa (e.g. the national impregnated bednet program in The Gambia). She was educated at the University of Sheffield (BSc), Imperial College London (MSc) and the University of Liverpool (PhD).



**Stephen S. Morse, Ph.D.**, is Professor of Epidemiology at the Columbia University Mailman School of Public Health, and Chair of the Columbia University Institutional Biosafety Committee. He was founding Director of the University's Center for Public Health Preparedness (2000-2005), and global co-Director of the USAID "Predict" project (2009-2014). Dr. Morse was previously Assistant Professor (virology) in The Rockefeller University (1985-1995), and Program Manager for Biodefense at DARPA (1995-2000). He currently serves on the WHO "Expert Group on Pandemic Influenza Preparedness Planning in the Eastern Mediterranean Region", and was appointed to the US government's National Science Advisory Board for Biosecurity (NSABB) in 2014. He was Chair of the NIH "Conference on

Emerging Viruses" (1989), for which he originated the concept of emerging viruses/infections, was founding chair of ProMED (the international Program to Monitor Emerging Diseases, best known for originating outbreak reporting on the Internet in 1994), and a founding section editor of the CDC journal *Emerging Infectious Diseases*. His book *Emerging Viruses* (Oxford University Press, 1993) was selected by *American Scientist* as one of "The Top 100 Science Books of the [20<sup>th</sup>] Century". He served on a number of US National Academies' committees, including the Institute of Medicine (now National Academy of Medicine) Committee on Emerging Microbial Threats to Health (1990-1992), and chaired its Virology Task Force. He is an elected Fellow of the American Association for the Advancement of Science (AAAS), the American Academy of Microbiology, the American College of Epidemiology, the New York Academy of Medicine, the New York Academy of Sciences (and was Chair of its Microbiology Section), and a Life Member of the Council on Foreign Relations. He received his Ph.D. (in virology and microbiology) from the University of Wisconsin-Madison.



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**Suggested Readings:**

<https://global.oup.com/academic/product/emerging-viruses-9780195104844?cc=us&lang=en&#/>

[https://wwwnc.cdc.gov/eid/article/1/1/95-0102\\_article/](https://wwwnc.cdc.gov/eid/article/1/1/95-0102_article/)

<https://www.penguinrandomhouse.ca/books/550068/zika-the-emerging-epidemic-by-donaldgmcneil/9780393609141/>

<https://www.lauriegarrett.com/the-coming-plague/>

<https://www.amazon.com/Flu-Influenza-Pandemic-Search-Caused/dp/0743203984/>

<https://www.sciencedirect.com/science/article/pii/S0160412015300489/>



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Tuesday, June 9, 2020

## The U.S. Response to COVID-19

### Session Description:

An effective response to a disease outbreak requires the coordination and cooperation of federal, state, and local leaders. This session will examine the United States' response to COVID-19 and the responsibility of the federal government during a pandemic. Lecturers Dr. Beth Cameron and Dr. Lawrence Stanberry, along with special guests Hon. Rep. Rosa DeLauro (CT-03) and Drs. Wafaa El-Sadr, Irwin Redlener, and Jeffrey Shaman of Columbia University will discuss topics related to the federal and state responses to the pandemic including federal guidance, insuring intensive care capacity, medical supplies and equipment shortages, allocation challenges and inequities, slow response in diagnostic test development and deployment, lockdowns, social and behavioral change and steps needed to prepare for the next wave of the COVID-19 pandemic.

### Lecturers:



**Beth Cameron** is Vice President for Global Biological Policy and Programs at the Nuclear Threat Initiative (NTI).

Cameron previously served as the senior director for global health security and biodefense on the White House National Security Council (NSC) staff, where she was instrumental in developing and launching the Global Health Security Agenda and addressed homeland and national security threats surrounding biosecurity and biosafety, biodefense, emerging infectious disease threats, biological select agents and toxins, dual-use research, and bioterrorism.

From 2010-2013, Cameron served as office director for Cooperative Threat Reduction (CTR) and senior advisor for the Assistant Secretary of Defense for nuclear, chemical and biological defense programs. In this role, she oversaw implementation of the geographic expansion of the Nunn-Lugar CTR program. For her work, she was awarded the Office of the Secretary of Defense Medal for Exceptional Civilian Service.

Cameron holds a Ph.D. in Biology from the Human Genetics and Molecular Biology Program at the Johns Hopkins University and a BA in Biology from the University of Virginia. Cameron is a member of the Council on Foreign Relations.



**Lawrence R. Stanberry, MD, PhD**, is the Associate Dean for International Programs and the Director of the Programs in Global Health at Columbia University's Vagelos College of Physicians and Surgeons. He is a pediatrician and infectious diseases expert. His work has focused on viral diseases and drug and vaccine development. He has served on numerous advisory boards and review

panels including serving as the chair of the Vaccine Study Section and the Pediatrics Review Panel at the National Institutes of Health. He has received research funding from the National Institutes of Health, the Centers for Disease Control and Prevention, numerous vaccine, pharmaceutical and biotech companies, and the Bill and Melinda Gates Foundation. Dr. Stanberry has authored over 200 scientific articles and chapters and authored or edited seven books including, “Vaccines for Biodefense and Emerging and Neglected Diseases, London, Elsevier (2009). “Understanding Modern Vaccines” Elsevier (2011), and “Viral Infections of Humans: Epidemiology and Control,” (5th edition 2014, 6th edition in preparation). His current work focuses on the preparedness of children’s hospitals globally to prevent, detect, and respond to disasters and infections of pandemic potential.

**Panelists:**



**Rep. Rosa DeLauro** serves in the Democratic leadership as Co-Chair of the Democratic Steering and Policy Committee, and she is the Chair of the Labor, Health and Human Services, and Education Appropriations Subcommittee, where she oversees our nation’s investments in education, health, and employment. Rosa also serves as a senior Democrat on the subcommittee responsible for the U.S. Department of Agriculture and the U.S. Food and Drug Administration—where she oversees food and drug safety—and on the House Budget Committee.

Soon after earning degrees from Marymount College and Columbia University, Rosa followed her parents’ footsteps into public service, serving as the first Executive Director of EMILY’s List, a national organization dedicated to increasing the number of women in elected office; Executive director of Countdown ’87, a national campaign that successfully stopped U.S. military aid to the Nicaraguan Contras; and as Chief of Staff to U.S. Senator Christopher Dodd. In 1990, Rosa was elected to the House of Representatives, and she has served as the Congresswoman from Connecticut’s Third Congressional District ever since.



**Wafaa El-Sadr, MD, MPH, MPA**, is the founder and director of ICAP at Columbia University, University Professor of Epidemiology and Medicine and Mathilde Krim-amfAR Professor of Global Health at Columbia University.

Through ICAP at Columbia University, the Center she founded and directs, she leads a team that designs and implements programs for research, education, training and practice in more than 30 countries around the world. Her focus is on confronting major public health challenges including HIV, tuberculosis, malaria, maternal and child health, non-communicable diseases among others in partnership with in-country stakeholders.



Dr. El-Sadr is a principal investigator of the NIH-funded HIV Prevention Trials Network and has led other studies involving epidemiologic, behavioral, clinical and implementation research. She has published more than 400 papers.

Dr. El-Sadr received her medical degree from Cairo University, a master's in public health (epidemiology) from Columbia's Mailman School of Public Health and a master's in public administration from Harvard University's Kennedy School of Government. She was named as McArthur fellow in 2008, is a member of the National Academy of Medicine and a fellow of the African Academy of Sciences.



**Irwin Redlener, M.D.**, is director and founder of the National Center for Disaster Preparedness at Columbia University's Earth Institute, which works to understand and improve the nation's capacity to prepare for, respond to, and recover from disasters. In addition, he holds professorships in Health Policy & Management at Columbia's Mailman School of Public Health and in Pediatrics at the College of Physicians and Surgeons of Columbia University.

Dr. Redlener is a nationally recognized expert on children's health care, disaster preparedness policies, the impact and consequences of major natural disasters and terrorism and the relationship between disaster resilience and sustainable development.

He currently serves as a special advisor on emergency preparedness to New York Mayor Bill de Blasio, and regularly communicates with leadership in U.S. Departments of Health and Human Services, as well as Homeland Security.

Dr. Redlener completed his undergraduate degree at Hofstra University and received his M.D. at the Miller School of Medicine at the University of Miami. Specialty training was received at Columbia-Presbyterian Hospital, the University of Colorado Medical Center and the Albert Einstein College of Medicine. He holds honorary degrees from Hofstra University and Hunter College of the City University of New York.



**Jeffrey Shaman** is a Professor in the Department of Environmental Health Sciences and Director of the Climate and Health Program at the Columbia University Mailman School of Public Health. He studies the survival, transmission and ecology of infectious agents, including the effects of meteorological and hydrological conditions on these processes. Work-to-date has primarily focused on mosquito-borne and respiratory pathogens. He uses mathematical and statistical models to describe, understand, and forecast the transmission dynamics of these disease systems, and to investigate the broader effects of climate and weather on human health. Dr. Shaman holds a BA in biology from the University of Pennsylvania and an MA, MPhil, and PhD in climate and atmospheric sciences from Columbia University. He was awarded a

NOAA Climate and Global Change postdoctoral fellowship, which he held at Harvard University in both the School of Public Health and Department of Earth and Planetary Sciences. Before joining the Columbia faculty in 2011, he was an assistant professor of atmospheric sciences at Oregon State University.



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**Suggested Reading:**

<http://www.centerforhealthsecurity.org/event201/>

<https://jamanetwork.com/journals/jama/fullarticle/2763187/>

<https://www.nytimes.com/2020/03/30/health/coronavirus-restrictions-fevers.html/>

<https://www.washingtonpost.com/investigations/2020/04/03/coronavirus-cdc-test-kits-publichealthlabs/?arc404=true/>

<https://www.nih.gov/news-events/news-releases/nih-clinical-trial-investigational-vaccine-covid-19-begins/>

https://clinicaltrials.gov/ct2/results?cond=COVID19&term=&cntry=&state=&city=&dist=

<https://www.nytimes.com/2020/04/08/nyregion/coronavirus-race-deaths.html/>

<https://nymag.com/intelligencer/2020/04/covid-19-hits-black-milwaukee-and-othercommunities-hard.html>





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Wednesday, June 10, 2020

## Governance of Pandemics

Global health governance is presently a collaboration between the WHO, national ministries of health, and centers for disease control. The WHO International Health Regulations (IHR), last amended in 2005, serves as international law, but individual country compliance is voluntary. In 2014 the Obama administration launched the Global Health Security Agenda to accelerate international compliance with IHR. The trajectory to strengthen global governance was then reversed with the election of US president Donald Trump, who withdrew the US from the global health stage, challenged the WHO, and reduced the role of the US federal government in public health risk-management on a countrywide level. A special message from Dr. Tedros, Director-General of the World Health Organization, has been recorded specially for this session.

The uncertainty generated by COVID-19 has caused responsibility for risk management to be continuously pushed downwards. Leaders of city, state, regional, and some national institutions have had to develop new capabilities, assemble special management teams, develop bespoke logistical and delivery systems, confront difficult ethical challenges, and communicate continuously with the public to maintain citizen trust.

This session will explore the governance of pandemics at the international, national, state, and local levels. Special guest speakers at each level of governance will identify successful innovations and speak to the new skill-set they had to develop by force of circumstance in response to COVID-19.

### Lecturers:



**Wilmot James** is a visiting professor of political science and (non-clinical) pediatrics at Columbia University in New York City. On July 1, 2020 he starts as a Senior Research Scholar at the Institute for Social and Economic Research and Policy in the College of Arts and Sciences. An academic by background with a Ph.D. from the University of Wisconsin at Madison, Dr. James was previously a Member of Parliament (South Africa) and opposition spokesperson on health. He served as the Chairman of the official opposition Democratic Alliance (DA) between 2010 and 2016. Dr. James served on the Board of Trustees of the Ford Foundation between 1996-2008. He has teaching experience from the University of the Western Cape and University of Cape Town and post-doctoral and visiting professorial experience from Yale University, Indiana University, Edinburgh University and the California Institute of Technology. At Columbia University, he teaches a course and convenes high-level meetings on catastrophic risks and conducts research on health security with a particular focus on the challenges faced by children. Dr James serves as a senior consultant in biosecurity to the Washington DC based Nuclear Threat Initiative and in biosafety research and training to the New York State Department of Health.



**Matthew Connelly** is a professor of international and global history at Columbia. He is director of the Institute for Social and Economic Research and Policy, and principal investigator of History Lab, an NSF-funded project to apply data science to the problem of preserving the public record and accelerating its release. His publications include *A Diplomatic Revolution: Algeria's Fight for Independence and the Origins of the Post-Cold War Era*, which won five prizes, and *Fatal Misconception: The Struggle to Control World Population*, an Economist and

Financial Times book of the year. His current book project, to be published by Random House, is titled *The Declassification Engine*. Matt has written research articles in *Comparative Studies in Society and History*, *The International Journal of Middle East Studies*, *The American Historical Review*, *The Review française d'histoire d'Outre-mer*, and *Past & Present*. He has also provided commentary on international affairs for *The Atlantic Monthly*, *The New York Times*, *The Washington Post*, and *Le Monde*, and has hosted documentaries for BBC Radio.

#### Panelists:



**[Pre-Recorded Input] Dr Tedros Adhanom Ghebreyesus** was elected as WHO Director-General for a five-year term by WHO Member States at the Seventieth World Health Assembly in May 2017. He is the first WHO Director-General to have been elected from multiple candidates by the World Health Assembly, and is the first person from the WHO African Region to serve as WHO's chief technical and administrative officer.

Dr Tedros served as Ethiopia's Minister of Foreign Affairs from 2012–2016. In this role he led efforts to negotiate the Addis Ababa Action Agenda, in which 193 countries committed to the financing necessary to achieve the Sustainable Development Goals. Dr Tedros served as Ethiopia's Minister of Health from 2005–2012, where he led a comprehensive reform of the country's health system.

Born in the city of Asmara, Eritrea, Dr Tedros holds a Doctorate of Philosophy (PhD) in Community Health from the University of Nottingham and a Master of Science (MSc) in Immunology of Infectious Diseases from the University of London. Dr Tedros is globally recognized as a health scholar, researcher, and diplomat with first-hand experience in research, operations, and leadership in emergency responses to epidemics.



**Andy Weber** is a Senior Fellow at the Council on Strategic Risks. Mr. Weber has dedicated his professional life to countering nuclear, chemical, and biological threats and to strengthening global health security. Mr. Weber's decades of U.S. government service included five-and-a-half years as the Assistant Secretary of Defense for Nuclear, Chemical and Biological Defense Programs. He was a driving force behind Nunn-Lugar Cooperative Threat Reduction efforts to remove weapons-grade uranium from Kazakhstan and Georgia and nuclear-capable MiG-29 aircraft from Moldova, to reduce biological weapons threats, and to destroy Libyan and Syrian chemical weapons stockpiles. In addition, he coordinated U.S. leadership of the international Ebola response for the

Department of State.

Prior to joining the Pentagon as Advisor for Threat Reduction Policy in December 1996, Mr. Weber was posted abroad as a U.S. Foreign Service Officer in Saudi Arabia, Germany, Kazakhstan, and Hong Kong. Mr. Weber is an independent consultant and a Strategic Advisor for Ginkgo BioWorks. He serves on the Boards of Healthcare Ready and the Arms Control Association, and the James Martin Center for Non-proliferation Studies International Advisory Council.

He taught a course on Force and Diplomacy at the Georgetown University Graduate School of Foreign Service for seven years, and was a Senior Fellow at the Harvard Kennedy School's Belfer Center for Science and International Affairs. Mr. Weber graduated from Cornell University and holds a Master of Science in Foreign Service (MSFS) degree from Georgetown University.



**Naledi Pandor** is South Africa's Minister of International Relations and Cooperation.

She became an MP in 1994 and has amassed impressive experience in positions of public office, including deputy chief whip of the ANC in the National Assembly from 1995 to 1998, deputy chairperson of the National Council of Provinces in 1998, and its Chairperson from 1999-2004. Her experience in education policy planning made her a welcome appointment as South Africa's Minister of Education in 2004. She has been a member of cabinet ever since, serving as Minister of Education (2004-2009), Minister of Science and Technology (2009-2012), Minister of Home Affairs (2012-2014), Minister of Science and Technology (2014-2018); Minister of Higher Education and Training (2018-19).

Pandor has a Phd from the University of Pretoria (2019) and honorary doctorates from the Cape Peninsula University of Technology, University of Stellenbosch, and the University of Lisbon (Portugal) and the University College Dublin in Ireland.

On awarding her Germany's highest federal award, the Grand Cross of Merit, the German Ambassador to South Africa, Walter Lindner, said: "Pandor is for us a symbol of the new South Africa: modern, innovative, dedicated to scientific progress and also outstanding female leadership".



**Jenny A. Durkan** is the 56th Mayor of Seattle and the first woman to lead the City in nearly a century. She entered office on November 28, 2017 with the challenge of making Seattle affordable and inclusive for all. She is focused on the housing affordability crisis, helping those experiencing homelessness, and creating economic opportunity for all, while also delivering on essential city services. Under Mayor Durkan's leadership, the City has expanded the rights, wages, and protections of rideshare drivers and domestic workers, provided free college tuition to Seattle's high school graduates, and made public transportation free for high school students, among many initiatives.



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Mayor Durkan, one of eight children, was raised in Seattle. She graduated from the University of Notre Dame, taught school and coached girls' basketball in a Yupik fishing village in Alaska, and then earned her J.D. at the University of Washington School of Law. She and her partner, Dana, have two sons.

**Suggested Readings:**

<http://sdg.iisd.org/commentary/guest-articles/it-takes-more-than-markets-first-governance-lessons-from-the-covid-19-pandemic/>

<https://www.baselgovernance.org/blog/rethinking-governance-times-covid-19-pandemic/>

<https://carnegieendowment.org/2020/04/06/how-will-coronavirus-reshape-democracy-and-governance-globally-pub-81470/>

<https://www.brookings.edu/opinions/what-covid-19-means-for-international-cooperation/>

[https://www.unfpa.org/sites/default/files/resource-pdf/COVID-19\\_A\\_Gender\\_Lens\\_Guidance\\_Note.pdf](https://www.unfpa.org/sites/default/files/resource-pdf/COVID-19_A_Gender_Lens_Guidance_Note.pdf)

<https://www.imf.org/external/pubs/ft/fandd/2018/06/economic-risks-and-impacts-of-epidemics/bloom.htm/>

[http://www.dailyuw.com/news/article\\_b191b26e-7a0d-11ea-87d0-5b79b3dd7a43.html/](http://www.dailyuw.com/news/article_b191b26e-7a0d-11ea-87d0-5b79b3dd7a43.html/)

<https://www.newsweek.com/citing-stop-abortion-texas-gop-candidate-says-coronavirus-will-save-more-lives-it-takes-1494828/>

Thursday, June 11, 2020

**Don't Snap Back to Old Ways: Building Innovation into Recovery**

In just six months since the first reported case, COVID-19 has fundamentally altered daily operations for corporations across the globe. As the pandemic progresses and recovery begins, governmental, social, and corporate innovations will be required to restart economies, repair healthcare systems, and effectively prepare for future pathogenic threats. This session will address how corporations can adapt and reorganize to respond effectively to COVID-19, and how they can successfully incorporate innovations moving forward into recovery. Guest panelists from leading corporations and international economic organizations will share their experience and provide ongoing plans for reorganizing corporate life at all levels.

Topics to be covered include the reorganization of corporate life and operations; working from home; addressing occupational safety at work and at home; flexible health care and medical insurance policies; flexible child-care arrangements; conference calling and minimizing travel requirements; business continuity; securing international supply chains; incorporation of climate change innovation into recovery plans; management of stimulus packages; strategic investments; and financing future preparedness for pandemics.

**Lecturers:**



**Wilmot James** is a visiting professor of political science and (non-clinical) pediatrics at Columbia University in New York City. On July 1, 2020 he starts as a Senior Research Scholar at the Institute for Social and Economic Research and Policy in the College of Arts and Sciences. An academic by background with a Ph.D. from the University of Wisconsin at Madison, Dr. James was previously a Member of Parliament (South Africa) and opposition spokesperson on health. He served as the Chairman of the official opposition Democratic Alliance (DA) between 2010 and 2016. Dr. James served on the Board of Trustees of the Ford Foundation between 1996-2008. He has teaching experience from the University of the Western Cape and University of Cape Town and

post-doctoral and visiting professorial experience from Yale University, Indiana University, Edinburgh University and the California Institute of Technology. At Columbia University, he teaches a course and convenes high-level meetings on catastrophic risks and conducts research on health security with a particular focus on the challenges faced by children. Dr James serves as a senior consultant in biosecurity to the Washington DC based Nuclear Threat Initiative and in biosafety research and training to the New York State Department of Health.



**Marc Grodman, MD**, is the co-Founder and CEO of Genosity Inc, a life science biotechnology company that provides novel software, technical and laboratory solutions to enable its strategic partners to realize the value of precision medicine. He previously founded BioReference Laboratories in 1986 which became the third largest commercial laboratory in US with annual revenues approaching \$1B, and served for almost 30 years as its CEO (BRLI-Nasdaq-NMS). He created specialty business units,



GenPath and GenPath Oncology, focusing on Women's Health and Oncology respectively. Grodman acquired GeneDx in 2005 and turned it and other sequencing services at BioReference to almost \$200M in revenue across multiple clinical areas while establishing GeneDx as world-leader in clinical genomic testing for rare and ultra-rare disorders. BioReference was also the first clinical lab to offer Next-Gen Sequencing based tests. As Chair, Vice Chair and Board Member of the American Clinical Laboratory Association, Grodman is leading efforts to address issues such as the challenging reimbursement environment, FDA and CMS regulations, guidelines for testing, competitive bidding, PAMA, patient copay and associated changes with regard to passage and implementation of the Affordable Care Act. Grodman also served as Board Member and Chair of Patient Safety and Quality Task Force of the Health Care Leadership Council. A member of the CUIMC Board of Advisors, Dr. Grodman has been on staff at Columbia University College of Physicians and Surgeons since 1983, made teaching rounds for over 25 years, and has created and endowed new programs in alternative career tracks for medical students.

**Panelists:**



**Mukesh Chawla, PhD**, Adviser, Health, Nutrition and Population at the World Bank, and Coordinator, Pandemic Emergency Financing facility, has worked for over twenty years with governments and international development partners in Europe, Asia and Africa on a variety of health sector issues, including insurance solutions for global public goods, design and diffusion of complex innovations in health, identification of innovative business solutions to address systemic and process issues in the health sector, and economics of health. His current area of interest and responsibility is helping countries get better prepared to respond immediately and effectively to disease outbreaks that have the potential of assuming pandemic proportions.

Dr. Chawla has written extensively on the role of markets and market-like institutions in the creation of incentives that strengthen health systems, fiscal space for health, innovations in health financing, design of health sector reforms and economics of aging populations. Prior to joining the Bank, he held a research faculty position at Harvard University, Boston, USA. Before that, as member of the Indian Administrative Service in India, he held several key government positions between 1980 and 1998. He attended St. Stephen's College and Delhi School of Economics, Delhi, India, and Boston University, Boston, USA.



Since 1989, **Stanley M. Bergman** has been Chairman of the Board and CEO of Henry Schein, Inc., a Fortune 500® company and the world's largest provider of health care products and services to office-based dental and medical practitioners. In 2019, the Company's sales from continuing operations reached \$10.0 billion. Henry Schein has been a Fortune World's Most Admired Company for 19 consecutive years.

Stan is a board member or advisor for numerous educational, business, and cultural institutions around the world. He is the recipient of the Ellis Island Medal of Honor;





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CR Magazine Corporate Responsibility Lifetime Achievement Award; 2017 CEO of the Year award by Chief Executive Magazine; Honorary Doctorates from The University of the Witwatersrand, Western University of Health Sciences, Hofstra University, A.T. Still University's Arizona School of Dentistry and Oral Health, Case Western Reserve University, and Farmingdale State College (SUNY); and Honorary Fellowships from King's College London - Dental Institute and the International College of Dentists.

The Bergman family actively support organizations fostering the arts, higher education, and cultural diversity, as well as grassroots health care and sustainable entrepreneurial economic development initiatives in the United States, Africa, and other developing regions of the world.



**Ryan Morhard** leads the World Economic Forum's work on Global Health Security and the COVID Action Platform.

The World Economic Forum is the International Organization for Public-Private Cooperation. The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas, including to manage risks associated with emerging infectious diseases of epidemic and pandemic potential.

Prior to joining the World Economic Forum, Ryan served as Branch Chief for International Partnerships in the Office of the Assistant Secretary for Preparedness and Response in the United States Department of Health and Human Services. In this role, he led engagement in several multilateral, regional, and bilateral partnerships to support domestic and international response to Ebola, Zika, and other public health emergencies, as well as to strengthen collective preparedness for such emergencies.

Before that, Ryan was a Legal Analyst and Associate at the Center for Health Security. Ryan has degrees in Law from Washington University in St. Louis and in Neuroscience and History and Philosophy of Science from the University of Pittsburgh.



**Jessica A. Bell** is a senior program officer for global biological policy and programs at the Nuclear Threat Initiative. In this role, she works on projects to strengthen global health security, primarily NTP's Global Health Security Index.

Prior to joining NTI, Bell served as a senior advisor to the Defense Threat Reduction Agency's Cooperative Threat Reduction (CTR) program, where she helped to shape CTR's strategic messaging, engage key stakeholders across the nuclear, chemical, and biological threat reduction communities, and coordinate congressional and departmental requirements. She also served in a leadership role supporting the Biological Threat Reduction Program, where she assisted in the



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development of programmatic guidance, threat-reduction metrics, and requirements documentation while also managing a large team of global health specialists.

Bell has consulted for multiple offices within the Defense Threat Reduction Agency, the Office of the Deputy Assistant Secretary of Defense for Countering Weapons of Mass Destruction, and the Department of Homeland Security's Office of Health Affairs.

She holds an M.S. in Biohazardous Threat Agents and Emerging Infectious Diseases from Georgetown University, a B.S. in Forensic Biology from West Virginia University.

### **Suggested Reading:**

<https://www.weforum.org/reports/outbreak-readiness-and-business-impact/>

[http://www3.weforum.org/docs/WEF%20HGHI\\_Outbreak\\_Readiness\\_Business\\_Impact.pdf/](http://www3.weforum.org/docs/WEF%20HGHI_Outbreak_Readiness_Business_Impact.pdf/)

<https://www.nti.org/newsroom/news/new-covid-19-frontline-guide-local-decision-makers/>

[http://www3.weforum.org/docs/WEF\\_NES\\_COVID\\_19\\_Pandemic\\_Workforce\\_Principles\\_2020.pdf/](http://www3.weforum.org/docs/WEF_NES_COVID_19_Pandemic_Workforce_Principles_2020.pdf/)

<https://thehill.com/opinion/energy-environment/489554-were-in-emergency-mode-forcoronavirus-we-can-do-the-same-thing?>

Friday, June 12, 2020

**Leadership and Decision-Making Desktop Exercise**

The week will culminate in a powerful desktop pandemic response simulation exercise, led by Johns Hopkins epidemiologist and infectious disease expert Jennifer Nuzzo. The exercise will be centered around potential scenarios for the Fall of 2020 and it will incorporate case study elements. Key questions will be determined based on the latest events, but may include: How to prepare for the consequences of either reopening schools or keeping them closed in the northern hemisphere Fall? How to interpret mixed epidemiological signals from various countries, firms and states that open up earlier than others? How should we weigh concerns over liability while needing to make critical decisions about the future? During this exercise, participants will be able to discuss and debate real options and priorities in pandemic response, consolidating their learning and building take-away skills.

**Lecturers:**



**Lily Wendle, MPH**, is a global health professional whose work has focused on strengthening health systems. She currently serves as a Project Officer of Columbia World Projects, an initiative out of Columbia University that mobilizes the university's researchers and scholars to work with governments, organizations, businesses and communities to tackle global challenges. Lily's background includes project development and management both domestically and internationally, with a focus on emergency systems strengthening and maternal and child health. She holds a Masters of Public Health in epidemiology and global health from the Columbia University Mailman School of Public Health.



**Dr. Gregory Eirich** is the Director of the Quantitative Methods in the Social Sciences (QMSS) MA Program and is appointed Lecturer-in-Discipline within the Department of Sociology. He teaches about advanced analytic and quantitative techniques, time series and forecasting and social network analysis. He researches the causes and consequences of socioeconomic inequality, with a particular focus on family processes. He has studied "rich-get-richer" dynamics in the CEO labor market, and his dissertation examined the relationship between parental religiosity and children's educational attainment in the United States. He has many on-going projects in collaboration with MA and Ph.D. students. His work has appeared in the American Journal of Sociology, the Annual Review of Sociology, the International Journal of the Sociology of the Family, Research in the Sociology of Work, in Adolescence in the 21st Century: Constants

and Challenges, and in the Journal of Family Issues. He has a BA in Classical Languages and Philosophy from Fordham University and his Ph.D. is from Columbia in Sociology. Prior to teaching, Greg was a senior consultant conducting health care research at The Advisory Board Company in Washington, DC.

**Panelist:**



**Dr. Jennifer Nuzzo** is a Senior Scholar at the Johns Hopkins Center for Health Security and an Associate Professor in the Department of Environmental Health and Engineering and the Department of Epidemiology at the Johns Hopkins Bloomberg School of Public Health. An epidemiologist by training, her work focuses on global health security, with a particular focus on outbreak detection and response, health systems as they relate to global health security, international and domestic biosurveillance, and infectious disease diagnostics. She directs the Outbreak Observatory, which conducts, in partnership with front-line public health practitioners, operational research to improve outbreak preparedness and response. Together with colleagues from the Nuclear Threat Initiative and the Economist Intelligence Unit, she co-leads the development of the first-ever Global Health Security Index, which benchmarks 195 countries' public health and healthcare capacities and capabilities, their commitment to international norms and global health security financing, and socioeconomic, political, and environmental risk environments. Previously, she has conducted research related to the Affordable Care Act, tuberculosis control, foodborne outbreaks, and water security. Dr. Nuzzo is an Associate Editor of the peer-reviewed journal Health Security.

Dr. Nuzzo received a DrPH in epidemiology from the Johns Hopkins Bloomberg School of Public Health, an MS in environmental health from Harvard University, and a BS in environmental sciences from Rutgers University.