

## **Dr. FRANCISCO J. MONALDI**

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### **I. SUMMARY:**

Extensive research, consulting, and lecturing experience focusing on the economics, politics, and management of the oil industry; political economy, institutions, and policy making in Latin America; the political economy of resource dependent countries; and political risk management in developing countries. Founder and Director of the International Center on Energy and the Environment at IESA, the leading graduate school of management and public policy in Venezuela. Lecturer in undergraduate, graduate, and executive education programs in universities in Latin America (IESA, UCAB, ITESM, UNIANDES, ESAN), the U.S. (Harvard, Stanford, and Tufts), and Europe (The Graduate Institute, Geneva). Researcher at universities and think-tanks (Belfer and Rockefeller Centers at Harvard, Hoover Institution at Stanford, Baker Institute at Rice, CIEA-IESA, ITESM, and IIES-UCAB). International consultant to multilateral institutions, governments, think-tanks, non-governmental organizations, multinational corporations, and global consulting firms. Board member in leading companies and institutions in Venezuela. Advisor to Venezuelan political leaders on oil policy and political strategy issues. Columnist for the Venezuelan daily El Nacional and regularly quoted in the international media. PhD and M.A. in Political Science/Political Economy at Stanford University. Master in International and Development Economics at Yale University. B.A. in Economics at UCAB.

### **II. PERSONAL:**

Date of birth: February 8<sup>th</sup>, 1970. Family: Married, with two children. Citizenship: Venezuela.

### **III. ACADEMIC EXPERIENCE:**

#### **John F. Kennedy School of Government (HKS)**

**Harvard University**

**Cambridge, Massachusetts, U.S.A**

*Visiting Professor of Public Policy and Roy Family Senior Fellow at the Belfer Center* 2013-2015

*Robert F. Kennedy Visiting Professor and Fellow at the Rockefeller Center* 2012-2013

Visiting Professor of Energy Policy at the Kennedy School, teaching a graduate course on the political economy of oil and mining at HKS, conducting research on oil politics and economics, doing consulting for governments and multilateral agencies, and lecturing at DRCLAS, Harvard College, and Harvard Business School. The Robert F. Kennedy Professorship is a one year visiting appointment sponsored by the David Rockefeller Center for Latin American Studies (DRCLAS). Roy Family Senior Research Fellow of the Environment and Natural Resources Program (ENRP) and the Geopolitics of Energy Project at the Belfer Center for Science and International Affairs (2013-2015), doing research on national oil companies in Latin America, oil dependence and politics, and oil reform in Mexico.

Consultant to the Center for International Development at Harvard, focusing on resource development strategies in Saudi Arabia, Kazakhstan, and Albania.

Lecturer in HKS Executive Education programs: Leaders in Development, Leading Economic Growth, and Opportunities and Challenges for Mexico's Future.

#### **International Center on Energy and the Environment**

**Instituto de Estudios Superiores de Administración (IESA)**

**Caracas, Venezuela**

*Founding Director and Full Professor*

2005-present

Founder and Director of the Center since its creation in 2005. Full Professor (Profesor Titular) at IESA (on leave). Research Fellow at the Center for Public Policy. Member of the Board of Directors and Board of Trustees of IESA (2009-2012).

Directing research and academic programs related to oil and energy. Teaching graduate courses and on the political economy of oil, courses on oil management in the executive education programs, and courses on oil development in the Lidera youth leadership program. Directed 18 executive programs on oil management in Caracas and Bogotá, with public officials from Venezuela, Colombia, and Peru and executives from oil companies from a variety of countries in the region. Led the fundraising effort with multilateral agencies and energy companies to obtain resources to build a team of five faculty members and three researchers. IESA is Venezuela's leading management and public policy graduate school and research institution. Ranked among the top 10 in Latin America by *America Economía* (a Dow Jones publication).

#### **School of Government**

**Tecnológico de Monterrey**

**México City and Monterrey, México**

*Research and Faculty Associate*

2014-present

Lecturing and advising on executive education and graduate programs and conducting research on the Mexican oil reform, at the School of Government at the "Tec," the leading private university in Mexico.

**James Baker III Institute for Public Policy**  
**Rice University** **Houston, Texas, U.S.A**  
***Non-Resident Fellow for the Latin America Initiative*** 2013-present  
Conducting research on Latin American politics and economics, with a special focus on energy policy.

**The Fletcher School of Law and Diplomacy**  
**Tufts University** **Medford, Massachusetts, U.S.A**  
***Adjunct Professor of International Energy Policy*** 2013-2014  
Taught a graduate course on international energy policy, lectured in executive education programs, and advised master theses.

**School of Economics, Faculty of Social and Economic Sciences**  
**Universidad Católica Andrés Bello (UCAB)** **Caracas, Venezuela**  
***Adjunct Professor of Political Economy*** (Profesor Agregado) (on leave) 2002-present  
Conducted research on political economy, institutional economics, and petroleum economics, and taught undergraduate and graduate courses in these areas. On leave in 2012-2014.

**School of Business Administration and Alberto Lleras School of Government**  
**Universidad de los Andes (UNIANDES)** **Bogotá, Colombia**  
***Visiting Lecturer*** 2007-present  
Lectures on the institutions and regulations of the oil industry in executive education programs on oil management. Lectures on political economy and energy at the *Programa de Alto Gobierno* of the School of Government.

**Graduate Institute of International and Development Studies** **Geneva, Switzerland**  
***Visiting Lecturer*** 2013  
Lecturer on corporate governance of national oil companies at the Executive Master in International Oil and Gas for Saudi Aramco in Ras Tanura, Saudi Arabia.

**ESAN University, Business School** **Lima, Peru**  
***Visiting Lecturer*** 2011-2013  
Lectures on the institutions and regulations of the oil industry.

**Stanford University** **Palo Alto, California, U.S.A.**  
***Visiting Professor of Political Economy of Oil and National Fellow at the Hoover Institution*** 2008-2009  
Conducted research on the political economy of contract renegotiation and expropriation in the oil industry. Taught a course on the political economy of the oil industry to graduate and advanced undergraduate students. Was a consultant to the project on national oil companies conducted by the Stanford Program on Energy and Sustainable Development (PESD), directed by David Victor and Mark Thurber.

**Institute for Economic and Social Research (IIES-UCAB)**  
**Universidad Católica Andrés Bello (UCAB)** **Caracas, Venezuela**  
***Senior Researcher*** 2002-2005  
Conducted research on political economy, institutional economics, and petroleum economics.

**Stanford University** **Palo Alto, California, U.S.A.**  
***Research Assistant*** to Profs. Barry R. Weingast, Douglass North, and William Summerhill. 1999-2000  
***Teaching Assistant.*** Course: *Political Economy of Development.* Prof. Terry L. Karl. 1998-1999  
***Teaching Assistant.*** Course: *Political Economy of Latin American Development.* Prof. Robert Packenham. 1997-1998

**Office of the Chief Economist, Petróleos de Venezuela S.A. (PDVSA)** **Caracas, Venezuela**  
***Visiting Researcher*** Summers of 1997 and 1998  
Conducted a research project on oil fiscal reform

**Institute for Economic and Social Research (IIES-UCAB)**  
**Universidad Católica Andrés Bello (UCAB)** **Caracas, Venezuela**  
***Junior Researcher*** 1993  
Conducted research on the economics of education and health care in Venezuela.

#### IV. OTHER PROFESSIONAL EXPERIENCE:

**Mercantil Servicios Financieros** **Caracas, Venezuela**  
*Director* 2002-present  
Member of the Board of Directors and the Risk Committee. Mercantil is the largest company by market capitalization listed in the Caracas stock exchange and the largest Venezuelan financial group, with more than US\$16 billion in assets and a US\$6 billion US subsidiary (Mercantil Commercebank).

**Mercantil Banco** **Caracas, Venezuela**  
*Director* 2002-2011  
Member of the Board of Directors and the Audit and Risk Committees. Mercantil is the second largest Venezuelan private bank.

**Mercantil Seguros, C.A.** **Caracas, Venezuela**  
*Director* 2011-present  
Member of the Board of Directors and the Compensation Committee. Mercantil is the second largest insurer in Venezuela, the largest Venezuelan insurance company, and among the ten largest Latin American insurance companies.

**Siderúrgica Venezolana, S.A.** **Caracas, Venezuela**  
*Director* 2005-present  
Member of the Board of Directors and the Audit, Finance, and Planning Committees. Before the nationalization of its core assets, Sivenza was the largest private exporter, steelmaker, and iron briquette producer in Venezuela.

**Inversiones Tocoa, C.A.** **Caracas, Venezuela**  
*Director* 2010-present  
Member of the Board of Directors. Tocoa is a diversified multinational company with subsidiaries in food distribution, real state, and telecommunications.

**ODH Grupo Consultor** **Caracas, Venezuela**  
*Senior Associate* 2007-present  
Consultant to international and national companies and institutions on issues of political risk, strategic planning, and the politics and economics of the oil industry in Venezuela and Latin America. ODH is a leading Venezuelan consultancy on economic and political issues. Member of the editorial board of *Análisis Venezuela*, ODH's newsletter.

**Center for International Development at Harvard University** **Cambridge, Massachusetts, U.S.A.**  
*Consultant* 2013-present  
Consultant to the governments of Saudi Arabia, Kazakhstan, and Albania on resource management and energy policies. Consultant to CID Director Ricardo Hausmann on resource management executive education programs.

**Presidential Campaign of Henrique Capriles Radonsky** **Caracas, Venezuela**  
*Chief Oil Adviser* 2012-2013  
Led the team of oil experts that prepared the oil industry policy program, reporting to Ricardo Villasmil, the Policy Platform Coordinator, and Richard Obuchi, the Campaign Strategy Coordinator. Advised candidate Capriles on issues related to oil policy and oil wealth management, and their political, electoral, and strategic implications.

**Inter-American Development Bank (IDB)** **Washington, D.C., U.S.A.**  
*Consultant* 2003-2005 and 2010-2012  
Conducted research on the political economy of taxation of oil and other minerals for annual DIA report, which will also lead to a publication on an edited volume. Conducted a research project on political institutions and policymaking in Latin America; authoring three papers (citations below) and collaborating with the annual Economic and Social Progress Report *The Politics of Policies* Harvard University Press, 2005. Coordinators: Ernesto Stein, Mariano Tommasi, and Pablo Spiller.

**Cambridge Energy Research Associates (IHS-CERA)** **Mexico City and Rio de Janeiro, Brazil**  
*Senior Associate* 2006-2010  
Advisor to consulting projects on oil and energy in Venezuela and Latin America.

**CAF Development Bank of Latin America** **Caracas, Venezuela**  
*Consultant* 2005-2007  
Conducted a research project on the institutions of the oil industry in the Andean Region coordinated by Ramon Espinasa.

## V. EDUCATION:

**Stanford University** **Palo Alto, California, U.S.A.**  
***Ph.D. and M.A. in Political Science (Political Economy)*** 2002

Dissertation: "Rent Seeking, Institutions, and Commitment: The Political Economy of Foreign Investment in the Venezuelan Oil Industry." Dissertation Committee: Profs. Barry Weingast (Chair), Stephen Haber, Beatriz Magaloni, Roger Noll, and Alberto Diaz-Cayeros. G.P.A: 3.92 / 4.0. Concentration on political economy, with coursework at the Departments of Political Science, Economics, and the Graduate School of Business.

**Yale University** **New Haven, Connecticut, U.S.A.**  
***M.A. in International and Development Economics*** 1996  
Academic Excellence Award. G.P.A: 4.0 / 4.0

**Economics Institute, University of Colorado at Boulder** **Colorado, U.S.A.**  
***Advanced Diploma in Economics.*** Cum Laude. 1994

**Universidad Católica Andrés Bello** **Caracas, Venezuela**  
***Economista (B.A. in Economics).*** Cum Laude. 1992  
Thesis: "The Financing of Higher Education in Venezuela: Efficiency and Equity" (Grade: 20 / 20)  
G.P.A: 18.1 / 20. Rank: 1<sup>st</sup> out of 75 in graduating class. Thesis Advisor: Prof. Francisco Vivancos.

## VI. RESEARCH AND PUBLICATIONS:

- "Institutional Collapse: The Rise and Breakdown of Democratic Governance in Venezuela" (with M. Penfold) in Ricardo Hausmann and Francisco R. Rodriguez, eds. *Venezuela before Chávez: Anatomy of an Economic Collapse*. Penn State University Press. 2014.
- "Is Resource Nationalism Fading in Latin America? The Case of the Oil Industry" *Baker Institute Issue Brief* 09.03.14, September 2014
- "Venezuela: Oil and Politics in Times of Plenty" *Perspectives on the Americas*. Center for Hemispheric Policy, University of Miami. January, 2014.
- "The Mining Boom in Latin America: Rents, Development and Democracy." *ReVista Harvard Review of Latin America*. January 2014.
- "Política y Petróleo en Tiempos de Abundancia." *Revista SIC*. 75<sup>th</sup> Anniversary Issue. Noviembre-Diciembre. 2013.
- "El Petróleo en Venezuela: grandes oportunidades con grandes retos" *Revista SIC*. No. 748. Septiembre-October. 2012.
- "La Industria Petrolera Venezolana: una nueva oportunidad histórica" *Debates IESA*. Vol. XVII, No. 2. 2012.
- "Oil Fueled Centralism: The Case of Venezuela" (with O. Manzano, J. Puente, and S. Vitale) in George Anderson, ed. *Oil and Gas in Federal Systems*. Forum on Federations - World Bank. Oxford University Press. Chapter 13. 2012.
- "Direct distribution of oil revenues in Venezuela: A viable alternative?" (with P.L. Rodriguez and J.R. Morales), *Center for Global Development Working Paper #306*, Washington, D.C. September, 2012.
- "The Political Economy of Taxation of Oil and other Resources in Latin America." Manuscript, Inter-American Development Bank. Washington, D.C. 2011.
- Book review: "Una radiografía del régimen de Chávez" about the book *Dragon in the Tropics: The Political Economy of Revolution in Venezuela* by M. Penfold and J. Corrales. *Debates IESA*. Vol. XVI, No. 2, pp. 86-88. 2011.
- "Instituciones políticas y formulación de políticas públicas en Venezuela: auge y colapso de la cooperación política" (with R.A. González, R. Obuchi and M. Penfold) in Scartascini, C; Spiller, P; Stein, E. and M. Tommasi, eds. *El Juego Político en América Latina: ¿Cómo se deciden las políticas públicas?* BID y Mayol Ediciones. 2011.
- "Las Elecciones Legislativas de 2010 en Venezuela: Cuando dos más dos no son cuatro" (with R. Obuchi and A. Guerra) *Temas de Coyuntura*. No. 62, pp. 33-77. UCAB. December, 2010.
- "La Economía Política del Petróleo y el Gas en América Latina" in Sorj, Bernardo and Sergio Fausto *América Latina: Transformaciones Geopolíticas y Democracia*. Plataforma Democrática. Instituto Fernando Henrique Cardoso – Centro Edelstein de Investigaciones Sociales, Brasil. Siglo XXI Editores, Buenos Aires, Argentina. 2010.
- "The Political Economy of Oil Contract Renegotiation in Venezuela." (with O. Manzano) in Hogan, William and Federico Strutzenegger; eds. *The Natural Resources Trap: Private Investment without Public Commitment*. MIT Press. 2010.
- "Decentralizing Power in Latin America: The Role of the Governors in the National Arena" in Scartascini, C., E. Stein y M. Tommasi. *How Democracy Works: Political Institutions, Actors, and Arenas in Latin American Policymaking*. IDB –Rockefeller Center, Harvard University. 2010.
- "The Political Economy of Oil Production in Latin America" (with O. Manzano) *Economia*, Brookings Institution Press. Fall, 2008.

- “Análisis institucional de la gobernabilidad y contratación en el sector petrolero: casos de la región andina” in Castilla, M; R. Espinasa; P. Kalil; and O. Manzano, eds. *Hacia la integración energética hemisférica: retos y oportunidades*. CAF – BID. 2008.
- “Political Institutions and Policymaking in Venezuela: The Rise and Decline of Cooperation,” (with R.A. Gonzalez, R. Obuchi and M. Penfold), in Stein, Ernesto and Mariano Tommasi, editors: *Policymaking in Latin America: How Politics Shapes Policies*. David Rockefeller Center for Latin American Studies. Harvard University Press. 2007.
- “The Difficulties of Reforming and Oil based Economy: The Case of Venezuela” (with R. Villasmil, M. Gonzalez and G. Rios) in Fanelli, José. *Understanding Market Reforms in Latin America: Similar Reforms, Diverse Constituencies, Varied Results*. Palgrave Macmillan. 2007.
- “Petróleo, Instituciones y Democracia,” *Revista SIC*. No. 700. 2007
- “El Segundo Mejor Negocio del Mundo: La Industria Petrolera Venezolana,” *Debates IESA*. Vol. XII. No. 1. 2007
- “Decentralization Policy and the Policymaking Process in Latin America,” Paper presented in the Conference on State Reform. Inter American Development Bank. 2005.
- “The Role of Regional Political Authorities in the National Policymaking Process: A Theoretical Framework with Latin American Cases,” Inter-American Development Bank. Background paper for the Inter-American Development Bank’s Annual Economic and Social Progress Report titled: *The Politics of Policies*, published by IDB - Harvard University. 2005.
- “Inversiones Inmovilizadas, Instituciones y Compromiso Gubernamental: Implicaciones sobre la Evolución de la Inversión en la Industria Petrolera Venezolana” in J. Pineda and F. Sáez. *Crecimiento Económico en Venezuela: Bajo el Signo del Petróleo*. Banco Central de Venezuela. 2005
- “Inversiones Inmovilizadas, Instituciones y Compromiso Creíble,” *Temas de Coyuntura*. No. 50. Pp. 55-82. UCAB. December, 2004.
- “¿Por qué no desarrolla Venezuela el mejor negocio del mundo?” *Debates IESA*. Vol. IX. No. 4. 2004
- “Political Institutions, Policymaking Processes, and Policy Outcomes in Venezuela.” *Inter American Development Bank Working Paper R-507*. Coordinator: F. Monaldi, with M. Penfold, R. Obuchi and R.A. Gonzalez. 2004.
- “Understanding Reform: The Case of Venezuela,” with R. Villasmil, M. Gonzalez, and G. Rios. Global Development Network. 2004.
- “Governance, Institutions, and Development in Venezuela,” Manuscript, World Bank. 2003
- “Government Commitment using External Hostages: Attracting Foreign Investment in Oil.” American Political Science Association (APSA) Annual Meeting, Boston. Political Economy Division. Panel: Political Economy of Institutions and Development in Latin America. 2002.
- “Sunk Costs, Institutions, and Commitment: the use of hostages to guarantee foreign investment” Conference Frontiers in Latin American Political Economy. Stanford Social Science History Institute. 2002.
- “Rent Seeking, Institutions, and Commitment: Foreign Investment in the Venezuelan Oil Industry.” American Political Science Association (APSA) Annual Meeting, San Francisco. Panel: New Political Economy of Latin America. 2001.
- “The Political Economy of Expropriation in High Sunk Cost Sectors.” American Political Science Association (APSA) Annual Meeting, San Francisco. Panel: Political Foundations of Economic Development. 2001.
- “La Reforma Institucional del Sector Petrolero: ¿Conviene Privatizar a PDVSA?” *Veneconomía Mensual*. 1997.

## VII. FELLOWSHIPS AND AWARDS:

- Dean’s Excellence in Teaching Award (for a student evaluation of more than 4.5/5 in the Course IGA-414 Political Economy of Oil and Mining in Developing Countries). Harvard Kennedy School. 2014.
- Latin America Initiative Fellowship. James Baker III Institute for Public Policy. Rice University. 2013-2015.
- Roy Family Fellowship. Environment and Natural Resources Program (ENRP). Belfer Center for Science and International Affairs. Harvard Kennedy School. 2013-2015.
- Robert F. Kennedy Fellowship. David Rockefeller Center for Latin American Studies. Harvard University. 2012-2013.
- Cargill Research Award. Instituto de Estudios Superiores de Administración. IESA. 2009-2010 and 2011-2012.
- Excellence in Teaching Award. Department of Economics. Universidad Católica Andrés Bello. 2011.
- Selected by the students in UCAB Economics Department’s Class of 2010 as Commencement Speaker and Class of 2010 Professor.
- Campbell National Fellowship. Hoover Institution, Stanford University. 2008-2009.
- Visiting Fellow. Stanford Social Science History Institute. 2002-2003.
- Dissertation Fellow. Stanford Social Science History Institute. 2001-2002.
- Field Research Grants. Stanford Center for Latin American Studies. 1999 and 2000.
- Ayacucho Fellow. Stanford Center for Latin American Studies. 1997.
- Academic Excellence Award. Conferred to the best student in the 1996 class of the Master in International and Development Economics, Yale University.

- Antonio José de Sucre Award, to the best college graduate in economics conferred by the Venezuelan Government (Fundayacucho) granting the Scholarship of Excellence for post-graduate studies overseas. 1993.
- *Cum Laude Diploma* in Economics and 22 top grade diplomas. School of Economics. Universidad Católica Andrés Bello. 1992.
- Procter and Gamble Excellence Award. 1992.

#### VIII. OTHER ACADEMIC AND PROFESSIONAL ACTIVITIES:

- **Public Policy and Energy Consulting:** has been consultant to a variety of public and private institutions, including: World Bank, International Monetary Fund, Inter-American Development Bank, CAF Development Bank of Latin America, United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the Government of the Kingdom of Saudi Arabia (Ministry of Petroleum and Mineral Resources and Saudi Aramco), the Government of Kazakhstan (Prime Minister, Deputy Prime Minister's Office, and President of the Central Bank), the Government of Albania (the Prime Minister's Office, the Minister of Energy and Industry, and the Natural Resource Regulatory Agency, AKBN), Petróleos de Venezuela, S.A, Fondo de Inversiones de Venezuela, Central Bank of Venezuela, Venezuelan Association of Hydrocarbon Producers (AVHI), Shell, BP, Total, Statoil, Saudi Aramco, IHS, CERA, Wood Mackenzie, Technip, Cemex, Naspers, Ecoanalítica, Fondo de Valores Inmobiliarios, Corpalmar, Citibank, Bank of America, Merrill Lynch, JP Morgan, Société Générale, KLR Group, Black Rock Advisors, Wellington Management, GRT Capital Partners, Fidelity Investments, Nomura Securities, UBS, Barclays Capital, Japan Bank for International Cooperation (JBIC), Eurasia Group, Medley Global Advisors, Frontier Strategy Group, Geopolitical Information Service, Center for Global Development, James Baker III Institute for Public Policy, Stanford Program on Energy and Sustainable Development, Stanford Center on Democracy Development and the Rule of Law, Harvard Energy Consortium, Harvard Center for International Development, Transparency International, Revenue Watch Institute, Natural Resource Governance Institute, Open Society Institute, Fundación Red de Acción Política RAP (Argentina), Instituto Fernando Henrique Cardoso, and Centro Edelstein de Pesquisas Sociais (Brazil). GLG Council Member doing consulting for numerous financial and oil industry firms.
- **Political Consulting:** has been a consultant to Venezuelan political leaders on oil policy and political strategy, including: Henrique Capriles Radonsky, Governor of Miranda and former Presidential Candidate; Julio Borges, National Assembly Deputy, former Presidential Candidate, and National Coordinator of *Primero Justicia*; Leopoldo Lopez, Former Mayor of Chacao, former Presidential Candidate, and National Coordinator of *Voluntad Popular*; Maria Corina Machado, National Assembly Deputy and former Presidential Candidate, and the Mesa de la Unidad Democrática, Secretary General, Ramón Guillermo Avelledo and Technical Secretary Marino González. Has advised politicians and government officials in Argentina, Colombia, and Mexico on oil and energy issues.
- **Conference Presentations:** Has presented in numerous international conferences and seminars including: the Robert F. Kennedy Lecture at the David Rockefeller Center for Latin American Studies of Harvard University, American Political Science Association (APSA) (multiple presentations), International Society for New Institutional Economics (multiple presentations), Latin American Studies Association (LASA)(multiple presentations), Latin American and Caribbean Economics Association (LACEA), LACEA Political Economy Group, Harvard Kennedy School (multiple presentations), Harvard Consortium for Energy Policy Research, Harvard Energy Policy Seminar, BP/HKS Annual Seminar (multiple presentations), Harvard Center for International Development, Harvard Business School Centennial Colloquium, Harvard Business School International Seminar, Belfer Center for Science and International Affairs, Harvard Weatherhead Center for International Affairs, Harvard DRCLAS Latin American Politics Seminar (multiple presentations), DRCLAS Venezuela Conference, HKS Belfer Center for Science and International Affairs, Stanford Program on Energy and Sustainable Development, Stanford Social Science History Institute, Stanford Center on Democracy Development and the Rule of Law, Stanford Center for Latin American Studies, Stanford Law School, Yale University Venezuela Conference (Plan Pais), Council on Latin American and Iberian Studies at Yale University, Princeton University, MIT (multiple presentations), MIT Sloan School of Management, MIT Venezuela Conference (Plan Pais), Fletcher School, Tufts University, University of Massachusetts at Amherst, Center for Hemispheric Affairs at the University of Miami (multiple presentations), Florida International University (multiple presentations), Baker Institute at Rice University (multiple presentations), Amherst College, School of International and Public Affairs (SIPA), Columbia University, Duke University, CWC Latin Oil & Gas Summit, Platt's Unconventional Oil and Gas in Latin America, International Monetary Fund (multiple presentations), World Bank, Inter-American Development Bank (multiple presentations), CAF Development Bank of Latin America (multiple presentations), United Nations Economic Commission for Latin America and the Caribbean (ECLAC), Organization of American States (OAS), Barclays (NY, multiple presentations), Bank of America (NY), JP Morgan IMF/World Bank Meeting conference (DC), BBVA (Madrid, Spain), Total (France), Saudi Aramco (Ras Tanura, Saudi Arabia), Pacific Rubiales Energy, Grupo Alfa, Ministry of Energy of Mexico (SENER), National Hydrocarbons Commission of Mexico (CNH), GE Petrol, Statoil, Eurasia Group (multiple presentations), Brookings Institution, Hoover Institution, Center for Global Development, Center for International and Strategic Studies (CSIS), Clinton Foundation, Council on Foreign Relations (NY), Council of the Americas/America's Society (NY), Woodrow Wilson Center, IDEA International, Inter-American Dialogue, Cordes (Ecuador), Fedesarrollo (Colombia), Uniandes (Colombia) (multiple presentations), INCAE (Costa Rica), Fundación RAP (Argentina), ESADE (Madrid), El Colegio de Mexico, Tecnológico de Monterrey (ITESM), Nazarbayev University (Kazakhstan) and Universidad ESAN (Peru).

- Has presented in numerous conferences and seminars in Venezuela including in: IESA (multiple presentations), Universidad Católica Andrés Bello (multiple presentations), Universidad Metropolitana (multiple presentations), Universidad Simón Bolívar (multiple presentations), Universidad Central de Venezuela (multiple presentations), Universidad de Carabobo, Oficina de Asesoría Económica de la Asamblea Nacional, Academia Nacional de Ciencias Económicas, Banco Central de Venezuela, PDVSA, Gobernación de Miranda, Alcaldía de Valencia, Alcaldía de Sucre, Conindustria, Consecomercio, Grupo Santa Lucía, Ceveu, Venamcham, Conapri, Asociación Venezolana de Ejecutivos, Primero Justicia, Voluntad Popular, Vente Venezuela, Mesa de la Unidad Democrática, Centro Gumilla, Cedice, Súmate, Ecoanalítica, and El Nacional.
- **Other education:** Has participated in innumerable international courses, seminars, conferences, and colloquiums, including several organized by the Liberty Fund in Colombia, Guatemala, and Venezuela. In addition to the degrees obtained has taken courses for credit on economics, energy, and business at the London School of Economics and Political Science, Columbia University, and Harvard University.

**Other academic and institutional service:**

- Member of the Board of Directors of *Fundación Parque Social Manuel Aguirre, S.J.*, the social programs unit of Universidad Católica Andrés Bello, managed by the Catholic Jesuit Order. 2011-present.
- Member of the Board of Directors of *FUNDAMETAL*, Centro de Conocimiento Aplicado. The largest non-profit learning institution dedicated to worker training programs in Venezuela. 2005-present.
- Member of the Academic Panel of *Economía*, the Journal of the Latin American and Caribbean Economics Association (LACEA), edited by the Brookings Institution. 2011-2014.
- Member of the *Luciano Tomassini Latin American International Relations Book Award* Committee of the Latin American Studies Association (LASA). 2013-2014.
- Member of the Editorial Board of *Temas de Coyuntura*. Peer-reviewed journal published by the Instituto de Investigaciones Económicas y Sociales. UCAB. 2004-present.
- Member of the Academic Council of the School of Economics (2003-2014) and member of the Doctorate's in Economics Academic Council (2005-2007), Universidad Católica Andrés Bello (UCAB). Was elected Student Representative (Consejero Principal) at the University Council of Universidad Católica Andrés Bello (1991-1992), the Academic Council of the Department of Economics (1990-91 and 1991-92), and Economics' Student Government President (1988-89).
- Has served as theses advisor at UCAB, IESA, Universidad Simón Bolívar (Venezuela), The Fletcher School at Tufts University, Massachusetts Institute of Technology, and Harvard University's Kennedy School.
- Referee work for: publishers, *Cambridge University Press* and *Ediciones IESA* on energy books; and academic journals: *International Security*, *The Energy Journal*, *Economía (LACEA Journal)*, *Journal of International Business Studies*, *Comparative Political Studies*, *Temas de Coyuntura*, and *Debates IESA*.
- **Membership in Academic Associations:** American Political Science Association (APSA), American Economics Association (AEA), International Society for New Institutional Economics (ISNIE), Latin American Studies Association (LASA), Latin American and Caribbean Economics Association (LACEA); UCAB, Stanford, and Yale Alumni Associations.
- **Teaching:** Fifteen years of teaching experience in undergraduate and graduate courses on political economy, institutional economics, political economy of oil, and oil economics; and in executive education programs on institutions, regulations and political economy of the oil industry.
- **Opinion and analysis articles:** Columnist for Venezuela's most prestigious newspaper, *El Nacional*. *Op-eds* also have been published in *Revista SIC*, *Provinci*, *Análisis Venezuela*, *America's Quarterly*, *Geopolitical Information Service (GIS)*, *The Guardian*, and *El Universal* (Venezuela).
- **Other Media:** Regularly quoted in the Venezuelan and international press and media on issues related to energy, the oil industry, and political economy of Latin America, including: *The New York Times*, *Financial Times*, *The Wall Street Journal*, *The Washington Post*, *The Los Angeles Times*, *The Boston Globe*, *The Guardian*, *Houston Chronicle*, *Milenio*, *Bloomberg*, *Associated Press*, *Reuters*, *CNN*, and *Al-Jazeera*.
- **Languages:** Spanish (native) and English (fluent).

**IX. AREAS OF ACADEMIC INTEREST:**

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| <ul style="list-style-type: none"> <li>• Oil and gas policy.</li> <li>• Petroleum economics.</li> <li>• Politics and geopolitics of oil.</li> <li>• State-industry relations in the oil and gas sector.</li> <li>• Institutions and regulations of the oil and gas industry.</li> <li>• Oil dependent economies and politics.</li> <li>• Political economy of development.</li> <li>• Political institutions and policymaking.</li> </ul> | <ul style="list-style-type: none"> <li>• Political institutions and economic performance.</li> <li>• Political economy of oil and natural resources.</li> <li>• Political and regulatory risk.</li> <li>• Mining policy.</li> <li>• Regional focus: Latin American economies and politics.</li> <li>• Countries: Argentina, Brazil, Colombia, Ecuador, México, and Venezuela.</li> </ul> |
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