

Shaping the Future of Global Business

Carlson Global Institute

Year in Review
2013-2014

CARLSON SCHOOL
OF MANAGEMENT

UNIVERSITY OF MINNESOTA



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,

Entering the Carlson School of Management, one of the first things a visitor notices are the flags hanging above our atrium. The flags are from the countries in which we have a partner school. However, they symbolize so much more.

These flags serve as a powerful visual reminder of our school's longstanding commitment to global business education and research and inspire us to expand our global reach every day. I only wish we had the room to add flags for all the countries where the Carlson Global Institute (CGI) is shaping the future of business.

Thanks to CGI, we were among the first schools to recognize that to be successful in business we must understand and engage the world. Because of their foresight, we have been pioneers in international business including being among the first to offer an executive MBA degree overseas and requiring that all of our students have an international experience. CGI is also conducting groundbreaking work with the business community to help them better understand and address complex global challenges.

This publication shares some examples from the past year of the Carlson Global Institute's activities. I hope you enjoy reading how they are changing student mindsets and expanding their career opportunities, offering new insights into how we teach business, and improving the way business is conducted in our backyard and around the world.

Sincerely,

A handwritten signature in black ink that reads "Sri Zaheer".

Sri Zaheer
Dean

OUR STRATEGIC PRIORITIES

To achieve this vision, the Carlson Global Institute has established a set of strategic priorities.

- Engaging stakeholders in new opportunities to strengthen awareness, understanding, and connections towards global excellence.
- Developing innovative global curricula including experiential learning opportunities and outcomes that enhance management theory and practice.
- Leveraging University resources to advance the global competitiveness of organizations in the region.
- Providing students with financial and institutional support to help them fully realize their global experiences.
- Generating and disseminating new knowledge and applications in global business and education.
- Articulating the impact of the Institute's initiatives to increase the global mindfulness and competence of professionals and their organizations.



Dear Friends,

Welcome to the second edition of the Carlson Global Institute (CGI) Year in Review! This issue highlights our continued efforts to engage an array of stakeholders, all of whom are instrumental in the Carlson School's global outreach mission and international network.

This year, we increased our partnerships and diversified our collaborations. The Carlson School welcomed 75 international graduate and undergraduate exchange students to our classrooms, and supported the global experiences of 791 Carlson School students. In addition, the School ramped up efforts to connect with alumni living and working abroad, and increased engagement with professionals through CGI programs. As we continue to build upon the Carlson community, we are reminded of the value of these relationships.

One of the key goals of our efforts is to inspire a lifelong commitment to global mindfulness among students. As Carlson School alumnus, scholarship donor, and corporate vice president and chief information officer of Cargill John Geisler points out, it's through the transformative power of international exposure that future professionals grapple with real-world problems and learn to see problems from a fresh perspective.

CGI thanks the educators, businesses, students, alumni, advisory board, staff, and more who support the Carlson School's continued commitment to global management education, research, and outreach. It's through their support the School develops new and innovative ways to teach, learn, and engage.

Sincerely,

Michael J. Houston
Associate Dean of Global Initiatives

Anne M. D'Angelo
Assistant Dean of Global Initiatives



Developing **Globally Mindful** Leaders



Carlson Global Institute
Exchanges // Faculty-led programs // Global Executive MBA



Argentina
Australia
Austria
Belgium
Brazil
Chile
China
Costa Rica

Denmark
England
France
Germany
India
Italy
Japan
Netherlands

New Zealand
Norway
Oman
Poland
Singapore
South Korea
Spain
Sweden

Switzerland
Taiwan
Thailand
Turkey
United Arab Emirates



Portuguese Language Instruction Now Offered through Education Abroad

Carlson School students enrolled in the Managing Innovation and Change course arrived in São Paulo, Brazil this year eager to practice their newly obtained Portuguese language skills. A teaching specialist from the University of Minnesota's Department of Spanish and Portuguese trained participants on relevant aspects of the language and culture prior to departure overseas, then joined the class for corporate and other visits in Brazil. The practical application of Portuguese language instruction heightened participants' sensitivity to how language and cultural dynamics impact business, and increased students' confidence in their ability to interact with the host culture. The experience also helped the language instructor shape a new business Portuguese course to be offered at the University in 2014-2015.

Number of Carlson School students who studied abroad

$$545 + 248 = 793$$

UNDERGRADUATE STUDENTS

GRADUATE STUDENTS

INCOMING GLOBAL
EXECUTIVE MBA
STUDENTS

75

Exchange
students at the
Carlson School

SEMESTER
EXCHANGE
PARTNERSHIPS

30

UNDERGRADUATE

+

15

GRADUATE

University
partners

18

Faculty-led
programs

39

45

VIENNA
EMBA

+
27

CHINA
EMBA

=
72

GEMBA
TOTAL



NEW EXCHANGE
PROGRAMS ESTABLISHED

Lingnan (University) College, Sun Yat-sen University
Guangzhou, China

Leeds University Business School
Leeds, United Kingdom

Antai College of Economics and Management,
Shanghai Jiao Tong University
Shanghai, China



Mie Johansen

Felipe Reyes Carmona

Exchange Students Opt for Additional Schooling in Minnesota

Students from universities abroad return to the Carlson School after their exchanges come to a close

The Carlson Global Institute partners with universities around the world to exchange students each year. CGI selects a pool of Carlson School students to spend up to one year at partner universities, then a diverse group of international students journeys to Minnesota and attends the School in their absence.

Among the 75-100 exchange students who study at the Carlson School each year, some elect to extend their exchanges to more fully experience the unique curriculum and environment. Meet two students who decided one semester wasn't

quite long enough to fully explore the School, the state, and the community.

Building a network of international peers

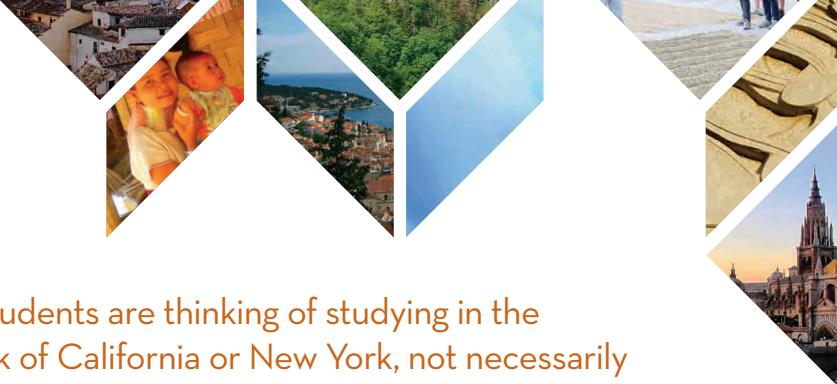
Mie Johansen fell in love with Minneapolis during a semester-long exchange she completed through the Copenhagen Business School in Denmark. After returning to her home country in 2012, she began exploring opportunities for graduate study at the Carlson School. She ultimately applied and later enrolled in the Master of Arts in Human Resources and Industrial Relations program.

"Right after having to leave, I decided to do everything in my power to come back somehow," she says. "I already knew HR was the career I wanted to pursue, so coming back and doing the MA-HRIR program at Carlson was the perfect choice for me."

Given her background in international business communication, Johansen hoped her exchange in the United States would help expand her international network. GLOBE, a student-led network dedicated to supporting international exchange students at the Carlson School and

International Exchange Program Benefits Visitors and Hosts Alike

International exchange students contribute ideas and perspectives in the classroom that help globalize the Carlson School curriculum. Additionally, exposure to U.S. educators, companies, students, sites, and attractions broaden international students' worldview and empower them to learn in new ways.



"If international students are thinking of studying in the United States, they think of California or New York, not necessarily Minnesota. But once they get here, they discover a special community. We've found our past exchange students become our best advocates back at their home universities."

—Kate Terry, Global Immersion Program Manager, Carlson Global Institute

forging connections for U.S. students visiting their institutions abroad, offered numerous opportunities for her to meet new people from all over the world.

"The exchange experience can be overwhelming, but the GLOBE community helped me integrate into campus life – that organization helped me feel welcome and safe in a new place," she says.

Engaging beyond the classroom
Also from Copenhagen Business School, MBA student Felipe Reyes Carmona chose to study at the Carlson School, among several business institutions, because of its superior position in research and innovation worldwide.

Last year, he extended his exchange from fall semester

through the following spring to gather material for his graduate thesis. To take full advantage of the resources at the Carlson School, Carmona sought career guidance from faculty and advisors, joined international student groups, took part in University of Minnesota celebrations, and more. He also engaged in the Carlson Brand Enterprise, a signature learning component offered through the School, to obtain meaningful experience solving a problem for a real-world company.

"All the extracurricular activities that the University offers are quite transcendental," he says. "They enable students like me to have a more holistic experience and gain a better perspective about who you are and what you want to do."

Expanding exchange opportunities

To meet increased student demand, the school will offer three new exchanges beginning in fall 2014. CGI is partnering with universities in China and the United Kingdom to exchange students.

Carmona will point to his year at the Carlson School when describing his interests, goals, and experiences to employers. Today, he's working as a marketing analyst for Work Effects, a Minneapolis consulting company, to develop internal HR management and leadership strategies for clients.

Global Identity Course Heightens Intercultural Understanding

This year, the Carlson Global Institute introduced a one credit online course to help Carlson School undergraduate and MBA students studying abroad for a semester or longer contextualize their experience overseas. The business section of the Global Identity course, offered through the College of Education and Human Development, leads students to deepen their intercultural knowledge, observe and explore the business world in a global setting, conceive opportunities for applying their new international skillsets to future careers or graduate study, and more. The course was developed in collaboration with the University of Minnesota Learning Abroad Center and modeled after the Global Identity course offered through the College of Education and Human Development Department of Organizational Leadership, Policy, and Development.

"The Global Identity course is relevant to business students because business is global. Whether students live and work abroad or not, their work will be impacted by international factors. It's important to give students exposure to the broader business context and to help them understand how culture affects business."

—Kirsten Canterbury, Director of Education Abroad



Allen Lueth, '91 BSB



Arnold Gou, '07 MA-HRIR

International Alumni Inspire New Generation of Global Business Leaders

Carlson School alumni offer unique insight gleaned from living and working abroad to foster global competence among students

With thousands of alumni in countries across the globe, the Carlson School community knows no borders. By expanding its efforts to reconnect with international alumni, the School is enhancing opportunities for students to learn how business is conducted around the world.

In recent years, the Carlson Global Institute has collaborated with partners to enhance alumni relations in London, Shanghai, Hong Kong, and more. As part of this effort, CGI is leveraging the expertise of key alums in various countries to advise students on the nuances of living and working abroad. These international alumni meet with students during education abroad classes, offer site visits to their employers' international operations, connect students with key leaders, and more.

"We hope to raise the visibility of the Carlson School internationally so we can attract a diverse student set

and support students who are curious to look outside the Twin Cities for career opportunities and personal exploration," says Josh Edgar, associate director of alumni relations.

Learning like a local

Vice President of Finance at Cardinal Health Allen Lueth ('91 BSB) welcomed Carlson MBA students to Shanghai this year, and offered an informed perspective about the global business environment and Chinese culture. The alumnus joined numerous education abroad classes for discussions about the healthcare industry in China. According to the students, Lueth was the best resource they encountered while abroad.

In addition to informing students of the regulatory and economic challenges of business in China, Lueth shared a candid snapshot of what it's like to live and work in

GUIDING GLOBAL COURSEWORK

This spring, three Warsaw Executive MBA (WEMBA) alumni delivered a panel discussion focused on media and communications to 20 Carlson School MBA students and five students from an international partner school who were in Poland for a joint program. The talk informed a marketing project the group tackled during the Global Business Practicum in Central and Eastern Europe.

Panelists Michal Kostrzewska, '10 WEMBA; Lukasz Maykowski, '12 WEMBA; and Marcin Drzewiecki, '10 WEMBA, provided valuable insights about the Polish marketing landscape.



In the past year, CGI has held alumni events in India, Poland, China, and Norway in conjunction with education abroad programs.

an unfamiliar country.

"The world is an international economy now," says Lueth. "I hope by sharing my experiences living in China, I can help students see there is a bigger world outside Minnesota or the United States."

Discovering experts abroad

Total Rewards Director for Momentive Inc., Arnold "Hongwei" Guo ('07 MA-HRIR), former Morgan Stanley HR Director in China, is a

self-described liaison between the Carlson School and China. Not only does Guo organize gatherings of University of Minnesota alumni in Shanghai and invite students studying abroad to mingle with local professionals, he arranges conversations between students in Minnesota and experts throughout China, and extends internships and job opportunities to recent graduates.

"International alumni can offer perspective that's valuable for

students who want to know about operations in a different country," says Guo.

Recently, Guo organized a conference call connecting more than 20 graduate student job seekers with three renowned headhunting firms in Shanghai. Thanks to the encounter, the students learned the rules and processes for finding a job in China, and made new contacts within leading companies.

INDIA GLOBAL ENRICHMENT PROGRAM CELEBRATES 10 YEAR ANNIVERSARY

This year, Associate Professor Mani Subramani reflects on a decade of teaching in India. A longtime champion of international management education, he was inspired by the global sophistication of students he encountered while teaching a class at the Indian School of Business in Hyderabad. After this experience in 2003, he proposed the India Seminar to develop an international mindset among Carlson MBA students.

"The business and social context of India is quite different from that in the United States," he says. "Increasingly, students have to recognize the broad range of capabilities that have diffused around the world and understand how to take advantage of them to be effective in decision making."

Throughout 10 years, students in the India Global Enrichment program (which incorporates a two-week visit to India) have toured a variety of global Indian and multi-national companies, studied the nuances of the Indian business environment, and met senior executives in these organizations. One lucky group was thrilled to meet the then-president of India.

"It's easy to get students into companies, but I try to make sure they meet decision makers," Subramani says.

Alumna Angela Grell, '14 MA-HRIR, was part of a class that ventured to India earlier this year. She describes the class as "life changing," and says her experience was



Prof. Mani Subramani, Steve Waters '08 MBA, and Vidya Subramani

enriched by Subramani's expertise and connections throughout the region.

"Mani took us off the beaten path," says Grell. "The experience he provides his students is unparalleled. Not only has he been doing this for 10 years, but he uses his connections to get us in front of incredible leaders."

Although the content of the course has evolved considerably since 2004, today Subramani focuses on the complex changes for organizations and individuals resulting from the globalization of labor markets, and how firms pursue innovation. The instructor hopes students will apply their international experience to develop a global mindset that shapes their careers, as well as make more informed decisions in their professions.

Since this program began, it has impacted more than 150 graduate students.





Grounded in
*Research &
Innovation*



Global Discovery class of 2014 visiting Oman Cables in Muscat, Oman.

Carlson School Leads Best Practices for International Curricula

The Carlson Global Institute shares proven strategies for implementing top-notch international opportunities with educators across the globe

Beginning in 2007, the Carlson School acted on its long-held commitment to develop exceptional global business leaders by introducing the international experience requirement: all undergraduate and MBA students must incorporate an international experience into their business education. Five years later, the first cohort of undergraduates completed their degree. Among them, 96 percent of students met the new requirement, and 78.74 percent graduated in four years or less—a figure that increased from 74.3 percent of the class the previous year.

“International education is a ‘must have’ not a ‘nice to have’ in higher education today,” says Assistant Dean of Global Initiatives Anne D’Angelo. “Business school leaders recognize what organizations are experiencing in today’s

global economy and how business education must mirror these realities to fully prepare its future graduates. Experiential learning abroad is fundamental in transforming viewpoints, knowledge, and understanding about ourselves and others.”

Sharing lessons to support international education

The Carlson Global Institute chronicled the strategy and successful implementation of the international experience requirement in a recent issue of the *Journal of International Education in Business*. Director of Education Abroad Kirsten Canterbury-Alexejun and D’Angelo authored a case study about the development, implementation, and initial consequences of the Carlson School’s undergraduate international experience require-

ment to guide fellow educators in their efforts to develop thriving international programs.

“One of the great things about the field of international education is the open sharing of best practices amongst colleagues,” says Canterbury-Alexejun. “The size and scope of our international experience requirement is fairly unique, and we hope our story will be of use to other institutions as they work to increase the number of students studying abroad.”

Three principles guide education abroad

To develop the international experience requirement, the Carlson Global Institute sought guidance from stakeholders across the Carlson School and the University of Minnesota. CGI discovered three



educational principles key for incorporating international education into each student's academic experience.

First, the landscape of business is global. To meet increasing demand for business leaders adept at navigating cultural differences and versed in international business practices, students need exposure to new environments.

Second, students' global competencies are enhanced through learning opportunities abroad. The Carlson School developed programming to move students as far along the global competence continuum as possible, and to motivate participants to advance their global development well into the future.

Third, student needs vary across the School. Financial resources, experience with international travel, individual medical concerns, readiness to study abroad, and other factors will affect a student's choice

of program. To empower each and every student to obtain a meaningful international experience, the School offers a wide menu of international offerings that vary in length, format, and destination.

Enhancements on the horizon

The outlook for international education is bright, and the Carlson School is committed to identifying ongoing enhancements to the curriculum. In the coming years, CGI will continue to incorporate language and culture learning into international coursework, encourage more intercultural and goal setting activities during international programs abroad, and offer an online course to help students deepen their experience and learning while abroad.

"International experience required: lessons from the Carlson School of Management," appears in volume 6, issue 2 of the *Journal of International Education in Business*.

Measuring Outcomes of Education Abroad

The Carlson Global Institute is more closely examining how international experiences shape students in the long-term. Now entering its second year, the Intercultural Learning Outcomes Project identifies impacts of education abroad that prevail long after students re-assimilate to the United States. The project surveys students 6-8 weeks after they complete an international experience to measure their development against key learning outcomes. Although analysis is ongoing, early data suggest students are largely experiencing positive personal growth and development as a result of their international experiences.

For example, over 95% of students who participated in global immersion programs indicated that their experience impacted their ability to tolerate ambiguous or unfamiliar situations. Additionally, the majority of students participating in either global immersion or global enrichment programs indicated that they were more interested in internationally focused work or internships after their experience abroad.

International Experience Requirement: Lessons Learned

Throughout the planning, design, and implementation of the international experience requirement, the Carlson School gleaned several insights with important implications for educators:

Recognize the importance of institutional commitment
Integrate international curricula into the fabric of the university. Offerings must align with degree program requirements and be feasible for students of any major or concentration.

Find your champions
Identify students, faculty, and administrators who share an enthusiasm for the international mission, and task them with carrying it forward.

Deepen existing partnerships
To build the infrastructure that enables more students to study abroad, look to existing partners to build sustainable and scalable programs. A university should seek resources within its institution, and with international universities with which it has strong ties.

Meet students where they are
Define international experience requirements broadly to accommodate students with a lesser degree of readiness and resources that could hinder their participation in traditional education abroad programs.

Connect with students early and often
Develop touch points throughout each student's college career (orientation, required advising sessions, career events, etc.) to discuss his or her plans for an international experience.

Adapt to unexpected situations
Plan a gradual transition into an international experience requirement. This flexibility allows for potential setbacks that challenge the program, while ensuring its forward momentum.

Supported by a
*Robust Global
Network*
of Key Partners





Undergraduate students
visiting 3M in Brazil



Center Offers Tools for Navigating Global Business

The Center for International Business Education and Research helps businesses, educators, and other partners explore and operate in international markets

The Center for International Business Education and Research (CIBER) is part of a national network of centers charged with increasing U.S. economic competitiveness and capacity for international understanding. Housed in the Carlson School, CIBER helps businesses, educators, researchers, and students bring a global perspective to their work.

Shaping international educators

To encourage faculty from higher education institutions to internationalize their curricula and research agendas, CIBER hosts several professional development opportunities abroad. One of its signature programs is a 12-day Professional Development in International Business program in Scandinavia, which includes visits to Danish and Swedish companies at the forefront of innovative sustainability

and corporate social responsibility practices. 2014 was the third year that this program was offered. To date, the program has engaged business faculty from 34 institutions throughout the United States.

"Our goal is to enable faculty to bring current sustainability perspectives back into the classroom," says Abby Pinto, managing director of CIBER. "This program provides direct exposure to international markets and business practices. It also gives faculty from across the country a chance to network, compare notes on teaching, and learn more about the state of research in sustainability."

Program participants have applied insights from their experiences in a number of ways, including designing new courses, incorporating fresh material into existing curricula, and launching new research projects.

Advising businesses on going global

CIBER helps educate businesses on the nuances of international markets. By lending Carlson School faculty to act as subject matter experts, helping companies connect with students on global business projects in the classroom, and convening experts from government agencies, CIBER coordinates educational opportunities for businesses to sharpen their international acumen. In 2013-2014, CIBER's events for the business community included workshops on doing business in the UAE and the Philippines, a seminar on exports for water technology companies, a conference on global food security, and a discussion about Medtronic's global health initiative. Its programming served 530 business practitioners and community members.



Funding International Research

The Center for International Business Education and Research (CIBER) awards grants of up to \$5,000 to Carlson School faculty engaged in research on international topics. 2013-14 projects include:

- » Professor and Edson Spencer Endowed Chair in Strategy & Technological Leadership Alfred Marcus conducted research on ecosystems for technology innovation in renewable energy and energy conservation.
- » Associate Professor Mary Zellmer-Bruhn met with collaborators to develop a survey instrument on culture and language differences in multicultural teams.
- » Associate Professor Paul Vaaler investigated Chinese bank lending and political business cycles.

Global Matters Speaker Series Enriches Business Leaders' Global Acumen

The Global Matters Speaker Series is a new platform designed to enrich Minnesota professionals' global business acumen. The events are an ideal venue for business, government, media, and academic professionals engaged in global business to create and develop a valuable network. In the series' first year, the Carlson Global Institute hosted two forums with leaders at the forefront of global business to share their expertise with the business community.

Why Global Mindset matters for business today
Carlson '77 MBA, '83 PhD Alumnus and Garvin Distinguished Professor and Director of Najafi Global Mindset Institute at Thunderbird School of Global Management Mansour Javidan explained the concept of "global mindset" and demonstrated its impact on global business for the inaugural event held in the fall of 2013. Dr. Javidan has been designated an Expert Advisor (Global Leadership) by the World Bank. He has designed and taught a variety of executive development courses, offered and facilitated workshops, conducted consulting projects, and made presentations in 25 countries around the world.

Leadership lessons from the front lines of global business

Best Buy Inc., President of U.S. Retail and Chief Human Resources Officer Shari Ballard presented the key



characteristics of leaders that impact the success of global initiatives in the spring of 2014. Best Buy is the world's largest multi-channel consumer electronics retailer, with stores in the United States, Canada, China, and Mexico, and more than 145,000 employees. Ballard served as president of international and was responsible for overseeing operations in China, Canada, and Mexico. In 2011, she was named one of Fortune's 50 Most Powerful Women in Business.

Global Matters video series

To complement the speaker series, Carlson Global Institute launched a corresponding Global Matters video series to deliver the latest global business insights from academic and practitioner experts.

*View the videos in the Global Matters playlist at
[YouTube.com/CarsonSchoolUMN](https://www.youtube.com/CarsonSchoolUMN)*



Carlson School Alum Supports Global Enrichment

The Geisler family funds education abroad scholarships for students in need

The Geisler family was forever altered by their years spent living and working in Bangkok, Thailand. They've since cultivated a mission to share the benefits of global exploration with others. The Minnesota family supports scholarships that put global experiences within reach for Carlson School students who might otherwise lack

the resources to study abroad.

"Our family lived, worked, and went to school in Bangkok for three years. That experience shaped our family. We met people from all over the world and embraced the Thai culture. We learned how important it is to see the world from a new viewpoint," says Jean Geisler.

Corporate Vice President and

CIO of Cargill John Geisler ('78, BSB) and wife Jean never studied abroad – international experiences were too expensive for the two undergraduate students. But the couple sees the benefits of global immersion for personal development in their three daughters, who lived in Bangkok as young children. Today, they "carry their passports in



Received Education Abroad Scholarships for 2013-2014



their purses,” and integrate themselves seamlessly into unfamiliar environments.

“To this day, I never hesitate to say living and working in Thailand was the most rewarding, exciting, and fulfilling career assignment I’ve ever had,” says John.

International exposure accelerates knowledge

As part of his role at Cargill, one of the world’s largest producers and marketers of food, agricultural, financial, and industrial products and services, John is concerned with shaping globally-minded college grads. He says students who glimpse how business is done in countries unlike the United States will hone a new understanding of theories and lessons they obtain in the classroom.

“We chose to support study abroad because we can provide

“Through my role at a company that hires talent coming out of college, we’re constantly looking for ways to expose students to real-world situations. When students go to another country, they’re thrust into a culture that fundamentally operates differently and it encourages them to examine aspects of a problem they wouldn’t otherwise see.”

—John Geisler, ’78 BSB,
Corporate Vice President and Chief Information Officer, Cargill

financial support that a lot of students need, and it has a purpose. The purpose here happens to fit what we believe is important – for students of all kinds to get a sense of just how small the world is,” says John.

Funding scholarships with impact

The Geisler family’s gifts enable several students to study abroad

each year. As evidenced by letters from scholarship recipients, these experiences have a lasting impact for students.

“We love getting notes from the students our gift supports: they tell us how their trip went and which countries they visited. It’s a great thing to support because we get to hear firsthand from students how meaningful it was,” says John.

University of Minnesota Celebrates 100-Year Partnership with China

The year 2014 marks 100 years since three men became the first Chinese students to enroll at the University of Minnesota. Today, the University hosts over 2,000 students and scholars from China each year, offers more than 15 education abroad and exchange opportunities throughout the country, and has partnered with 30 Chinese universities on collaborative research endeavors.

As part of the University-wide China 100 celebration, the Carlson Global Institute hosted three gatherings to honor a century of engagement with China.

On January 9, Carlson School MBA students and alumni, current Executive MBA students from the Vienna University of Economics and Business, and faculty from both programs gathered in Guangzhou to network and celebrate the schools partnerships in China.

On January 13, University of Minnesota alumni paid homage to their “second home” in Minnesota during a special event in Shanghai. The celebration included Carlson School Full-Time MBA students participating in the Global Discovery program.



On May 8, students from the China Executive MBA (CHEMBA) program joined international students from the MBA, undergraduate, Master of Accounting, and Master of Human Resources and Industrial Relations programs at the Carlson School to network and learn. The CHEMBA students shared valuable professional advice gleaned from working across many industries in China with the attendees. The event was a special opportunity for students across the Carlson School to discover the extent of the school’s connection to China.

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- Hautes Etudes Commerciales (HEC)
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- University of Shanghai for Science & Technology
- University of Technology - Sydney
- University of Otago
- *Vienna University of Economics and Business
- Warsaw School of Economics

IFAC Faculty Advisory Council

Alfred Marcus

Professor, Edson Spencer Endowed Chair in Strategy and Technological Leadership, Strategic Management and Entrepreneurship

Michelle Duffy

Professor, Board of Overseers Professorship in Human Resources and Industrial Relations, Work and Organizations

William Li

Professor, Supply Chain and Operations

Charles Caliendo

Senior Lecturer, Accounting

Helen Moser

Senior Lecturer, Finance

Engaged Faculty

Academic areas for
28 Carlson School faculty
engaged with CGI activities in
2013-2014



*Global Executive MBA Partner Universities

Carlson Global Institute activities engaged with over 100 public, private, and nonprofit organizations in 2013-2014.

3M	Copronaranjo RL	Indus Valley	Red Cross
ACTUAR	Delhi Metro Rail Corporation	Infosys	Roberto Cavalli
Alexander Architects	Deloitte LLP	Ingersoll Rand	RTP
American Chamber of Commerce - Poland	Doka Coffee Farm	Instituto Akatu	SAP Labs
American Chamber of Commerce - China	Dorsey & Whitney LLP	International Crops Research Institute	Sapient
Ameriprise	EATaly	ITC Gardenia	SASLO Legal Training Center
AMIDEAST	Ecolab	Johnson and Johnson	Save the Children
Angela Caputi	Emerson Process Management	JUCCCE	School of Inspired Leadership
Antofagasta Minerals	Estee Lauder	Lamborghini	Sea World
Aon	FENDI	Las Bordadoras	Seragini Consulting
Apollo Hospital	Florex	Lenovo	Sociedad Rural Argentina
Ball Corporation	Forbo Movement Systems	Life Monteverde	SOS Mata Atlântica
Banco Santander	Ford Motor Company	MD Maple Capital Advisors	Start Up Chile
Bank Muscat	Fundacion Neotropica	Medtronic, Inc.	Stefano Ricci
BASF	Genea Industry	Merck	Storebrand
Braskem	General Mills	Microsoft	Success Factors
Brulinda	Genpact	Mindray	Sun Yat-sen Affiliated Hospital
Buffalo Wild Wings	Guangzhou Pharmaceutical	Mindtree	Target
California Cantina	Gung Ho Pizza	Minnesota China Center	Team Lease, Pvt.
Campana Esso	H&M	Mu Sigma	Thomson Reuters
Cardinal Health	H.B. Fuller	My Vintage Academy	U.S. Embassy Muscat Oman
Cargill	Heineken	Narayana Hrudayalaya	UIDAI
Carlsberg	Himalaya Wellness	NIIT Training Center	UNICA
China International Technology Transfer Center	Hong Kong Medical and Healthcare Devices Industries Association	Nobel Peace Institute	Unilever PLC
China Mobile	Hong Kong Trade Development Council	Norsk Hydro	Odebrecht Agroindustrial
Chintan, Nangloi Recycling Center	INBAR	Novo Nordisk	Oman Cables
Chiquita		PLAN International	UnitedHealth Group
CMD Coles		Polish Information & Investment Agency	Valparaiso Port PPT
		Principle M	Vatican Radio
		PWC	Wo Kee Hong Group
		QAI	World Wildlife Foundation
		Rainforest Alliance	Worrell
			Yum!





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