OUR MISSION

To lead global management education, research, and outreach and serve as a catalyst for stakeholders to function as an interactive global network that generates new knowledge toward the development of globally mindful leaders.

OUR VISION

To advance the excellence of global management education in shaping leaders for a more successful future.

Dear Friends,

In higher education, it can be tempting to count the number of students who study abroad, plot that figure over time, and declare success if it trends upward. It is so much more. We must measure success by our students’ accomplishments in thinking and acting globally throughout their careers. It is that commitment to international exploration with real impact that sets the Carlson School of Management apart.

Thanks to the Carlson Global Institute, our students’ international experiences inform their understanding of the world long after they return home. This publication demonstrates how the Carlson School shapes future business leaders with the global mindset crucial to solving the world’s grand challenges. In it, you’ll see how our students explore new areas of business in key destinations around the world, learn how to convey the value of their international experience to prospective employers, meet alumni living and working abroad, and so much more.

The Carlson Global Institute continually seeks new methods, partnerships, and programs to strengthen its global network. With the help of supporters like you, we will continue to shape business leaders whose work will have an impact around the world.

Sincerely,

Sri Zaheer
Dean

Sri Zaheer
Dear Friends,

Our third annual Year in Review illustrates new ways that the Carlson Global Institute is strengthening its global network and deepening engagement with alumni, corporate partners, and colleagues around the world for the betterment of a broader global mindset. With record-setting numbers of Carlson School faculty teaching overseas and students learning abroad, we direct our efforts to increasing the relevance and impact of these global experiences by leveraging the engagement and experience of our alumni and community network. Some notable examples include:

- A new alumni-student mentorship program overseas
- Collaborations with the Undergraduate Business Career Center and corporate recruiters to help students articulate the impact of these global experiences
- The development of three new courses in healthcare, supply chain and operations, and accounting industries in relevant markets around the world

We are also collaborating with University of Minnesota researchers to learn how we can improve cross-cultural interactions of U.S. and international students in our classrooms here at home.

The learning does not stop with our students. As the University of Minnesota’s Center for International Business Education and Research (CIBER) rounds out its four-year cycle of funding and concludes its activities, the Carlson Global Institute celebrates its impact across the University of Minnesota, the state, and the country. With more than 3,000 business and community professionals engaged over the years, the Carlson Global Institute will continue to foster the strong relationships that the Center has established.

Moreover, the Carlson Global Institute is pleased that the bi-annual Global Matters speaker forum and its accompanying video series are becoming a new tradition for professionals engaged in global work to convene, learn, and network.

We hope you will join us in celebrating this year’s highlights. Without your support, we would not realize the distinct impact demonstrated here. The commitment of the Carlson Global Institute is ongoing and we welcome new ideas and opportunities to collaborate as is fitting to meet the challenges of an ever-changing global world of work and community. As honored alumna and benefactor of the Carlson Global Institute, Karin Moe states, “If you can have a broader perspective about things, you’re going to be more successful.”

Michael J. Houston
Associate Dean of Global Initiatives

Anne M. D’Angelo
Assistant Dean of Global Initiatives
Carlson Global Institute Footprint
Exchanges // Faculty-led programs
Global Executive MBA // Co-Sponsored Programs

CARLSON SCHOOL STUDENTS STUDYING INTERNATIONALLY

STUDENTS RECEIVING EDUCATION ABROAD SCHOLARSHIPS

FACULTY ENGAGED

GRADUATING VIENNA EMBA (VEMBA) & CHINA EMBA (CHEMBA) STUDENTS

INCOMING EXCHANGE STUDENTS

New courses in 2014-15
IBUS 5260: Integrated Corporate Reporting and the Triple Bottom Line in the United Kingdom
SCO 2950: Tracing the Global Supply Chain in Los Angeles, Hong Kong, and Shenzhen
IBUS 6997: MILI Global Valuation Lab in China

New exchange program established in 2014-15
Universidad de Chile Facultad de Economía y Negocios (Santiago, Chile)
They saw firsthand how international trade impacts the supply chain; how operations is linked to product design; and how companies try to ensure working conditions, safety, and environmental protection in corporate social responsibility and sustainability. The experience inspired several students to imagine a whole new career path. At the start of the class, of the 29 students enrolled in the course, 16 had not yet declared a major. After completing the international course, nine of the students said they were planning to declare a supply chain major, and four planned to add a supply chain minor to their degree.

Evaluating new medical technologies, exploring a new market

The Medical Industry Leadership Institute (MILI) Global Valuation Laboratory challenged MBA students to evaluate a real-world medical technology and determine its potential value to the healthcare market in China and throughout the world. To better comprehend the healthcare system in China, students visited hospitals; toured companies like Pfizer, Medtronic, and Cardinal Health; and worked alongside engineering students from USST.

“Health is truly a global market, and innovation can come from anywhere,” says Professor Stephen Parente, Director, Medical Industry Leadership Institute. “When students explore markets outside the United States, they learn about how those other economies might function, but they also think about ways we could be acting more efficiently or creatively in our own system.”

New Education Abroad Programs Expose Students to Key Business Topics

Three new courses illuminate how the healthcare, supply chain and operations, and accounting industries are taking shape in relevant markets around the world.
Integrated Corporate Reporting and the Triple Bottom Line explored a forward-thinking method of accounting that enables businesses to be better stewards of constrained resources. Integrated Reporting is an accounting framework that informs stakeholders about the economic, environmental, and social aspects of an organization, and their impacts.

"Some assets—like using water or air, or the value of employees—aren’t recorded on the balance sheet because they’re difficult to measure. So this integrated reporting framework is trying to find a way to measure those," says Accounting Senior Lecturer Frank Beil.

The course brought MBA students to the United Kingdom, where companies and scholars have made important strides in integrated reporting. The students visited companies like PwC and other firms at the forefront of this trend.

According to Beil, in a world where natural resources are increasingly scarce, it’s crucial for tomorrow’s business leaders to look beyond the assets on the balance sheet, and account for the materials firms are using up—a practice that is not yet common in the United States.

"Ten to twenty years from now, the students in this class are going to be at the director level and C-suite level of firms. So they’ll have the tools, the skills, and the mindset to really affect the change. And they’ll have the information they need to have a holistic view of the firm," says Beil.

Education Abroad Champion
Charlie Caliendo Leaves Global Legacy

Accounting Senior Lecturer Charlie Caliendo passed away on January 17, 2015 at 51 years of age. He will be remembered as an exceptional teacher, an education abroad innovator, and a great person to know.

Caliendo established one of the Carlson School’s most popular education abroad programs in 2004 when he added a two-week component in Argentina to an undergraduate accounting course. This program celebrated its 10th anniversary last year, and has attracted close to 300 students in its first decade.

As an award-winning teacher, Caliendo’s enthusiasm for learning was known the world over—he was a student favorite in the Carlson School Global Executive MBA programs in China, Austria, and Poland, and was recruited by Vienna University of Economics and Business to teach additional programs at the school.

"Charlie’s happy place was one of three places—with his family, traveling, or teaching. Sometimes he was able to combine all three—he loved that! Charlie truly loved teaching," says former student Jessica Morschig, ’11 MBA.

Caliendo’s colleagues and students describe him as humble, smart, and the most curious person in the room.

International Experience Required
As part of its longstanding commitment to develop exceptional global business leaders, the Carlson School has required all undergraduate and MBA students to incorporate an international experience into their business education.

Developing a sustainable accounting framework
Conferences Guides U.S. Firms to Seize Emerging Opportunities in Africa

On April 22, the University of Minnesota and George Washington University Centers for International Business Education and Research (CIBER) hosted the Doing Business in Sub-Saharan African Conference. The event featured insights from experts spanning academia, government, and the corporate environment, who discussed business opportunities in the region. More than 75 attendees discovered how U.S. companies can navigate challenges and thrive across eight growing economies: Angola, Ethiopia, Ghana, Kenya, Mozambique, Nigeria, South Africa, and Tanzania. Representatives from Mozambique, Angola, and Ethiopia brought first-hand insight to discuss business opportunities with attendees.
GROUNDED IN RESEARCH & INNOVATION
HELPING BUSINESSES APPROACH INTERNATIONAL OPPORTUNITIES

10 Manufacturing companies to develop customized plans designed to jumpstart their international exports, with the help of Carlson School faculty

2,762 Businesspeople and community members engaged through conferences, seminars, roundtable discussions, and other events

CIBER Forges Impactful Connections across the University of Minnesota, the State, and the Country

As the University of Minnesota Center for International Business Education and Research (CIBER) rounds out a four-year funding cycle and concludes its activities, CGI celebrates CIBER’s array of accomplishments in shaping an internationally connected community.

As part of a network of centers at higher education institutions nationwide, CIBER has expanded the Carlson School’s connections to businesses, students, and educators that would have otherwise been impossible.

GROUNDED IN RESEARCH AND INNOVATION

FOSTERING GLOBAL CURIOUSITY

111 Undergraduate and MBA students educated in Chinese language and culture

$21,000 Awarded in scholarships to undergraduate students studying foreign languages

176 High school students inspired to imagine a career in global business as part of Global Business Day events

Tchau

Olá

28 Undergraduate students learned Portuguese during a course in Brazil

733 Middle school students and teachers exposed to international policy issues through model UN negotiations, held in Spanish

SUPPORTING EDUCATORS AND INNOVATORS

45 Grants to researchers studying topics of international importance

15 Educators representing 34 higher education institutions engaged to explore sustainability and corporate social responsibility in Scandinavia through Professional Development in International Business programs

GROUNDED IN RESEARCH AND INNOVATION

Rallying the University Around International Business

CIBER collaborated with numerous disparate departments across the University of Minnesota to create new opportunities

Center for Advanced Research on Language Acquisition
Center for Teaching and Learning
Institute for Global Studies
Northstar Initiative for Sustainable Enterprise
Medical Industry Leadership Institute
Global Programs and Strategies Alliance
French, German, Spanish, and Portuguese Studies Departments, College of Liberal Arts

Engaging organizations across Minnesota

CIBER formed partnerships with businesses, NGOs, and non-profits to stimulate export activity in the region

Minnesota Trade Office
U.S. Commercial Service
Enterprise Minnesota
MSP Export Initiative
Minnesota International Center
& Others

“CIBER made it possible for units across the University to network and explore issues related to language teaching. Those connections among departments are critical—you get new ideas, learn how to avoid potential problems, and find solutions to existing problems.”

—ELAINE TARONE, DIRECTOR OF THE CENTER FOR ADVANCED RESEARCH ON LANGUAGE ACQUISITION
Researcher Examines how Culture Influences Marketing in a Globalized World

In today’s international economy, businesses serve consumers across a wide spectrum of cultures. According to Associate Professor Carlos Torelli, who teaches in the China Executive MBA Program, cultural identity leads people to behave in a particular way, and marketers who fail to consider the culture of their target market risk losing their foothold in an increasingly competitive global marketplace.

For example, Torelli’s latest research indicates French consumers react negatively to foods that display nutritional information on their packaging. “Here in the United States and around the world, we enjoy eating. But in some cultures, the enjoyment of food becomes more of a culturally relevant activity,” says Torelli. “The French emphasize the enjoyment of food, and take days to prepare elaborate dishes. In the United States, we view food for the utility it provides—nutrients and calories.” He says French shoppers are averse to nutrition information, because it detracts from the enjoyment of foods.

“We found that when the French see nutrition information in foods, thinking with their French mindset, they react negatively to those foods. We argue this happens because when the French bring to mind the cultural elements that are important to them, one of which is food enjoyment, it creates a sense of discomfort with the foods that contain this information.” Torelli’s research suggests that while cultural identity is not always top of mind, consumers unwittingly make choices guided by their cultural background.

Study Confirms U.S. Corporations can Jumpstart Innovation by Going Global

Professor Aks Zaheer, who teaches in the China Executive MBA Program, has discovered companies that disperse their organizational units across the world tend to innovate more than those without international operations. He examined 136 Fortune 500 firms, and found those with strategic alliances far from their U.S. headquarters filed more patents.

“When we stretch ourselves and go far away, we uncover new things,” says Zaheer. “The fundamental idea is that the farther companies go from their home base, the more likely they are to discover new ideas.

Although the companies with strategic alliances abroad were more innovative, Zaheer cautions that these new ideas tend not to travel well. New technologies often involve tacit knowledge that cannot be easily translated across wide distances.

“Firms can access new ideas when they go far away, but it’s not enough to access a new idea—they have to find a way to internalize it and absorb it. You’ve got to find a way to bring those ideas back home, because technology is so hard to communicate across geographies,” says Zaheer.

He observed that firms which established offices abroad were better able to leverage innovation.

Documenting the Educational Impact of International Students at the Carlson School

In 2014, the Carlson School participated in a University-wide study of the educational impact of international students on campus internationalization, conducted by the Global Programs and Strategy Alliance. The study included 121 students and 47 faculty members across the University of Minnesota system.

Findings from the study indicate that undergraduate and graduate students view cross-cultural interactions between U.S. and international students as positive learning experiences, despite the need to overcome language and cultural barriers. Data also revealed that students gain the knowledge of, and positive learning experiences, despite the need to overcome language and cultural barriers. Data also revealed that students gain the knowledge of, and positive learning experiences, despite the need to overcome language and cultural barriers. Data also revealed that students gain the knowledge of, and positive learning experiences, despite the need to overcome language and cultural barriers. Data also revealed that students gain the knowledge of, and positive learning experiences, despite the need to overcome language and cultural barriers.
SUPPORTED BY A ROBUST GLOBAL NETWORK OF KEY PARTNERS
Opening Up the World to Carlson School Students
After seeing the eye-opening effects international work and travel have had on their family, Bob and Karin Moe seek to bestow this experience on others

The positive experiences Bob and Karin Moe, ’56 BSB, had traveling overseas both for business and with their family directly inspired them to support Carlson School students in their study abroad efforts. Bob had been an avid traveler since he was a young man—he literally sailed around the world in an aircraft carrier during his time in the U.S. Navy—and was always ready for that next adventure. He also gained insights while on business trips for Polaris. As a couple, Bob and Karin both discovered Europe on their own, meeting different people along the way by Eurail pass and being swept up in new sites, cultural perspectives, and experiences. “My first overseas experience was a real eye opener, especially the history and the art. Anything we have here in the U.S. is in a museum. In Europe, it’s everywhere around you,” says Karin. Later, the couple traveled to Kenya and Tanzania among other destinations. “When our children were at home, we started taking them abroad and I thought it was a very maturing experience,” Karin says. “Now our grandchildren are going abroad in their college programs. It makes them interested in the world and I think it’s a very enriching part of their life. So, when we found out the Carlson School required all students to have such an experience, we thought it was going to be fabulous.” To assist undergraduate students in fulfilling their education abroad curricular requirement, the Moes established the Robert and Karin Moe Study Abroad Scholarship. This scholarship awards $500 to $5,000 toward students’ expenses overseas, making it possible to select the location and length of program that best fit their educational goals, which they might have had to forgo because of cost. So far, nearly 90 students have received Moe scholarships for their international experiences and many more will be awarded within the next year.

The Moes enjoy getting cards and letters from their scholarship recipients wherever in the world they are throughout the school year. Last winter, Karin was able to hear first-hand about how their experiences have changed their view of the world and the growing global marketplace. “I met students at a recent gathering and almost none had gone abroad before. The first question I asked was where they were from. I was fascinated by the fact that most of them were from Minnesota. I was supporting my own state!” she says. “Most of them are from small towns and I thought this is going to be a real defining moment for them. I am really proud that the Carlson School was one of the first U.S. business schools to require students to study abroad and that we have the opportunity to support so many young people from across our state.”

Karin recalled a student sharing that she had questioned why she had to go abroad to get her degree. After she made her global education sojourn, however, the student felt it was the best thing that ever happened to her. Karin says, “That’s the advantage of requiring it and I can’t help but think they will look back and realize how it helped them grow as a person. If you can have a broader perspective about things, you’re just going to be more successful and have more confidence.”

Bob and Karin have been pleasantly surprised by the students’ letters of gratitude articulating their goals along with occasional postcards with their unique reflections. “Some talk about the relationships they made overseas and how they became really close there,” she says. “They talk about going back to where they studied. Some of them say they would like to work overseas. I think it adds to their mindset—something they didn’t have before.”

Several of the students offered a comment that Karin found most touching of all—the hope that they will be able to give back and provide scholarships themselves sometime during their life.

Karin adds that anyone who supports study abroad programs is providing a life-defining experience for students. “I’m sure it helps them in their careers because they develop a global perspective and that’s the world we’re living in now,” she says. “I think they all come home with that kind of feeling.”

“I am really proud that the Carlson School was one of the first U.S. business schools to require students to study abroad and that we have the opportunity to support so many young people from across our state.”

—KARIN MOE // ’56 BSB

Robert and Karin Moe Study Abroad Scholarship

2013-2014: 57 students
2014-2015: 31 students

Find out how you can make a difference
Go to z.umn.edu/supporteducationabroad

International Alumni Remain Connected
This year, the number of international Carlson School alumni who engaged with their alma mater doubled. More than 100 alumni across the globe gathered for networking events in their respective cities, from Shanghai and Hong Kong, to London and beyond.
New Mentorship Program Pairs Students with Host Country Alumni

Education abroad can be daunting, especially for those who haven’t traveled extensively or who don’t know the native language. CGI collaborated with the Undergraduate Business Career Center at the Carlson School to expand the established mentorship program to pair global immersion (full semester exchange) students with alumni or friends of the Carlson School living in the host country. The mentor match is a way to ease these fears and get the students better acclimated to the global business environment.

Melanie Vossberg, a marketing and public and nonprofit management major, took advantage of the program to get a better understanding of business in Europe. “After narrowing my search to Europe, I selected Vienna because of its central location, block schedule classes, three-week orientation, and ease of transportation among other reasons,” she says.

Vossberg was paired with Ricarda Maywald, ‘10 MBA and vice president at Firmenich in Vienna through new mentorship program.

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President, Yoplait, General Mills

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Tax Principal, Transfer Pricing, PwC

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Patrick McGinnis
Vice President & General Manager-Exclusive Brands, Best Buy

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Vice President of Global Sales, Julia Knight

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Work and Organization

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Helen Moser
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Chile

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Costa Rica

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New Zealand

University of St. Gallen
Switzerland

University of Technology–Sydney
Australia

Warsaw School of Economics
Poland

Wirtschaftsuniversität Wien
Austria

Carlson Global Institute activities engaged with over 100 public, private, and nonprofit organizations in 2014-2015.

3M
Agynsa
Aldar Properties
American Chamber of Commerce in Chile
American Chamber of Commerce in Australia
Ameriprise
AMIDEAST
Antofagasta Minerals
Aon
Arcola Theatre / Arcola Energy
Arcor
Australia Zoo
Axion Energy
Badu
Bank of Alimentos
Banco Santander
Bank Muscat
Barrio Italia
B-Eco
Best Buy
Bimal Motors
BNSF Railroad
Bohdi Adventures
Bolsa Comercio Santiago
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Bulgari
Cardinal Health
Cargill
Castello Banfi
Cavas Codorniu
China Food and Drug Administration
Chintan, Nanglo Recycling Center
CH Robinson

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Complete Manufacturing and Distribution
Coca-Cola
ColnAgro
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Delli Metro Rail Corporation
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Etno & Company
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Hong Kong Productivity Council
Hong Kong Trade & Development Council
Hormel Foods International
HP
IBM
Impact HUB Innovation Lab
Inditex
Information Technology Authority
Isely Associates
International Pty Ltd
JBS S.A.
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Success Factors
Target
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Carlson Global Institute
Carlson School of Management
University of Minnesota
321 Nineteenth Avenue South, Suite 2-210
Minneapolis, MN 55455
612-625-9361
cgi@umn.edu
carlsonschool.umn.edu/cgi

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