

SHAPING THE FUTURE OF GLOBAL BUSINESS



CARLSON SCHOOL
OF MANAGEMENT

UNIVERSITY OF MINNESOTA

CARLSON GLOBAL INSTITUTE
YEAR IN REVIEW 2017-2018

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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,

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 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,

A handwritten signature in black ink that reads "Michael J. Houston". The signature is written in a cursive style.

Michael J. Houston
Associate Dean of Global Initiatives

A handwritten signature in black ink that reads "Anne M. D'Angelo". The signature is written in a cursive style.

Anne M. D'Angelo
Assistant Dean of Global Initiatives



DEVELOPING

GLOBALLY MINDFUL LEADERS

LEAVING HER MARK IN HAITI



Changing the world for the better was always top of mind for Becca Desens.

Less than a year after joining a small start-up company with a mission of developing sustainable agricultural practices, she found herself in Haiti for her Carlson School international experience helping Haitian farmers deal with unimaginable difficulties.

“I had always wanted to volunteer with something like this,” Desens says. “I wanted to use business to make an impact in the world and this was such an amazing opportunity to do something like that, and I never thought I would have ever gotten involved.”

Desens went to Haiti as part of a start-up company called Vetiver Solutions. The company was founded in 2016 by University of Minnesota students working on a project in a Grand Challenge Course. The founders were looking for a person with a business

background, and she joined the company as its chief marketing officer a year later.

The name of the company comes from a plant called vetiver, which is a tall, sterile grass native to India. It can grow up to five feet tall, and its root structure can grow between 7-15 feet in depth. This unique root structure allows vetiver to hold soil in place on all types of topography—from plains to mountains.

Vetiver Solutions works with farmers to plant vetiver along their farms to prevent soil erosion and increase the nutrients in the soil around crops. The company's vision is to grow a poverty-free Haiti.

Haiti is afflicted by the worst soil erosion of any nation in the Western Hemisphere, and it is difficult for the country to combat that alongside other struggles it has dealt with over the past decade—from a magnitude-7.0 earthquake in 2010 to the devastation left by Hurricane Matthew in 2016.

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.”



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

— BECCA DESENS
’17 BSB





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

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

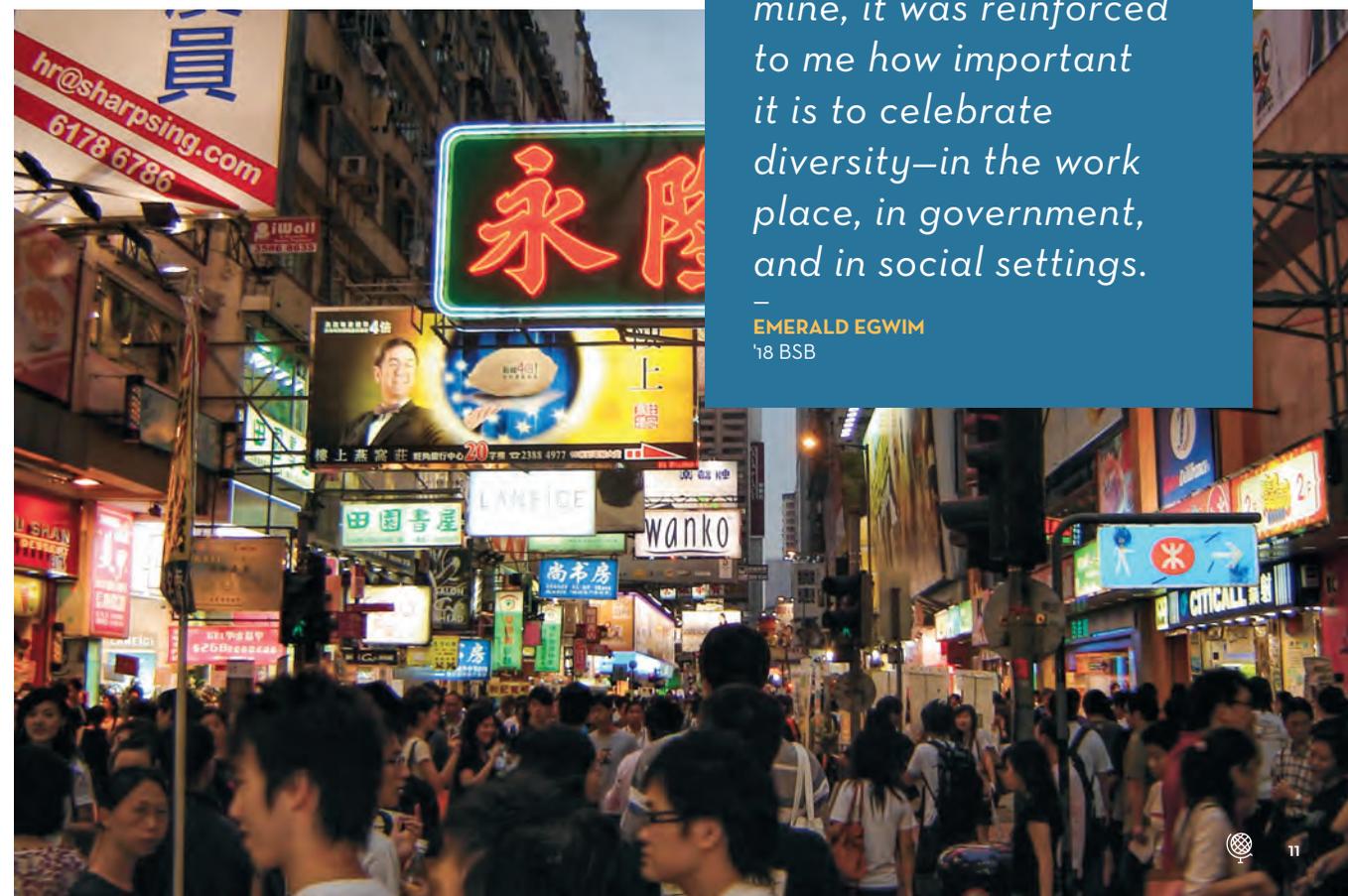
important it is to celebrate diversity—in the work place, in government, and in social settings.”

Both Doeksen 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.



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



Helping Every Step of the Way

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."

CARLSON GLOBAL INSTITUTE FOOTPRINT

Exchanges • Faculty-led Programs • Global Executive MBA • Co-sponsored Programs • Internships



CGI BUILDS MORE PARTNERSHIPS IN HONG KONG, FINLAND, FRANCE

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.

762 STUDENTS STUDYING INTERNATIONALLY



622 UNDERGRADUATE

140 GRADUATE

96 INCOMING EXCHANGE STUDENTS



66 UNDERGRADUATE

30 GRADUATE

194 EDUCATION ABROAD SCHOLARSHIPS AWARDED



170 UNDERGRADUATE

24 GRADUATE

61 GRADUATING EXECUTIVE MBA STUDENTS



32 CHINA (CHEMBA)

29 VIENNA (VEMBA)





Community Involvement

How the company benefits society
Educate broader community



Customer Solution-oriented Valued partner Application of products

Create new Technical New cus

Successful innovation centers special clearly communicated throughout

Source: Comparables team's site visits, interviews and secondary research

ARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA



Chinese food includes busy and disposable tech

These consumers programs are rapidly evolving and growing

Small pilot has truly got national a

What's there?

Capitol cap + cost

Capitol is a premium product but does not offer value for cost to Walmart

Capitol	Attributes
✓	Price
✓	Location
✓	Quality
✓	Utility
✓	Scale
✓	Availability
✓	Customer Service
✓	Brand
✓	Marketing
✓	Logistics
✓	Technology

GROUNDING IN
RESEARCH
&
INNOVATION



A LEADER IN HELPING STUDENTS UNDERSTAND THEIR GLOBAL IDENTITY

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.

“It means learning that the world is big, and individually, we are small,” she says. “It also means practicing curiosity and humility, constantly learning, but never assuming.”

She finds that developing a global perspective is closely tied with building empathy.

“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 led him to appreciate the reality that regardless of where people come from on this planet, they share a common existence and struggle.

“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. 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.”

Although Schwappach and Kamara are from vastly different backgrounds with differing life experiences, both agree that a robust global perspective is a prerequisite to a fulfilling personal and professional life. And both called upon the Carlson School to build upon theirs.

IN THE CLASSROOM

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.

“While it's helpful to learn specifics about the culture they are studying in, the awareness of their own culture will continue to benefit them no matter what cultural environment they enter,” 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.”

FROM THE PERSPECTIVE OF BUSINESS

As the Executive Director of the Minnesota Trade Office (MTO) and Chief Protocol Officer for the state of Minnesota, Gabrielle Gerbaud is well aware of the importance global identity plays in business.

MTO is the advocate for Minnesota businesses pursuing international markets and is responsible for attracting international business into the state to contribute to its economic growth. It also organizes training at all levels to support Minnesota's companies in their international efforts and provides diplomatic etiquette for the state.

With 85 percent of the world's purchasing power overseas and billions of potential new customers in China, India, Mexico, and other emerging economies, businesses need to cultivate a strong global understanding to thrive.

“To create a global identity is a whole adventure,” Gerbaud says. “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.

“Convenings like those hosted and sponsored by the Carlson School enable business educators to draw on collective experiences and insights to advance global learning, teaching, and scholarship in new ways,” says Juliane Iannarelli, senior vice president and chief knowledge officer for the Association to Advance Collegiate Schools of Business (AACSB International), a global organization of more than 800 business schools, of which the Carlson School is a member. “This collaboration is a demonstration of the best practices that business schools seek to develop within the global business leaders they educate. The Carlson School, and specifically the Carlson Global Institute, is to be commended for its commitment and leadership in this regard.”



Building Dreams from Everyday Products

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 7,000 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.

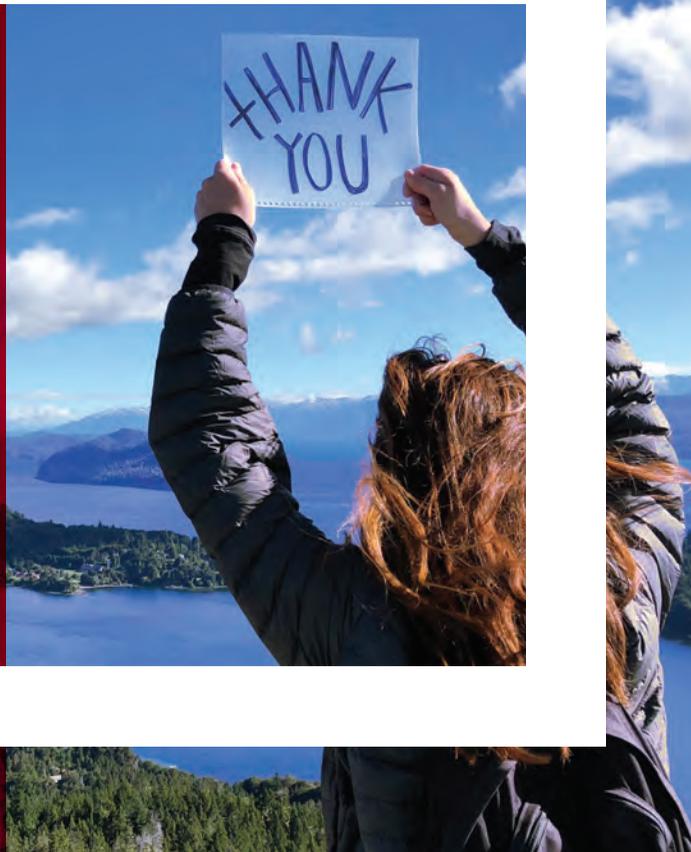
“What CHEMBA gave me is not only the knowledge but also the determination to make a global business—no matter how small your company is and how narrow your industry is,” Li says.





SUPPORTED BY A
ROBUST
NETWORK OF
KEY PARTNERS

ADVISORY COUNCIL GOES ABOVE AND BEYOND TO SUPPORT STUDENTS



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."

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.



DAVID CLARK

"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.



PATRICK MCGINNIS

"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."



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





Unique Partnership Brings Students Together, Elevates Joint Class

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."

The idea to bring QUT students to the Carlson School was born out of an idea Doepner-Hove and Irmer had for both sets of students to experience the travel abroad piece of the trip. With each school being a recognized global leader in international education, this partnership brings two prestigious universities together, and the students reap the benefits.

"Our ongoing long-term relationship with the Carlson School provides our students with a unique and transformative cross-cultural learning experience," Irmer says. "My students' professional and personal development has been immeasurably amplified by the Carlson School's staff and student academic excellence, spirit of generosity, and deep business connections."

For Carlson School students, Doepner-Hove says, it's important to gain an understanding of other people and cultures around the world. In today's

increasingly global world, businesspeople can't rely on only clients, customers, and stakeholders from their region. They need to take into account views from all over the globe.

"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."



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



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

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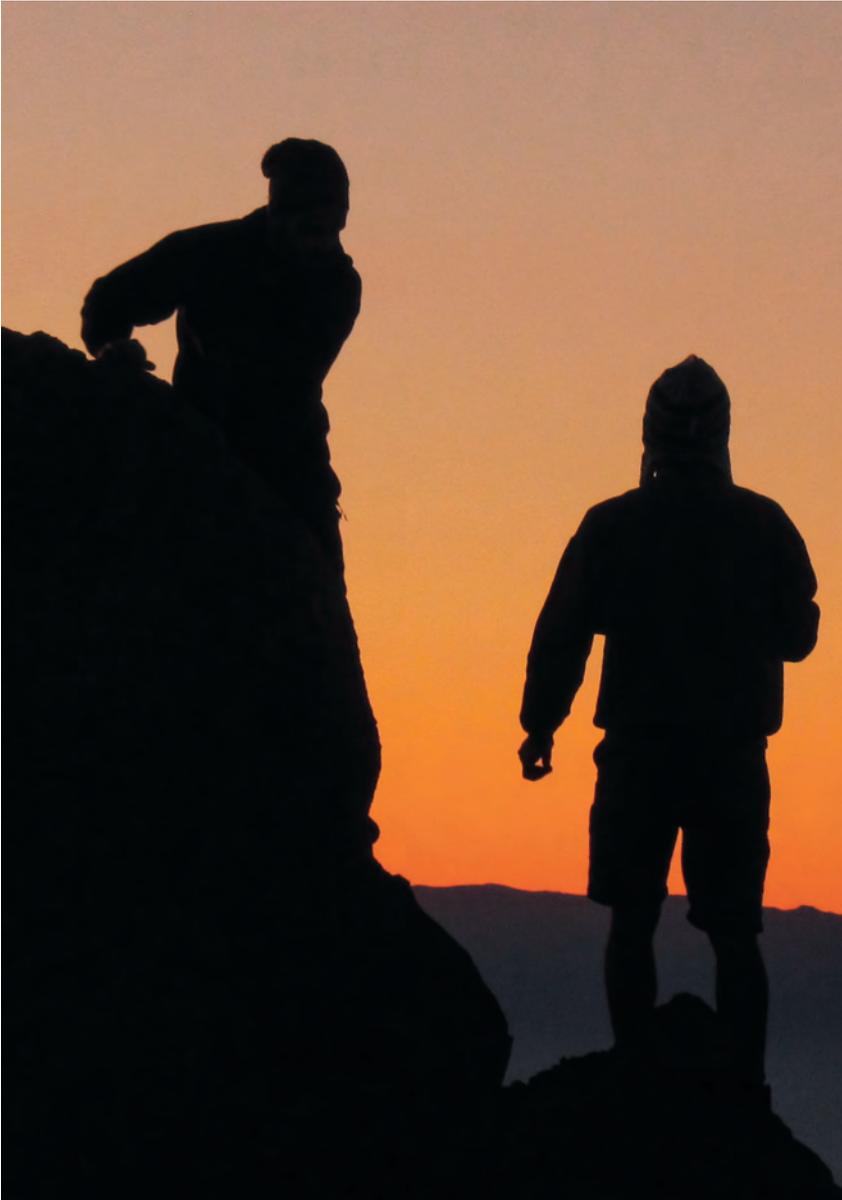
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Carlson Global Institute activities engaged with over 100 public, private, and nonprofit organizations including these in 2017-2018.

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Alizz Islamic Bank	Feed My Starving Children	Oman Convention & Exhibition Center
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Arauco	Guthrie Theater	Positive Outdoor Energy
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ASIFMA Asia Securities Industry & Financial Markets Association	Hormel Foods International	RSPCA
Ball Corporation	Houlian Lokey	Samsung
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Dollversity	My Vintage Academy	Varde Hedge Fund
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