

CARLSON SCHOOL  
OF MANAGEMENT

UNIVERSITY OF MINNESOTA



**CARLSON GLOBAL INSTITUTE**

# Shaping the Future of Global Business

**YEAR IN REVIEW • 2016-2017**

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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,

Success in business now requires embracing a global mindset and eagerly working across cultures and borders. This is why the Carlson Global Institute (CGI) plays such a key role at the Carlson School.

CGI has been forging partnerships around the world for more than a quarter of a century, yet the opportunities that result from and the excitement around their efforts are reaching new heights.

Our joint research center with Antai College of Economics and Management at Shanghai Jiao Tong University will allow the faculty and doctoral students at both of our institutions to collaborate on research and tackle the issues facing the world's second-largest economy. Similarly, a new Doctorate of Business Administration Program with Tsinghua University in Beijing will help Chinese executives better address the challenges their organizations face as well as strengthen the Carlson School and University's longstanding connection with China.

I hope you enjoy reading more about our new initiatives in China (and elsewhere) in the pages that follow. They provide a wonderful glimpse into the many ways the Carlson Global Institute shapes globally competent leaders, supports international research, guides businesses to compete in a global marketplace, and generates new knowledge for leaders in Minnesota and around the world. They also provide a glimpse of how the Carlson School will continue to do this for years to come.

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,

This past academic year has been a mixture of looking back to celebrate the past, while simultaneously growing our experiential global learning programs and strengthening our vision for the future. We are excited to share the journey with you in this fifth Carlson Global Institute Year in Review.

Looking back over the year, we have achieved historical milestones including:

- The 20th Anniversary of our program collaboration with Wirtschaftsuniversität Wien (Vienna University of Economics and Business, or WU), which has brought Carlson School students to Central and Eastern Europe to work in teams with WU students on projects for Minnesota companies
- Hosting 15 years of alumni from the Carlson Executive MBA-China Program (CHEMBA) who came to Minneapolis to watch Eric Jing, '05 MBA, Alibaba board director, and CEO of Ant Financial, give the keynote address at the Carlson School's commencement ceremonies

In the midst of these celebrations, we have continued to expand our experiential program offerings by:

- Launching a new Doctorate of Business Administration for high-level executives in China
- Establishing international summer internship options in Hong Kong and Singapore for our undergraduate students

Additionally, the Carlson Global Institute extended its global research by:

- Opening a joint center with the Antai College of Economics and Management at Shanghai Jiao Tong University in China
- Conducting an in-depth study that traces the trajectory of global learning in our program alumni

Thank you for your support of the Carlson Global Institute over the past year. We know by working together we are transforming and expanding the reach of global business education.

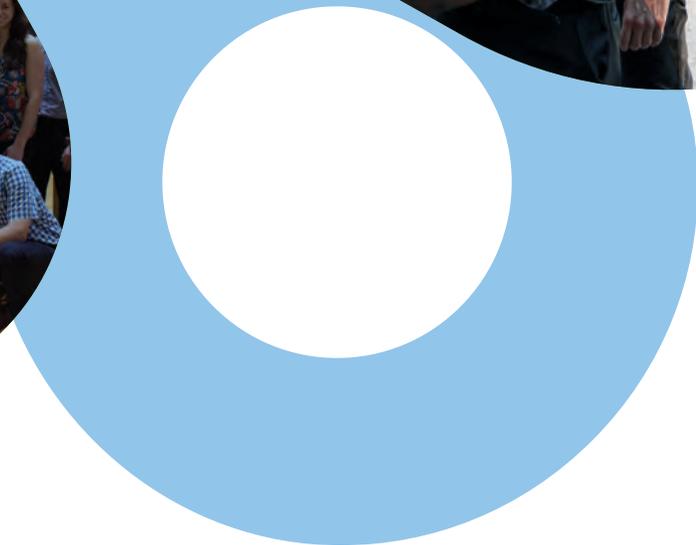
Sincerely,

**Michael J. Houston**  
Associate Dean of Global Initiatives

**Anne M. D'Angelo**  
Assistant Dean of Global Initiatives



# Developing Globally Mindful Leaders





## Navigating Across Borders and Cultures

*CGI programs help students build skills to thrive in a globally connected world*

Carlson Global Institute education abroad programs run the gamut.

There are team projects for experienced MBA candidates on behalf of multinational corporate partners and short-term faculty-led courses for inquisitive undergraduates. Students seeking professional experience and independence can take on internships in global business environments. Those looking for an immersive dive into another culture might choose from the bevy of semester-length programs.

But a common thread runs through CGI's variety of international programs: at their core, they create cross-cultural interactions, that challenge students to work with new people, analyze different ways of doing business, consider alternative perspectives, and reflect upon and learn from their experiences.

"There's something to be said for getting off an airplane, putting your feet on the ground, interacting with people from different cultures, experiencing different business cultures, educational cultures, and learning about yourself," says Anne D'Angelo, assistant dean of global initiatives at the Carlson School. "I think more often than not, we expect to learn about another country or another culture, but our students, our faculty, and our corporate colleagues end up learning so much more about themselves through the eyes of others—and that can be very eye-opening and empowering."

It's all part of CGI's broader vision of creating agile, curious, and ambitious business professionals who are ready to work in an increasingly connected world.

### Short on time, long on impact

Short-term experiences offer students a carefully structured—yet still enriching—international option.

Undergraduates in Stacy Doepner-Hove's Human Resources Management in Australia class have gone Down Under for two weeks at the end of the spring semester for the past five years. After spending part of the course working on a live business case in virtual teams with students from the Queensland University of Technology, the Carlson School students finally meet their project partners in person while also visiting companies and nonprofit organizations in Sydney and Brisbane.

For this year's case, students from the two schools worked in cross-cultural teams to create proposals for the design and delivery of a learning and development program for change leadership at the Royal Automobile Club of Queensland, an organization that provides roadside assistance, insurance, and other services. Each Carlson School student also interviewed personnel at three companies in Sydney to better understand each organization's mission, vision, and human resources strategies.

Doepner-Hove, the director of the Carlson School Master of Arts in Human Resources and Industrial Relations Program (MA-HRIR), says the value of that overseas experience "is simply incalculable."

"Whether it is seeing firsthand that national laws and regulations can fundamentally shift the ways we do business, experiencing how speaking English overseas doesn't mean that words mean the same to everyone—even in another English-speaking country—or making friends and contacts that will last a personal and professional lifetime, there is simply no way to replicate that in a classroom," she says.

Holly Littlefield, a senior lecturer in the Strategic Management & Entrepreneurship Department, teaches the international version of the undergraduate program's core business communications course, which builds fundamental professional skills—writing, creating business presentations, articulating and defending a plan, among others—while also exposing students to how communication styles vary across cultures. It brings them to Spain for two weeks—this year's course included a new case competition in partnership with

Minneapolis-based marketing firm JohnRyan—for an up-close look at those differences in action.

"We are in such a global business environment," Littlefield says. "Even our Minnesota students who go work for somebody like Target are going to be working with people from other cultures all the time."

### Practice makes perfect

The CGI's Global Business Practicum in Central and Eastern Europe and China hone both the practical business skills and cross-cultural adaptability of MBA and MA-HRIR students. In both programs, Carlson School graduate students team up with counterparts from partner universities to tackle a real, complex problem for a corporate sponsor.

A Carlson School group traveled to China in January to work with MBA students from Lingnan (University) College at Sun Yat-sen University in Guangzhou for a market entry strategy project on behalf of Caribou Coffee.

"It was a full-on consulting project, in that we were on the ground doing consumer research," says Ian Kitchen, '18 MBA, noting one valuable lesson from the project: "how taxing and draining it can be working across cultural differences, language differences, and time-zone differences on such a constant basis."

Overall, though, Kitchen says he and the rest of his group "formed a great partnership" with their Chinese counterparts.

"I personally gleaned a lot more expertise around the consulting aspect and how to work with a multidisciplinary team across borders, across language barriers, to ultimately put together this comprehensive report and plan for a large corporation," he says.

Regardless of the specific location, project, or corporate partner, the Global Business Practicum allows Carlson School students to form connections with each other and with students from around the world.

"They have a built-in global network that they can use to their advantage for the rest of their careers," says Steve Goodyear, a senior lecturer in the Carlson School Marketing Department and the instructor for this year's Global Business Practicum in Central and Eastern Europe.

## Working to learn

In recent years, CGI leaders have encountered a growing number of students who are interested in spending their time abroad working rather than taking classes.

So CGI has built on existing partnerships in Hong Kong and Singapore—two popular study abroad destinations that are also home to an impressive list of multinational companies—to create new internship programs. The new offerings launched in the summer of 2016, allowing students, from sophomores to graduating seniors, to fulfill their International Experiences through eight-week internships at a variety of major global companies while taking a one-credit online course to reflect upon their work and deepen their intercultural knowledge.

And, as CGI Education Abroad Program Manager Kate Terry notes, “We didn’t want students to be running around getting coffee and making copies. We wanted this program and these internships to be meaningful for students—meaningful and intense.”

Those are certainly apt descriptors for Jackson Ridl’s 2016 stint with global accounting firm Mazars in Hong Kong. Over the course of his two months at the internship, Ridl, ’18 BSB, redesigned the office’s intranet site, developed an event marketing strategy, and even served as a stand-in French tutor for colleagues (Mazars is headquartered in Paris). He interacted with staff members from China and Hong Kong, as well as managers from Europe.

“Being so heavily immersed in two very different cultures allowed me to strengthen my communication skills, understand a completely different business landscape than Minneapolis,

and learn how my cultural background can work in harmony with others,” says Ridl, a Management Information Systems and Marketing major.

Other program participants have interned at the likes of Accenture, BBC Worldwide, FedEx, and Rockwell Automation. Terry says several students have told her their international internships is the first thing potential employers ask about on their resume.

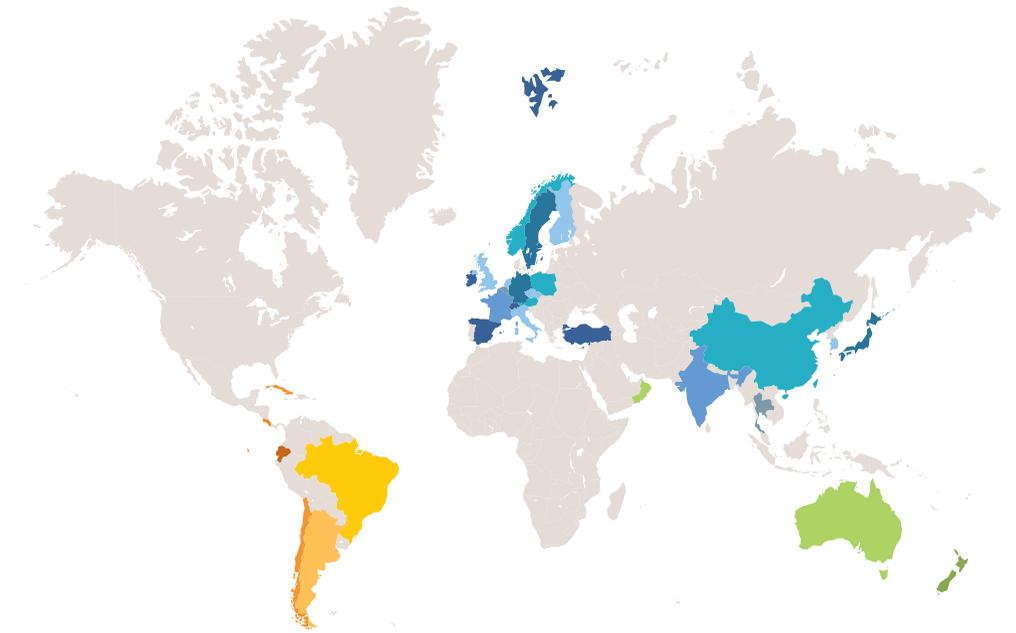
Students can also propose their own international internship experiences through an independent study course that accommodates customized options, such as the one John Buresh, ’17 BSB, pursued for the spring 2017 semester. Buresh’s mother grew up in Mauritius, a small island nation roughly 1,200 miles off the African coast, and he worked his family’s extended network to find a technology consulting internship at PricewaterhouseCoopers Mauritius.

“My idea of Mauritius quickly changed as I figured out how close Mauritius is to the U.S. in terms of tech. Through my internship, I have had opportunities to present to all the partners of the firm, all employees at the company, and to clients,” says Buresh, who developed an innovation roadmap for the company and worked on digital and robotics projects.

“This internship has also opened my eyes to communicating within a multinational company. Though PwC Mauritius and PwC U.S. may share a name, how they operate and the company cultures are completely different. I was forced to adapt my communication and thinking in order to succeed here. It has been difficult to do, but being able to adapt is instrumental in a workforce and this internship has offered me great experience.”

# Carlson Global Institute Footprint

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



- |            |                |             |             |                      |
|------------|----------------|-------------|-------------|----------------------|
| Argentina  | Cuba           | India       | Oman        | Switzerland          |
| Australia  | Czech Republic | Italy       | Poland      | Taiwan               |
| Austria    | Denmark        | Japan       | Singapore   | Thailand             |
| Belgium    | Finland        | Netherlands | South Korea | Turkey               |
| Brazil     | France         | New Zealand | Spain       | United Arab Emirates |
| China      | Germany        | Norway      | Sweden      | United Kingdom       |
| Costa Rica | Hong Kong      |             |             |                      |

**742** STUDENTS STUDYING INTERNATIONALLY



**607** Undergraduate  
**135** Graduate

**90** INCOMING EXCHANGE STUDENTS



**65** Undergraduate  
**25** Graduate

**190** EDUCATION ABROAD SCHOLARSHIPS AWARDED



**163** Undergraduate  
**27** Graduate

**72** GRADUATING EXECUTIVE MBA STUDENTS



**24** China (CHEMBA)  
**48** Vienna (VEMBA)



## DBA Program Adds New Dimension in China

Some of China's leading businesspeople are among the Carlson School's newest students.

The school launched its new Doctorate of Business Administration (DBA) Program in Beijing, China, in the spring, following approval from the University of Minnesota Board of Regents in February. The 56-credit, cohort-based DBA program is an applied, professional doctoral program directed at high-level executives working in China and the surrounding region.

"The DBA has developed into a degree in China that has considerable appeal," says Michael Houston, associate dean of global initiatives at the Carlson School. "There are some top-notch Chinese businesspeople who want to distinguish themselves from an MBA and realize a DBA is their opportunity to do so."

The Carlson School is running the program in partnership with Tsinghua University's School of Economics and Management, one of the top business schools in a country that boasts the world's second-largest economy by gross domestic product.

"Those students will attract other business leaders to this program," says Tony Cui, the deputy associate dean for the DBA Program.

Cui says one of the biggest benefits to the Carlson School will be the bevy of new research opportunities the DBA program creates. DBA students will all collect data to complete their theses under the direction of faculty members, which could spur further research.

"We have such a great reputation for research," Cui says. "This program, in some sense, can make our reputation even stronger."

The program also expands the Carlson School's footprint in China. It complements the Carlson Executive MBA-China Program, student exchange, and faculty-led programs at Lingnan (University) College of Sun Yat-sen University in Guangzhou, as well as a joint research center at the Antai College of Economics and Management at Shanghai Jiao Tong University. It will also position the school as a conduit between the Twin Cities and Chinese business communities.

"It's a great opportunity for the school to connect with some top-notch businesspeople and companies in China," Houston says. "It will give us the opportunity to connect these people to our global business environment here."



## Celebrating Two Decades of Experiential Learning in Vienna

Arnold Schuh still remembers the long subway rides, the small hotel rooms, and—if he's being blunt—the subpar breakfasts from the Carlson School's first Global Business Practicum in Central and Eastern Europe in 1996.

"They were really socialist standards, but it was such an experience," says the jovial Schuh, a marketing professor at Vienna University of Economics and Business (WU), the Carlson School's partner in what's become an annual seminar for MBA and Master of Arts in Human Resources & Industrial Relations students.

The course celebrated 20 years in October with a gathering of more than 40 alumni, faculty, and staff in Minneapolis.

The amenities have improved since that first foray into the Czech Republic, but the practicum's format has largely remained the same: Graduate students from the Carlson School and WU come together for several weeks to work on a tangible project for a global company with an interest in Central or Eastern Europe. Michael Houston, now the associate dean of global initiatives in the Carlson School, helped launch the course.

"Eastern Europe, in particular, had emerged after the Soviet Union collapsed as some economies worthy of attention by U.S. companies," he explains.

"There have been plenty of business schools that have sent students over to work on projects for companies. But we added a third component to that: there was the company, the students, and

now the students at a partner university, putting them into teams, having them learn to work cross-culturally, with guidance from faculty at both institutions."

A variety of companies have sponsored the seminar over the years, starting with IBM Central Europe and including an extended run with 3M. The likes of Toro, General Mills, Hormel, and Ecolab have also provided projects that have allowed more than 300 Carlson School students to apply lessons from their coursework in an international business environment since 1996.

"It's been fun to come up with business challenges that will be interesting to the students but will also encourage them to get out and immerse themselves in the culture," says Leah Larson, '07 MBA, an alumna of both the Vienna and China practicums who is now vice president of marketing - global portfolio strategy at Ecolab and helped create the case for this year's Vienna project.

Sponsors, students, and Carlson School faculty participants have changed over the years. But Schuh has remained a constant. He says his experiences with the program have shaped his teaching career.

"It was always a pleasure working with Carlson School students, because of the high quality of the students, the high performance of the faculty, and last but not least, the high quality of the involved institutions," he says.





# Grounded in Research and Innovation



# Survey Says...

## CGI's study quantifies the impact of international experience on alumni long after graduation

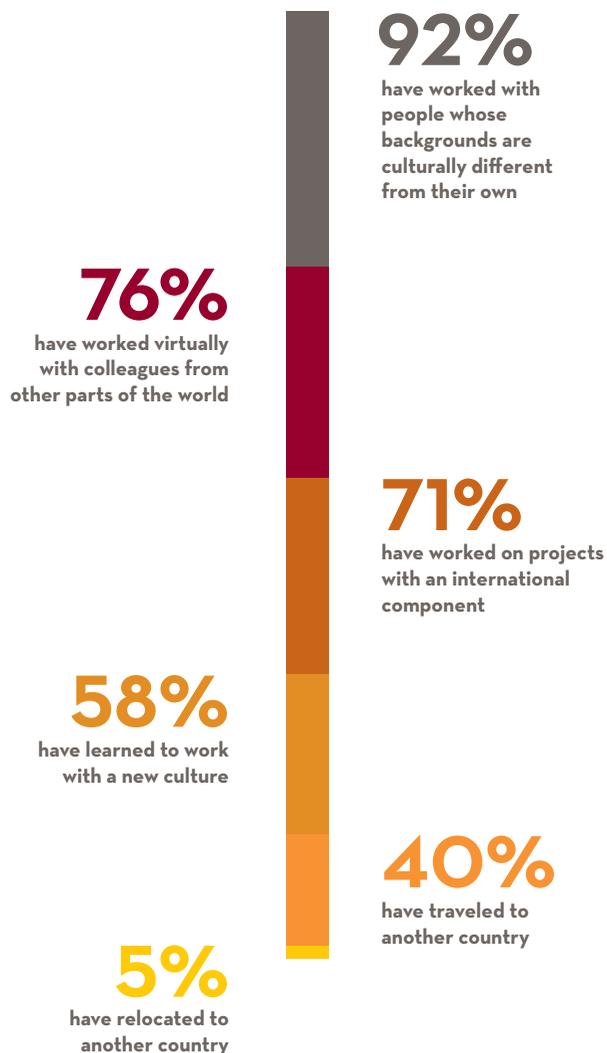
Carlson School international experiences are about far more than simply exploring a new place or taking classes in an unfamiliar setting.

They're intended to challenge students to engage in work that crosses cultural barriers and reflect on their experiences. And that combination of doing and reflecting isn't just for students—the Carlson Global Institute is also committed to examining the value and impact of experiences abroad to inform and shape future programs and foster the skills that corporate leaders seek.

With that in mind and with funding from 3M, CGI conducted a survey with Carlson School alumni who graduated three, five, and ten years ago to better understand connections between study abroad and their postgraduate professional experiences, as well as their intercultural motivations and abilities.

### Among the results of the survey, alumni reported that:

#### In at least one job since graduation:



“We’re always telling students and parents that whether they’re going to work for a large, multinational company and be traveling overseas all the time or if they have a position that’s right here in Minneapolis and they don’t leave the city, their job is likely to be touched by global forces in some way or another.”

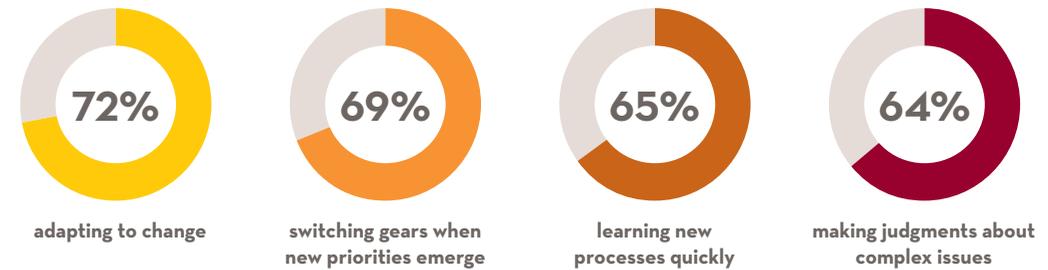
— KIRSTEN CANTERBURY  
Director of Education Abroad

#### Most common types of impact:



Participants were also asked to assess how employers valued certain skills and attributes—some broadly related to study abroad (think “adapting to change”) and others more narrowly tied (such as “identifying difference between one’s own culture and other cultures”). The broader traits won out.

#### Percent of respondents who reported their employer highly prioritized a given skill/attribute:



Canterbury says some students may need help translating their specific experiences into more broadly relevant skills that will resonate with potential employers. “It might be, ‘On my study abroad experience, I learned how to arrive in a new place, figure out how it all works, try to get my bearings, and be successful in that environment,’” she says.

### Honoring Outstanding Undergraduate Research

Each spring, the Carlson Global Institute considers the opportunity to recognize an undergraduate honors student for research that contributes to a deeper understanding of global business. In 2017, Anna Mirkin’s work fits that criteria.

Mirkin, ’17 BSB, received the Carlson Global Institute Thesis Award for “Setting the Daddy Track: An Evaluation of Paternity Leave Policy Development,” which examined factors that explain cross-national differences in policies related to paid leave for fathers to care for young children. Mirkin found the percentage of women in the national legislature had a positive relationship with the generosity of paternity leave policies, while the cultural dimension of individualism and the fertility rate of the country had negative relationships.

Associate Professor Colleen Manchester, who supervised Mirkin’s project, noted in her award nomination letter that Mirkin completed the thesis while studying abroad during the spring 2017 semester—meaning she didn’t enjoy the same level of course and cohort support that other students experienced.

“Her ability to complete a high-quality draft with minimal support is truly exceptional,” wrote Manchester.

“We’ve always said that intercultural competence in and of itself is not the goal, because students are starting in all different places and there really is no end point for that. We’ve always talked about motivation being the goal—finding students wherever they are on the spectrum of intercultural experience and readiness and motivation, and moving them forward on that spectrum.”

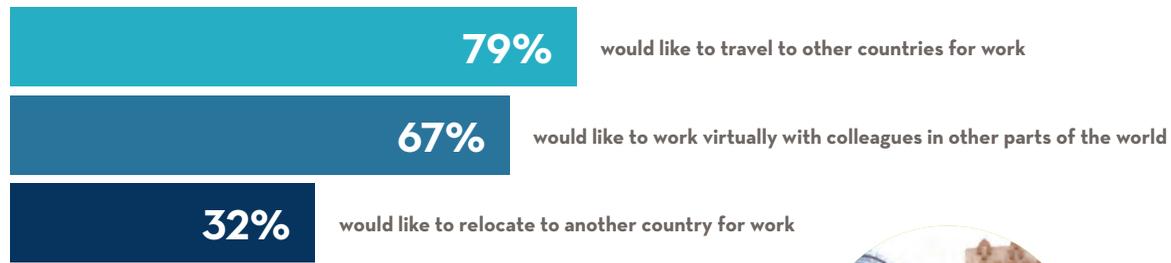
—  
**KIRSTEN CANTERBURY**  
Director of Education Abroad

The survey also assessed alumni using the Business Cultural Intelligence Quotient, an instrument for measuring cultural intelligence in a business context that judged respondents on three scales: motivation, listening and communicative adaptation, and cognitive preparation and learning behavior. Those who

studied abroad scored higher on all three compared to those who did not (some of the alumni graduated before the school’s international experience requirement was in place).

In particular, CGI leaders see the motivation piece—the desire to experience different cultures—as a central focus.

**Motivation for international/intercultural work:**



*Carlson School-Antai Relationship Deepens*

The Carlson School’s partnership with the Antai College of Economics and Management at Shanghai Jiao Tong University continues to blossom.

The two schools created the Antai-Carlson School Research Center last year, with faculty and student exchanges for joint research starting during the 2016-17 academic year.

“It’s an opportunity for us to do more research related to and in China,” says Carlson School Associate Dean of Global Initiatives Michael Houston, the center’s director. “There tends to be a lot of data available in China that either exists within companies or can be collected via surveys and interviews.

“And it’s vice versa for Antai—the opportunity to come here and get involved in some of what we’re doing in the U.S. It’s just a nice learning opportunity for our doctoral students and our faculty.”

Carlson School Assistant Professor of Marketing Yi Zhu and several doctoral students visited Shanghai during the 2016-17 school year. Jiao Luo, an assistant professor of strategic management and entrepreneurship, presented at Antai in June, while Kingshuk Sinha, the Mosaic Company Professor of Corporate Responsibility and chair of the Department of Supply Chain and Operations, is also scheduled to travel to China for research.

Meanwhile, one Antai faculty member spent several months in Minneapolis and four PhD students stayed for the entire academic year. The Antai doctoral students are paired with

Carlson School faculty members and act as research assistants.

Zhu, who worked with a co-author on an ongoing project for two weeks in December, says he spoke with other Shanghai Jiao Tong faculty about new research ideas and opportunities to collaborate.

“Right now there are plenty of research questions in China about this emerging market,” he says.

The Carlson School and Antai, which started semester-long student exchange programs in 2013, also teamed up for a pilot session of a new experiential learning program at Antai in the spring. Carlson School students Benjamin Clark, '17 MBA, Elizabeth Clifton, '17 MBA, and Qixin Ye, '17 MBA, worked with graduate students from Antai on a seven-week case for Intel on smart home assistance.

“Students are working across cultures and across disciplines,” says Jennie Mainz, a program director for CGI education abroad programs. “The teams are made up of students who come with different areas of expertise, so one might have a statistics or a finance background and another might have a consumer behavior and marketing background.

“This program really aligns with the Carlson School’s experiential approach to learning and provides a unique way for our graduate students to deepen their cross-cultural understanding and analyze problems from a global perspective.”



# Supported by a Robust Network of Key Partners





## Building Bridges

*Eric Jing's support strengthens the Carlson School's connection with China*

Eric Jing, '05 MBA, had just touched down at the Minneapolis airport in 2016 when he spotted an unexpected member of the Carlson School's welcoming party: Professor Emeritus Mahmood Zaidi, the faculty member who had become Jing's mentor during his time in the Carlson Executive MBA-China Program (CHEMBA).

It was the first time Jing had seen Zaidi since graduation.

"Seeing him made me realize again how much I want to give back to this wonderful program," Jing recalled as part of his keynote address to graduates at the Carlson School's 2017 commencement ceremonies in May.

Jing, Alibaba board director, and CEO of Ant

Financial in China, told students his experience in the CHEMBA Program changed his life and helped him discover "a wealth of knowledge, a global perspective, and the desire to build more bridges between the Carlson School and China."

Now, he's making that latter ambition a reality through his philanthropic support. In April 2016, Jing donated \$5 million to his alma mater—the largest gift from China in the University of Minnesota's history.

"Carlson School studies really have had an impact on me. It helped me to expand on my horizon. It helped me develop my global mindset," he said in announcing the gift. "By giving that kind of endowment, it's really going to help me strengthen the connection between the school and China."

What Eric has done has strategic importance in strengthening our relationships with both CHEMBA alumni and the business community in China. As a professor who has been active in conducting teaching and research activities in China, I have found that this special professorship also enables me to showcase the success of our CHEMBA program. It certainly helps to increase the visibility of our school, the university, and, to a greater extent, the state of Minnesota in China.

— WILLIAM LI

The inaugural Xiandong Eric Jing Professor for Business Teaching and Research

### Jing's support covers four initiatives:

- It endows a professorship for a faculty member who teaches or conducts research in China, helping the Carlson School recruit and retain gifted teachers and researchers. Supply Chain and Operations Professor William Li is the inaugural Xiandong Eric Jing Professor for Business Teaching and Research.
- It funds a CHEMBA graduate fellowship, allowing more students to pursue their executive MBAs through the Carlson School's partnership with Lingnan (University) College of Sun Yat-sen University in Guangzhou.
- It supports an MBA fellowship that helps Chinese students come to Minneapolis to get their degrees at the Carlson School.
- It supports the faculty exchange program with Shanghai Jiao Tong University, where Jing received his bachelor's degree, sending Carlson School faculty members and doctoral students to China to interact with scholars and business leaders.

"More students will be able to follow his path into our CHEMBA program, the doors of Carlson School will be open to more students from China, and more academic exchange between our faculty and PhD students and their researchers will strengthen business relations," Carlson School Dean Sri Zaheer said after Jing's gift was announced.

In introducing Jing at the Carlson School's undergraduate commencement ceremony in May, Zaheer said "I can think of few people who better exemplify the potential that exists for those who hold a degree from the Carlson School. Seeing

what Eric has done since earning his degree has been an inspiration to us and to countless students here in the Twin Cities and around the world."

As the leader of Ant Financial, Jing is driven to increase access to financial services for billions of people across the globe. The company, a spinoff of Chinese e-commerce giant Alibaba, manages the digital payment platform Alipay and provides microloans to small businesses and entrepreneurs. Ant Financial's goal, Jing said in his commencement address, is to serve 2 billion people and tens of millions of small and medium-sized enterprises over the next decade.

"The future of financial services should be more inclusive," he said at a panel as part of the CHEMBA 15-year celebration in May (read more on page 24), citing World Bank data that shows 2 billion adults around the world lack access to bank accounts.

Jing closed his commencement speech by sharing the enviable yet difficult choice he faced shortly after graduating from the CHEMBA program. He had two job offers—one from a *Fortune* 500 company, the other from Alibaba, which hadn't yet reached the lofty heights it has today but had a mission of creating a marketplace for all that resonated with Jing.

After consulting with a friend, Jing decided to follow his heart.

"For me, the measure of success is not money," he told the crowd. "It is whether I have enabled others to reach their dreams and to live fuller and more rewarding lives."



## CHEMBA Celebrates 15 Years

They came to reconnect, to express their gratitude, and to share their insights. And, of course, to celebrate.

Chinese business leaders converged on the Carlson School May 12-14 to mark 15 years of the China Executive MBA Program (CHEMBA). Program alumni from a variety of sectors returned to Minneapolis for a weekend that included a lunch discussion with faculty mentors, an alumni industry panel, tours of campus and the city, and a healthy dose of networking.

The group also watched one of its own from the third CHEMBA co-hort—Eric Jing, '05 MBA and the CEO of Ant Financial Services—deliver the keynote address at the Carlson School's commencement ceremonies.

"It's a wonderful feeling," said Carl Su, '05 MBA, who especially enjoyed the opportunity to reunite with professors Mark Bergen and Mahmood Zaidi, two faculty members who played influential roles in his executive education.

"We finally return and we meet them, and we can appreciate, we can thank them, and also we can do some very small things to contribute back to the school," said Su.

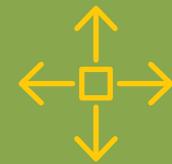
One such contribution was sharing knowledge and experiences with younger alumni and current Carlson School undergraduates and MBA students from China. Sunday's panel featured Jing, Su, and classmates Simon Luo and Ben Liu, both '05 MBA, as well as Branden Chen, '07 MBA, and Mee Warren, '01 BSB—all senior business

leaders from Chinese or multinational firms spanning the tech, finance, and consumer goods industries. The panelists discussed the future of retail, finance, energy, and manufacturing in China in a wide-ranging and frank conversation.

"China is very, very dynamic, full of opportunities," Jing told the audience of students and alumni.

Warren called the weekend "a testament of Carlson's success."

"We have an amazing and engaged group of alumni in China, and they are well-connected and they are so proud of their Carlson School and University of Minnesota degrees," said Carlson School Director of Alumni Relations Sarah Oehler. "This is an opportunity to celebrate them and celebrate their achievements."



### Advisory Council Expands

The Carlson Global Institute's Advisory Council has more than doubled in size.

The council added 10 new members last fall, bolstering its total number to 19. Council Chair David Clark, '00 MBA, says the move "allows us to bring more perspectives from more talented individuals to CGI's mission."

"We now have representation from 16 different organizations across a multitude of disciplines," he says. "This larger group provides us the bandwidth to work on some important topics."

Clark says the council has three aims for the coming year: advancing transformative international experiences for students, driving continuous improvement in programming such as Global Matters, and supporting CGI's fundraising efforts.

**For a full Advisory Council roster, see page 27.**



## Global Matters Goes to the Source on NAFTA

What better way to discuss the North American Free Trade Agreement (NAFTA) than to hear from the three people who led negotiations of the deal?

The Carlson Global Institute partnered with the Heller-Hurwicz Economics Institute in the University of Minnesota's College of Liberal Arts to bring that very discussion to the Carlson School in March. Carla Hills (former U.S. trade representative), Jaime Serra Puche (former secretary of trade and industry and former secretary of finance of Mexico), and John Weekes (former chief Canadian negotiator for NAFTA) spoke about the future of trade relations in North America in the face of new policies and the changing political climate before an overflow crowd in the 3M Auditorium.

The event was part of CGI's Global Matters speaker series, which launched in 2013 and features thought leaders sharing their perspectives on pressing topics in the complex world of global business. It's also intended to allow globally minded business professionals, academics, and Carlson School students to connect around substantive and relevant dialogue.

"It provides time to listen, learn, reflect, engage, discuss—in some cases with people in your

community, your company, or your school, and in others with people at other organizations—and to take some action," says Anne D'Angelo, assistant dean of global initiatives at the Carlson School.

The idea for the NAFTA event came from Tim Kehoe, the Distinguished McKnight University Professor in the Department of Economics and an advisor to Mexico on the impact of joining the pact back in 1994. Kehoe, who moderated the panel, won a 2015-16 Guggenheim Foundation Fellowship to study the impact of NAFTA and trade liberalization.

Clearly, the topic, a source of debate during the 2016 presidential election, was of interest to the Twin Cities business community—the event bettered the Global Matters series' previous high for attendance by more than 80 percent.

"It was right off the front pages," says Kevin Clancy, program director for strategic initiatives and engagement in CGI.



**Go online to hear Global Matters speakers delve into critical topics:**  
[z.umn.edu/globalmattersvideo](http://z.umn.edu/globalmattersvideo)

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