CONTENTS

2 Our Mission and Vision
3 Letter from the Dean
4 Our Strategic Priorities
5 Letter from Associate and Assistant Deans of Global Initiatives
6 Developing Globally Mindful Leaders
14 Grounded in Research and Innovation
20 Supported by a Robust Global Network of Key Partners
27 Advisors
28 University Partners
29 Public and Private Partners
Dear Friends,

This year, the Carlson Global Institute celebrates two major achievements—one which looks back at our past and another which will help us steer our path into the future.

2018 marks 10 years since the Carlson School incorporated an international experience into the curriculum of all our undergraduate students. As we were one of the first business schools to do so, this curriculum-extra put us at the forefront of global learning.

Studies have repeatedly found that students with international experiences are better equipped to handle the challenges found in today’s work environment. They work better in teams, are more open to diverse viewpoints, and are able to adapt to quickly changing situations. And with globalization ever increasing, the benefits of an international experience are obvious.

The stories in this issue reflect these benefits. We’ll meet students who are positioned for success and have their international experiences to thank for it. We will also learn about the new initiatives of CGI that promise to build on its mission and take our international endeavors to the next level.

To assist us in reaching that next level, this past July, the Carlson Family Foundation generously gifted $10 million to the school to invest in global initiatives. Thanks to this momentous contribution, as well as the support from those like you, the Carlson Global Institute will continue to lead the way in international education.

Sincerely,

Sri Zaheer
Dean

OUR MISSION

To lead global management education through transformative experiences and cross-sectoral collaboration that inspire and develop future leaders.

OUR VISION

Shape the future of business by advancing excellence in global management education.
Dear Friends,

The Carlson Global Institute’s mission is to lead global management education through transformative experiences and cross-sectoral collaboration that inspire and develop future leaders. Our ability to successfully pursue this mission depends on engaging our partners and other stakeholders to continuously refine and develop students as future leaders. The outcomes of these efforts include a diverse range of innovative student research accomplishments and accolades, deeper partnerships in teaching and learning with peer institutions, and a committed Advisory Council of external professionals to further our mission.

Over the past year, the Carlson Global Institute has partnered with:

• Carlson student Becca Desens, who spent four weeks in Haiti researching business development opportunities for a Minnesota-based organization focused on addressing poverty and malnutrition.

• Recent graduates Abigail Doeksen, ’18 BSB, and Emerald Egwim, ’18 BSB, who were named to Poets & Quants’ Best and Brightest Business Majors for Undergraduates in the Class of 2018. Both students credit their international experiences for their undergraduate success.

• The Queensland University of Technology-Australia, deepening a truly reciprocal relationship by hosting QUT students for a two-week residency in Minnesota focused on global human resource management.

• The Carlson Global Institute’s 20-member Advisory Council, composed of individuals working to drive forward the Carlson School’s goal to financially support transformational student learning.

We invite you to explore the 2017-2018 Year in Review and further understand the way in which the Carlson Global Institute strives to serve our mission. Thank you for your support, partnership, and for joining us on the journey ahead.

Sincerely,

Michael J. Houston
Associate Dean of Global Initiatives

Anne M. D’Angelo
Assistant Dean of Global Initiatives

OUR STRATEGIC PRIORITIES

To achieve our mission, the Carlson Global Institute has established a set of strategic priorities. In collaboration with faculty, staff, and other stakeholders, we will:

Advance the international business knowledge and intercultural competence of students through transformative and experiential education opportunities

Support Carlson School students to help them fully realize their international experiences through curricular and co-curricular innovations and scholarships

Drive continuous improvement, impact assessment, and advancements in the field of global management education through evaluation and research

Leverage University resources to foster a dynamic and reciprocal network of global business leaders and institutions in Minnesota and beyond

Dear Friends,

The Carlson Global Institute’s mission is to lead global management education through transformative experiences and cross-sectoral collaboration that inspire and develop future leaders. Our ability to successfully pursue this mission depends on engaging our partners and other stakeholders to continuously refine and develop students as future leaders. The outcomes of these efforts include a diverse range of innovative student research accomplishments and accolades, deeper partnerships in teaching and learning with peer institutions, and a committed Advisory Council of external professionals to further our mission.

Over the past year, the Carlson Global Institute has partnered with:

• Carlson student Becca Desens, who spent four weeks in Haiti researching business development opportunities for a Minnesota-based organization focused on addressing poverty and malnutrition.

• Recent graduates Abigail Doeksen, ’18 BSB, and Emerald Egwim, ’18 BSB, who were named to Poets & Quants’ Best and Brightest Business Majors for Undergraduates in the Class of 2018. Both students credit their international experiences for their undergraduate success.

• The Queensland University of Technology-Australia, deepening a truly reciprocal relationship by hosting QUT students for a two-week residency in Minnesota focused on global human resource management.

• The Carlson Global Institute’s 20-member Advisory Council, composed of individuals working to drive forward the Carlson School’s goal to financially support transformational student learning.

We invite you to explore the 2017-2018 Year in Review and further understand the way in which the Carlson Global Institute strives to serve our mission. Thank you for your support, partnership, and for joining us on the journey ahead.

Sincerely,

Michael J. Houston
Associate Dean of Global Initiatives

Anne M. D’Angelo
Assistant Dean of Global Initiatives

OUR STRATEGIC PRIORITIES

To achieve our mission, the Carlson Global Institute has established a set of strategic priorities. In collaboration with faculty, staff, and other stakeholders, we will:

Advance the international business knowledge and intercultural competence of students through transformative and experiential education opportunities

Support Carlson School students to help them fully realize their international experiences through curricular and co-curricular innovations and scholarships

Drive continuous improvement, impact assessment, and advancements in the field of global management education through evaluation and research

Leverage University resources to foster a dynamic and reciprocal network of global business leaders and institutions in Minnesota and beyond
DEVELOPING GLOBALLY MINDFUL LEADERS
Its plight caught the attention of Vetiver Solutions founders, and inspired them to find sustainable agricultural practices that help mitigate poverty. Desens found herself inspired by her trip with the company.

“It’s such a rewarding thing, and after going to Haiti and meeting all the community members, I was hooked,” Desens says.

Except for a high school trip to Canada, this was Desens’ first trip outside the United States. The time she spent in Haiti was an eye-opening experience for her.

During her three-and-a-half-week stay, she and one of her business partners, Jesse Abelson, tested their product to make it more efficient and met with the local farming community in a rural part of the country to gain their support and showcase how the product worked.

When there, she was taken aback by the gratitude from the Haitian people and how thankful they were that she and her partners were helping them.

“I've been working with them even more since then because they're just some of the most amazing people, and they've been through some of the most difficult things that anyone could imagine,” she says.

Desens graduated from the Carlson School in December 2017 with a BSB in marketing and supply chain operations management. She works full-time at Polaris as a sales and marketing associate.

The trip to Haiti, however, had a lasting impact on Desens.

“It’s one of those things where it’s cliché to say that it was life-changing, but it really was,” she says. “I had only been to Canada for a mission trip in high school before I left for this trip. Seeing a completely different part of the world that I thought I would never see was, in itself, eye-opening and life-changing. But being able to work with these people and feel like you’re making a difference for them and doing that through a program that I helped build by myself was something I’ll never forget. It was amazing.”

She says the experience opened her eyes to the differences in lifestyles people may have—whether that be economic or cultural.

Her international experience also encouraged her to explore more of the world. She traveled through Europe shortly after getting back to the States.

Looking back on her journeys abroad, Haiti still leaves a lasting impression on Desens. She follows the news there on social media and tries to keep up with what's happening in the country.

Eventually, she says, she would like to get back. While there, she says she was taken aback by just how beautiful the country is with its lavish mountains.

“It was probably one of the prettiest places I've ever been in my life,” she says. “I wouldn’t have known that had I not participated in this experience.”
As I navigated through a culture different from mine, it was reinforced to me how important it is to celebrate diversity—in the work place, in government, and in social settings.

Emerald Egwim
’18 BSB

about a people or place can make you believe that is the only story,” Egwim says. “I believe as business students and individuals who will make a significant impact on our communities and generation, it is important for us to not have a single story of any topic. By studying abroad, you expand your perspectives, your beliefs are challenged, and you become a more knowledgeable global citizen.”

Egwim, a track star for the Gophers, also was able to go overseas when she competed at the 2017 IAAF World Championships in London. Though that experience was very different, she says, traveling to various places has helped her see the world from a different perspective—something she says she’ll carry with her into her career as an IT advisory associate with KPMG.

“As a first-generation Nigerian-American, I have always been aware of culture, cultural differences, and of how important it is to celebrate people and the qualities that make them unique,” Egwim says. “In many countries, diversity and inclusion are not a top priority for many reasons. As I navigated through a culture different from mine, it was reinforced to me how important it is to celebrate diversity—in the work place, in government, and in social settings.”

Both Doesken and Egwim say they’re appreciative of everything the Carlson School has done for them and how it has set them up for success wherever their business careers take them.

Two ‘Best & Brightest’ Credit Global Experience for Success

Two Carlson School undergraduate students were listed among the “Best & Brightest” undergraduate students in the Class of 2018 by Poets & Quants, a news website devoted to the coverage of business schools across the country. Both listed their time abroad—and what they learned overseas—as one of the most significant educational opportunities during their time in college.

Abigail Doeksen and Emerald Egwim, both ’18 BSB, were two of 100 business students given the honor.

Doeksen completed two Carlson faculty-led international experiences that took her to two distinct cities. She completed the Tracing The Global Supply Chain course in Shanghai, as well as the international behavioral finance program in London.

While abroad, Doeksen spent a lot of her time considering how international business is different and what her future career may look like. During each international experience, she visited around 10 different companies that had Shanghai or London office locations.

“For me, the most important thing I learned was that day-to-day work life will vary in different countries because every country has a slightly different culture,” she says. “However, the main goal for business people across the globe is still the same. Most people want to create an impact on the world around them by providing an amazing product or service to their customers. Even if every company office location has a slightly different culture, that company can create community for their employees by focusing on that common goal.”

By taking part in these experiences, Doeksen says she’s able to now see business problems and solutions on a global scale—something she would not have been able to do without going abroad.

“These experiences showed me that my career does not have national boundaries,” she says. “As I completed internships during undergrad, I started asking about international experience opportunities and networked with people who have gone abroad to learn how I might someday be able to live abroad, too.”

Doeksen worked at Microsoft in the summer as a finance intern.

Egwim also focused on her future career during her international experience. She chose to travel to Kuala Lumpur, Malaysia, to work for a big four accounting firm.

Her experience enhanced her time in college by allowing her to experience a culture different from her own and interact with people who have different views and beliefs than she does.

“Author and speaker Chimamanda Ngozi Adichie talks about the danger of a single story and how confirmation bias and only hearing one story
Traveling to a different country can, at first, create some unease. This can be especially true for international students coming to the U.S. for the first time.

The Carlson School is doing its part to make sure all international students who study in Minneapolis feel welcome and supported, while making an impact on students’ time at the University.

From the first time they land at Minneapolis-St. Paul International Airport, through difficult courses and schoolwork, all the way until final exams, a friendly Carlson School student is there to help international students navigate their time at the University of Minnesota.

That personal touch is thanks to GLOBE Student Leaders, a campus life organization that pairs all incoming exchange students who are studying abroad at the University with a Carlson School undergraduate “buddy.” Throughout the semester, buddies plan events, assist international students with their studies, answer their questions, and help them acclimate to U.S. American culture.

That individualized attention leaves a lasting impression on many students who study at the Carlson School, says Kate Terry, program director for education abroad. When the CGI staff talk to students at the end of their study abroad experience about whether they feel connected to the Carlson School or the University, international students mention GLOBE as integral to their time in Minnesota.

“Students always mention GLOBE as being the way that they feel connected to this university,” Terry says. “No matter what, they share how GLOBE helped them meet people and learn of things to do in the city. Students build a network to connect with individuals—both here in Minnesota and while studying abroad.”

“Many of the buddies go above and beyond,” Terry says. Around stressful times of the year, buddies make sure international students are managing stress through mental health checks and providing support in times of transition—such as when students are registering for and beginning classes. Buddies also are there to support international students and answer questions about how to interact with faculty, how to be successful in a U.S. American classroom, and how to get the most out of student groups on campus. Some buddies will even take international students out to explore the Twin Cities at a sporting event or the annual state fair.

“GLOBE is so much more than just a social group,” Terry says. “You’d be amazed at the lengths they go to in order to make our international students feel welcome and involved, and how it benefits everyone who participates.”

The program has the added benefit of allowing Carlson School students the ability to build their global network without leaving the country, although many do connect with their buddies during their own time abroad.

After originally signing up to be a buddy, Margaret Goossens saw the impact this was having on both international students as well as their U.S. American counterparts. Now, she’s the president of the group, and says she’s learned so much about herself and others through the program.

“It’s so incredible to know that we are helping so many people involved in this group to have new, exciting, life-changing, memorable experiences,” she says. “Those are going to be the moments that stick out, that you treasure, that you learn from, and most importantly shape you and other experiences going forward.”

The Carlson School expanded its portfolio of education abroad options for students by adding distinct partnerships with schools in Hong Kong, Finland, and France during the past academic year.

Exchange programs were established with City University in Hong Kong, Aalto University in Helsinki, Finland; and KEDGE Business School in Marseille, widening a relationship already established with its Bordeaux campus.
GROUNDED IN RESEARCH & INNOVATION
Throughout a student’s time at the Carlson School, one of the key goals is to instill a sense of global identity.

As the world becomes more interconnected, this becomes more important. But for different students, global identity might mean different things.

To senior Anne Schwappach—who studied abroad for a semester in Singapore, while honing her Chinese language skills—global identity means pursuing opportunities that enable you to better understand how you can impact the world.

“For all of our apparent differences in this world, such as how we speak, pray, or live, we are more similar with each other than we ever truly pause to appreciate,” she says. “The more aware we are of our own cultural lens, the better we are able to make sense of what’s going on around us in any setting.”

A key strategic priority for CGI is to improve students’ awareness of their own global identity.

One way the school is aiming to expand on that idea is through a one-credit, online course that students take during the semester they study abroad.

“The purpose of the course is to help students reflect on their experience to better understand the context in which they are living and to better articulate what they learned upon their return,” says Director of Education Abroad Kirsten Canterbury, who oversees the business section course.

The course, developed by the University’s Department of Organizational Leadership, Policy and Development, is called Global Identity: Connecting Your International Experience with Your Future, and is offered to all students studying abroad on University semester programs. It is an online “conversation” to enhance learning between a student and an instructor via email. The students complete five reflective assignments that align with what they are experiencing overseas.

“The first assignment asks students to set goals for the semester and make initial observations of their new environment,” Canterbury says. “Later in the semester, they dig deeper to understand cultural nuances and observe the local business environment.”

Canterbury wants students completing the course to have a greater degree of self-awareness.

“Throughout my life, I’ve naturally always embraced my global identity,” he says, describing growing up in Liberia. “For all of our apparent differences in this world, such as how we speak, pray, or live, we are more similar with each other than we ever truly pause to appreciate.”

“Having a global identity allows an individual to understand where a colleague, classmate, or friend may be evaluating the world from,” she says. “This empathy can change how you work with groups, activate team member’s individual strengths, and creatively problem solve.”

For Jaiah Kamara, ’15 MBA, his experiences and travels have helped him to appreciate the reality that regardless of where people come from on this planet, they share a common existence and struggle.

“Embracing this view of global identity allows us to realize that no person or group of people is better than anyone else and empowers us to seek understanding with one another and return goodwill into this world.”

The first step is to get out into the world.”

On an individual level, Gerbaud thinks that to expand one’s global identity, traveling and studying history are essential.

“I truly believe that digging into the history of a country, nation, or culture is absolutely key to open your mind to the rest of the world,” she says.

Gerbaud has had many occasions to share her expertise with the Carlson School. MTO collaborates regularly with the school—including as a keynote speaker at a recent Global Doctor of Business Administration banquet that welcomed a group of Chinese business leaders. More recently, she has joined the Advisory Council of the Carlson Global Institute (CGI).

Ultimately, global awareness is a common thread running through a student’s Carlson School experience. Whether through a transformative overseas program, cross-cultural project work, or intercultural awareness, students have the opportunity to expand their global identity in various ways. They see first-hand how it leads to greater career readiness, employability, and engaged citizenship.
Carlson, CGI Take Leadership Role in Worldwide Academic Engagement

Few schools around the country—or around the world—have a reputation as a leader in global business education as strong as the Carlson School’s.

In fact, when it was first formed, the International Business School Network (IBSnet), a 12-school network of business schools from around the globe, only included one U.S. school—the Carlson School. By being involved with this network of European and Asian peer universities, the Carlson School has been and continues to be sought out as a leader on the international stage.

This year, the Carlson School further established itself as the premier business school in global education by hosting and sponsoring landmark conferences and academic symposiums—bringing thousands of national and international academic partners to campus.

For the first time, the Carlson School hosted the annual BisNet Conference in October 2017. The Business International Studies Network, or BisNet, brings together 27 of the top business schools that all have significant international operations. The Carlson School has been a founding member of BisNet since its inception in 2002.

As the host of the 2017 conference, the Carlson School took center stage as a leader in the industry—showcasing its programs and highlighting the partnerships the school has forged around the world.

“Hosting BisNet allowed the Carlson School to convene top business schools from across the country to share best practices, discuss how to stay relevant and current in an ever-changing academic landscape, and showcase CGI’s innovative programs,” says Kirsten Canterbury, director of education abroad.

The Carlson School also hosted two major international conferences in June 2018. Partnering with the Opus College of Business at the University of St. Thomas, the Carlson School hosted the Academy of International Business’s Annual Meeting. The four-day event brought together academics from business schools around the world to share ideas around “Global Business and the Digital Economy.”

Later that month, CGI sponsored a Global Learning Colloquium at the NAFSA Annual Conference & Expo. NAFSA: Association of International Educators is the world’s largest association dedicated to international education and exchange, with more than 10,000 members across 3,500 institutions worldwide in more than 150 countries.

Continuing to host conferences and colloquia on global business education makes the Carlson School stand out among peer institutions.

To many people, knives and dental chairs are the stuff of nightmares. But for two China Executive MBA (CHEMBA) graduates, these objects represent dreams come true.

A CUT ABOVE

Xiaofeng Qiu spent almost 14 years at Midea, a Chinese electrical appliance manufacturer. His entire working experience had revolved around kitchenware products, and he was hungry for new ideas and to live outside of his comfort zone. So, he enrolled in the CHEMBA program.

It was easy for Qiu to know where to focus his energies. Chinese kitchen tool consumption has seen a tremendous surge in the past decade. The most influential brand is Zwilling from Germany—there is no well-known Chinese brand. “To me, there is a blank market waiting to be filled,” Qiu says. “Fill this gap! I told myself.”

After graduating from CHEMBA in 2013, Qiu began his business the next year. In 2015, he resigned from Midea to devote himself full-time to his new enterprise. “In order to learn about Chinese home knife products and user habits, I decided to study the market by myself,” he says. So, armed with a grindstone and the help of some friends, Qiu traveled to 10 cities in 10 months. By offering grinding help to people free of charge, he was able to experience different knife brands and their functions.

Last October, Qiu registered a new company called Natie. Its mission is to make a kitchen knife China can be proud of. “Our first five-year goal is to make Natie a Chinese Zwilling brand,” Qiu says. “I will always remember that our business is entirely from CHEMBA. We will never forget your support. It empowers us to continue our mission and move forward.”

FINDING A ‘CAVITY’ TO FILL

Atwood Shenglin Li majored in international trade from the Guangdong University of Business and Finance. After five years of helping small Chinese manufacturers increase their global reach, he realized he could be selling his own products to the world. In 2005, he founded a general trading company, which, among other things, sold dental chairs.

Although the business was doing OK initially, it had fewer sales in developed countries. “I started to search for better solutions to develop these markets,” Li says. “My wife, who graduated from CHEMBA in 2009, suggested I join this valuable program which helped her a lot in her career, so I became a CHEMBA student in 2013.”

Li’s company, Guangzhou AJAX Medical Equipment Co., Ltd., has since become a famous brand of dental chair in the Chinese market and is now selling 7000 chairs a year to more than 50 countries—including the United States and Japan. Li’s global mindset and a market fit concept led to the expansion of the company. AJAX acquired one local dealer in Italy to be its European branch in 2015 and its Australian company was started in 2016. In 2017, it established its U.S. branch, AJAX Dental System, in California. It is one of the very few Chinese dental chair manufacturers to get FDA approval.

“What CHEMBA gave me is not only the knowledge but also the determination to make a global business—no matter how small your company is and how narrow your industry is,” Li says.
SUPPORTED BY A ROBUST NETWORK OF KEY PARTNERS
Since its beginning, the council has expanded its efforts and set its sights on establishing a $50,000 endowment in its name. This effort was wildly successful—with two members of the council establishing personal endowments, and the remaining members’ contributions are on pace to meet their goal.

“The Advisory Council made the decision to establish this scholarship fund as a way to make a lasting contribution. It really is a testament to the quality of people who sit on the council, their passion for the Carlson School and the global experience, and the impact CGI has made to further the school’s position as a leader in global business education,” says David Clark, former chair of the Advisory Council.

Since the launch of the Driven campaign last year, the council now includes a committee focused on campaign fundraising. CGI’s goal is to fund 300 scholarships annually. To date, alumni, friends, and corporate partners have funded more than 150 scholarships that will have a lasting impact on student lives for years to come.

“The International Experience is one aspect of the Carlson School that makes it stand out from other business schools,” says Patrick McGinnis, ’03 MBA, vice president of merchandising at Best Buy and chairman of CGI’s Capital Campaign Committee.

“For me, the signature of a Carlson School degree is this International Experience requirement,” he says. “It is something that is unique among business education programs out there, and it is very progressive. It’s what stands out as being a key reason why students come to the Carlson School.”

Supporting students through scholarships and financial aid is of the utmost importance to the Carlson School, and CGI’s Advisory Council is leading by example.

Members of the CGI Advisory Council have taken it upon themselves to come together and fund scholarships for students to study abroad for their international experience.

The CGI Advisory Council is a 20-person committee made up of external partners from diverse backgrounds from the private, nonprofit, government, and education sectors. In their roles, council members provide insights into current and relevant global management trends and issues as well as guide CGI’s outreach and engagement efforts.

The council started going above and beyond a few years ago—voluntarily funding scholarships. Originally aiming to create a one-time scholarship, the group contributed enough funding for three scholarships the first year resulting in a major impact on the lives of students.

Nathan Brandes, a senior finance student, studied abroad this past year in Toledo, Spain. An Advisory Council Scholarship recipient, Brandes had the opportunity to thank the group in person for its support that made his experience possible.

“This opened my eyes to just how connected we are as people,” he says. “I lived with a host family while in Spain, and whether I’m 6,000 miles away or in their living room, I can still keep in contact with them. I could show up at their doorstep tomorrow and they would welcome me in with open arms. The fact that I was able to meet and get to know people that well and that quickly showed me how we, as people, are much more the same than we are different. I cannot begin to describe how much these four months have impacted me now and will continue to do so in the future.”

As a CGI Advisory Council Scholarship recipient, it wouldn’t have been possible for me to be able to experience this without that help and support.

— NATHAN BRANDES ’18 BSB

It’s what stands out as being a key reason why students come to the Carlson School.”
International study and cross-cultural partnerships help move the world forward one student at a time.

— STACY DOEPNER-HOVE
Director, Master of Arts in Human Resources and Industrial Relations, Carlson School of Management

The Carlson School has formed partnerships with top universities all over the world, but few are as unique and strong as the one with Queensland University of Technology (QUT) in Brisbane, Australia.

For nine years, the two globally recognized universities have partnered in numerous ways, but this year, a new aspect was added. As part of Stacy Doepner-Hove’s undergraduate HRIR class, “Human Resources Management—An International Perspective,” the Carlson School hosted students from QUT for a week in February.

For the past several years, Carlson School and QUT have teamed up to develop and co-teach a class that virtually connects the two classrooms in opposite parts of the world. Each respective campus teaches the first part of the class individually and then teaches together for the second half. Students work together on a live case project in small groups that include both Carlson School and QUT students.

This time around, Doepner-Hove and her colleague at QUT, Bernd Irmer, wanted to create a similar experience for both classes and thought having the students meet, even briefly, before they started working together as virtual teams would benefit the project tremendously.

For a short, two-week abroad experience in February, QUT students spent the first week in Seattle. Next, they went on to Minneapolis to spend the remaining week at the Carlson School to meet with their small group teams and visit classes.

While in the United States, the QUT students took part in site visits to several top Minnesota businesses, including General Mills, the Guthrie Theater, Feed My Starving Children, the Mall of America, the Minnesota Vikings, and the Minnesota Zoo. They also were able to experience the culture that makes the Twin Cities unique—including the cold, Minnesota winters.

“We couldn’t have done any of the new things we have tried without the support of the Carlson Global Institute and our colleagues at QUT,” Doepner-Hove says. “The fact that we had such amazing support from the schools at both ends has made this possible and the fact that CGI has such a long history of helping faculty at Carlson make their wild ideas of new things in international study a reality was truly incredible.”

“Every business and every person needs to be able to have a global perspective on what they are doing,” Doepner-Hove says. “That is hard to do without getting out to see the world. Not everyone has to travel, but it is an important way to learn about how differing perspectives can help solve problems. International study and cross-cultural partnerships help move the world forward one student at a time.”
CGI Partners with Businesses to Provide Experiential Learning Projects

Experiential learning opportunities are at the center of each student’s time at the Carlson School. The Carlson Global Institute’s Global Business Practicum is one of these opportunities and provides students with cross-cultural experiential learning.

Students work with peers and faculty from partner schools overseas on issues facing real businesses. The students gain valuable experience with international business and the companies receive important insight and recommendations into their own global challenges.

Hormel Foods is one company that has found value in the program and has collaborated with the Carlson School on four different projects. All of the projects involved Hormel potentially entering a new market such as China, Russia, Brazil, and countries in Eastern Europe.

The projects allow students to dive into many business functions—including marketing, branding, accounting, and supply chain.

“Hormel’s participation in multiple practicums has had a real impact on our business,” says Tim Barinka, vice president, marketing of Hormel Foods International. For example, the most recent project yielded several actionable insights—including helping to narrow potential new markets for expansion and confirming our need to develop a comprehensive distribution strategy across multiple channels. There is a reason we continue to invest in these programs.”

Cargill is another company that has seen its partnership with the Carlson School as invaluable. For Cargill, Carlson School students participated in a project to assess the innovation capabilities of Cargill’s businesses in China and its ability to use innovation to tap into the growing Chinese quick service restaurant segment. The students studied how best to use Cargill’s innovation center, Cargill One, as a place for culinary innovation and how best to take those learnings and apply them across all appropriate Cargill food businesses in China.

“With our partnership with the Carlson School, we are able to help develop and grow talent earlier and potentially open up doors for future employment at Cargill,” says Omar Sadeque, president and managing director at Cargill Investments in China.

Through these types of projects, both the companies and students reap benefits. The businesses receive important insight into a market they may have not analyzed, while the students acquire real-world experience that is so vital to landing a job.

“For the students, these projects allow for the practical application of what they often study in a class setting,” Sadeque says. “It allows them to think strategically and to tackle the many real-life business issues which are currently top of mind for the food industry. The connection also helps the students develop contacts and mentors who can guide them through their journey of achieving their career and professional aspirations.”

2017-2018 ADVISORS

Advisory Council

Tim Barinka  
Vice President, Marketing  
Hormel Foods International

Judy Carle  
Vice President, Treasury  
Ranket

David Clark  
President, Hogstad  
General Mills

Julie Drysdale  
Tax Principal, Transfer Pricing  
Deloitte

Gabrielle Gerbaud  
Executive Director &  
Chief Protocol Officer  
Minnesota Trade Office

Gail Gibbs  
Vice President & General Manager,  
Exclusive Brands  
Best Buy

Robert Goodall  
Vice President,  
Enterprise Compliance  
Thomson Reuters

Trevor Gunn  
Vice President,  
International Relations  
Medtronic

Mark Hong  
Vice President, North America Surface  
Transportation  
C.H. Robinson

Ben Irby  
Business Unit Director, Pillsbury  
General Mills

Rick King  
Executive Vice President & Chief  
Information Officer  
Thomson Reuters

Leah Larson  
Vice President Marketing  
Ecolab

Patrick McGinnis  
Vice President, Merchandising  
Best Buy

Meredith McQuaid  
Associate Vice President and Dean of  
International Programs  
Global Programs and Strategy Alliance  
University of Minnesota

Kathleen Motzenbecker  
Senior Vice President  
The Medical Alley Association

Joe Ramaker  
Vice President, Finance,  
Planning & Analysis  
Cargill

Jon Ruppel  
Vice President, Value Acceleration  
3M

Jan Shimanski  
Vice President, Global Talent Solutions  
3M

Richard Trembley  
Senior Vice President  
Global Commercial Banking  
Bank of America

Karine Watne  
Marketing Manager, International Business  
Toro

International Faculty Advisory Committee

Michelle Duffy  
Professor  
Human Resources and Labor Studies

Michael Houston  
Professor  
Marketing  
Associate Dean  
Global Initiatives

William Li  
Professor  
Supply Chain Operations

Alfred Marcus  
Professor  
Strategic Management  
and Entrepreneurship

Helen Moser  
Senior Lecturer  
Finance

Gautam Ray  
Associate Professor  
Information and Decision Sciences

Pervin Shroff  
Professor  
Accounting

Anne D’Angelo  
Ex-Officio  
Assistant Dean  
Global Initiatives
2017-2018 UNIVERSITY PARTNERS

Aalto University School of Business • Finland
Antai College of Economics and Management • China
City University of Hong Kong • Hong Kong
Copenhagen Business School • Denmark
ESADE Business School • Spain
ESCP Europe • France
Fundação Getulio Vargas-Escola de Administracao de Empresas de Sao Paolo • Brazil
Hitotsubashi University • Japan
Hong Kong University of Science and Technology • China
INCAE • Costa Rica
KEDGE Business School • France
Keio University • Japan
Leeds University Business School • England
Lingnan College, Sun Yat-sen University • China
London School of Economics • England
Alliance Manchester Business School • England
National Taiwan University • Taiwan
BI Norwegian School of Business • Norway
Queensland University of Technology • Australia
Singapore Management University • Singapore
Sogang University • Korea
Stockholm School of Economics • Sweden
Stockholm School of Entrepreneurship • Sweden
Thammasat University • Thailand
Tsinghua University • China
Universidad Adolfo Ibáñez • Chile
Universidad Carlos III de Madrid • Spain
Università Commerciale Luigi Bocconi • Italy
Université Catholique de Louvain • Belgium
Universidad de Chile Facultad de Economia y Negocios • Chile
Universidad Nacional • Costa Rica
Université Jean Moulin-Lyon 3 • France
Universiteit Maastricht • Netherlands
University College Dublin Lochlann Quinn School of Business • Ireland
University of Cologne • Germany
University of Havana • Cuba
University of Otago • New Zealand
University of St. Gallen • Switzerland
University of Technology-Sydney • Australia
Warsaw School of Economics • Poland
Wirtschaftsuniversität Wien • Austria

PUBLIC AND PRIVATE PARTNERS

Carlson Global Institute activities engaged with over 100 public, private, and nonprofit organizations including these in 2017-2018.

3M
Abertis
Abu Dhabi University
Alizz Islamic Bank
American Chamber of Commerce in Australia
Ameriprise
Amil
Antofagasta Minerals
Arauco
Arcor
Arte Corte
ASIFMA | Asia Securities Industry & Financial Markets Association
Ball Corporation
Bank of America
Best Buy
Blackrock
Bloom Properties
Bloomberg
Bocache & Salvucci
Bulgari
Cadwalader, Wickersham and Taft LLP
Cargill
Caribou Coffee
Cavas Codorniu
Cervenciar Kross
ChinaPlus Capital Ltd.
C.H. Robinson
Coffee Planet
ConinAgro
Cubaemprende
Cytopsort
Dole
Dolivestery
Donaldson
Ecolab
El Corte Inglés
Emirates Airline
Feed My Starving Children
Fidelity International
General Mills
Global Minnesota
Grupo Globo
Guthrie Theater
H.B. Fuller
Heraeus
Hormel Foods International
House of Africa
(Casa de África)
HSBC Global Asset Management Limited
IBM
Ignisterra
JANA Partners LLC
John Ryan
Kingston Family Vineyards
Kirkland & Ellis
La Bicicleta Verde
La Marzocco
Land O’Lakes
Lenovo
London Stock Exchange
Mall of America
Medtronic
Ministerio de Comercio Interior (MINCIN), Cuba
Minnesota Trade Office
Minnesota Vikings
Minnesota Zoo
My Vintage Academy
Nakheel Properties
Nazarbov
Nostalgicar
Oman Cables
Oman Convention & Exhibition Center
OH! Media
Paganí
Pentair
Polaris
Positive Outdoor Energy
PwC
Rainforest Alliance
RSPCA
Samsung
Sapori
Segall, Bryant & Hamill
Shenzhen Suishou Technology Co.
Sleep Number
Swarowski
Sydney Opera House
Target
TBWA/Frederick
Tetoa Valley
The Arab Culturalist
The Center for Studies of Martí
The Medical Alley Association
Thomson Reuters
Tilaran - SENARA
Toro
UBS
Unicredit
Uniting
University of Havana
Varde Hedge Fund
Vatican Radio