

CARLSON SCHOOL
OF MANAGEMENT

UNIVERSITY OF MINNESOTA



Shaping the Future of Global Business



Carlson Global Institute

YEAR IN REVIEW / 2015-2016



 LONDON



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Our Mission

Advance 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, I witnessed firsthand how international education shapes a global mindset in our students. For the first time, I had the good fortune of accompanying 27 of our talented undergraduate students and their incredible instructor as they learned valuable lessons on entrepreneurship in one of the least likely locations: Cuba.

As the students and I discovered, the spirit of entrepreneurship is alive and well in Cuba. The persistence and resilience of the small business owners we met in the face of seemingly insurmountable odds were truly inspiring.

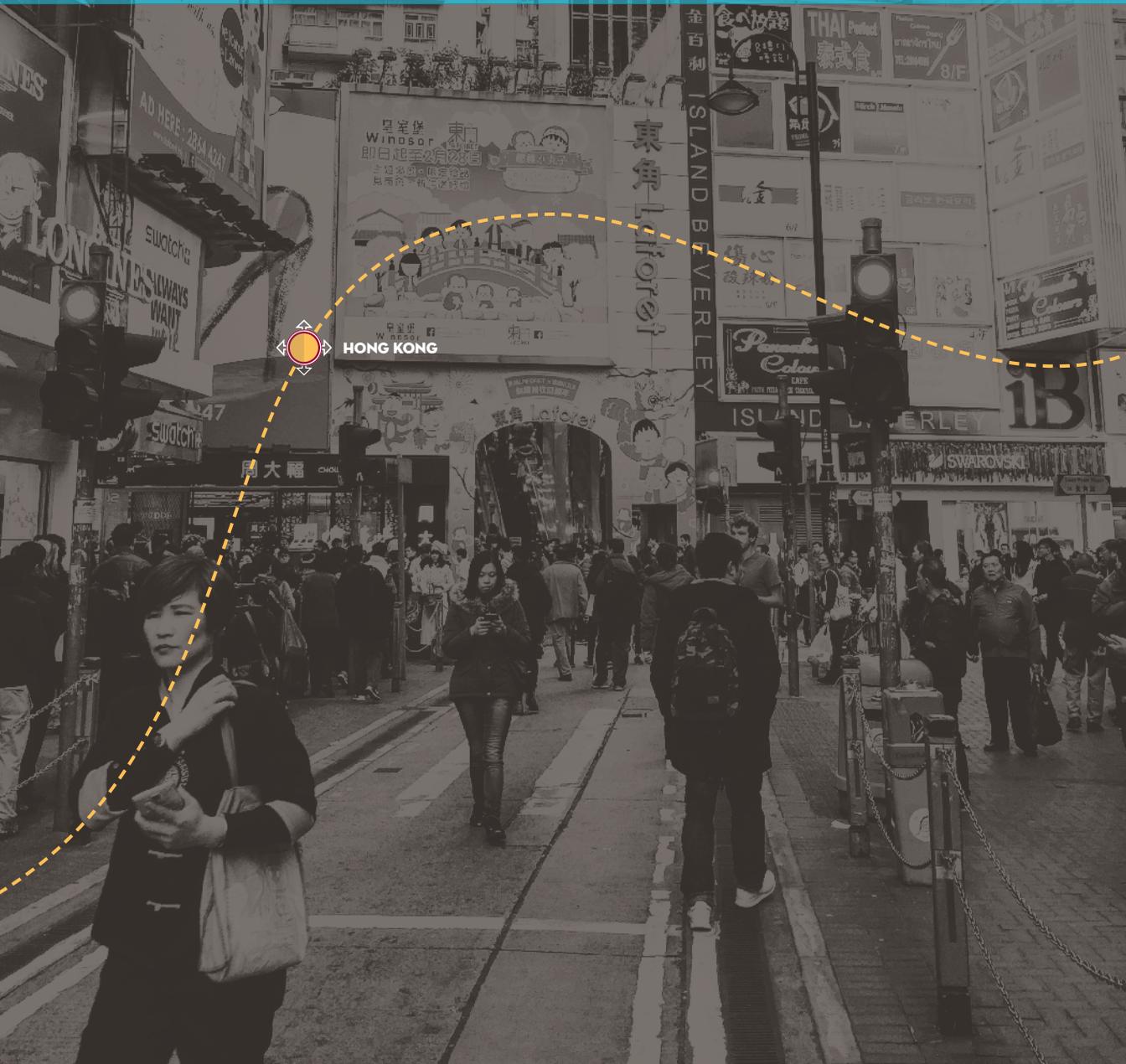
For me, the joy of traveling with our students, getting to know them on a deeper level, and processing together what we had observed and learned was the best takeaway from the experience.

The experience reinforced my long-held belief that the Carlson Global Institute is one of the school's greatest assets—they created an experience that even a scholar of international business found life-changing.

And as you'll discover from the stories in this publication, sending students abroad is a mere fraction of their mission. The Carlson Global Institute advances excellence in global management education by forging new global partnerships, innovating education abroad programs, integrating intercultural learning, and measuring the impact, developing opportunities for students to learn hands-on from global companies, and so much more.

Sincerely,

Sri
Sri Zaheer
Dean



Our Strategic Priorities

To achieve this 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 we celebrated key milestones, created exciting new opportunities for students with our overseas partners, and worked with stakeholders to envision new pathways for our future. With this fourth annual year in review, we are pleased to share these highlights with you.

This year, we celebrated anniversary milestones for several courses and institutional partnerships. Building on the foresight and commitment of past leaders, and established and engaged partners in Minnesota and around the globe, we have continued to innovate and iterate. Also, we added a variety of new opportunities for our students, including exchange partnerships and internship programs in Europe and Asia, and a new entrepreneurship course to Cuba.

The University and the Carlson School both recently published new strategic plans. This past year, the Carlson Global Institute launched a process to connect with stakeholders inside and beyond the University to assess our current direction and envision the next iteration of our work. With the rich insights gathered through these conversations, we fine-tuned our mission, vision, and strategic priorities to ensure alignment with the work and vision of the broader University and the Carlson School.

Thank you for your support and engagement with this work over the last year. We look forward to fostering new ways of collaborating and learning about the world well into the future.

Sincerely,

Michael J. Houston
Associate Dean of Global Initiatives

Anne M. D'Angelo
Assistant Dean of Global Initiatives

Developing Globally Mindful Leaders



Carlson School Educators Inspire Students' Global Curiosity

Two faculty leaders are developing new teaching models to deepen students' cultural understanding

“Studying abroad impacts students in ways that they can never experience in a classroom.”

STEVE SPRUTH // STRATEGIC MANAGEMENT & ENTREPRENEURSHIP SENIOR LECTURER

Research by the Carlson Global Institute provides evidence that studying abroad imparts invaluable benefits to future business leaders: international education strengthens their ability to navigate unfamiliar situations, work effectively on cross-cultural teams, and so much more.

To unlock these effects, two Carlson School faculty are creating innovative models that empower students to engage with the world around them in new ways.

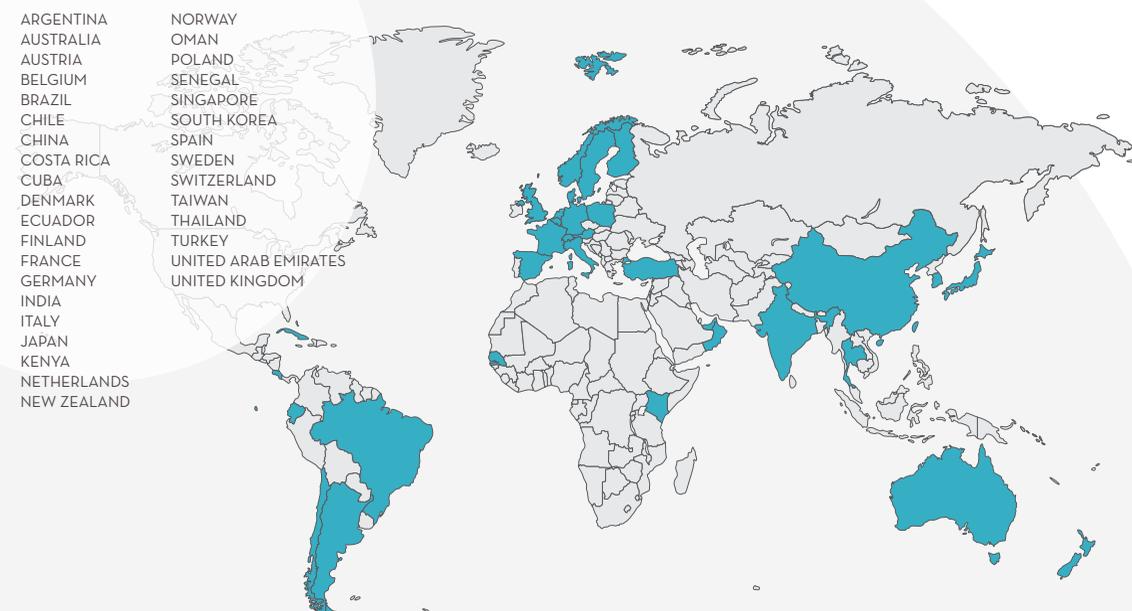
Designing individualized reflection assignments

Danish philosopher Soren Kierkegaard stated that “life can only be understood backwards; but it must be lived forwards.” Purposeful reflection is a critical element of learning. It helps students engage with the learning process in a way that deepens their understanding as they create relevance for themselves.

In lieu of assigning a typical essay to summarize their experience abroad, Senior Lecturer Seth Werner challenges students to reflect on and codify their key learnings into whatever format best expresses their interests, talents, and passions. The goal of the exercise is to help students evaluate themselves and take agency in the learning process.

CARLSON GLOBAL INSTITUTE FOOTPRINT

Exchanges // Faculty-led programs // Global Executive MBA // Co-Sponsored Programs



NEW IN 2015-16

Exchange Partnerships

- Hitotsubashi University (Tokyo)
- ESCP Europe (Paris)

Summer Internship Programs

- Business internship in Hong Kong
- Business internship in Singapore

Education Abroad Courses

- IDSC 4471: Information Systems and Innovation in the UK and Germany
- IBUS 3010: Introduction to Global Entrepreneurship in Cuba
- IBUS 5400: Global Business Practicum in Costa Rica
- IBUS 6997: MILI Global Valuation Lab in Sweden

The assignment prompts students to ponder their own mindset, the structured and unstructured learning elements of the experience abroad, and the business course objectives. Throughout the years, students have performed comedy sketches and dances, created paintings and collages, written letters to past professors and loved ones, and cooked meals.

While unconventional, Werner says this model encourages students to be more purposeful about their learning throughout the course.

“If students know at the outset of the course that they want to do a scrapbook, suddenly it becomes a collective process throughout the experience, instead of a summary process at the end,” he says. “I think it deepens the experience because they’re being purposeful.”

He’s posed the assignment to classes held in a variety of countries including China, UAE, Chile, and Argentina. The projects may take nearly any form, so long as they convey how the student connected their international experience to their personal perspective, to their outside experiences, to the site visits the class embarked on, and to their other courses.

“My hope is that it gives students a way to articulate what they learned,” says Werner. “If these same students take an exam, they leave it all there on the paper, it’s very momentary. But if it’s a project that has meaning to them, it makes the entire experience more long term and they’ll carry it with them.”

Approaching the city as a classroom

Senior Lecturer Steve Spruth uses the city as a classroom to encourage students to immerse themselves in a host country. At the outset of his education abroad classes, he directs the students to visit local businesses and make observations about how the products, pricing, customers, and other factors differ from retailers in the United States. Then the class reconvenes to discuss their interpretations and surprises.



There is nothing more valuable when visiting a new country than talking to people that live and breathe the country; it enriches the experience by giving us real-life insights.”

SHAYLA THACKER, '16 BSB // FINANCE AND ENTREPRENEURIAL MANAGEMENT MAJOR

“This exercise leads students to make sense out of a new environment and begin to develop empathy for the local culture,” he says. “It’s a way to help students become more confident and curious as they’re immersed in a foreign culture that gets beyond standard site visits.”

This “city as a classroom” model kindles the students’ curiosity about the new environment and provides a valuable context for the subsequent coursework.

“There are so many opportunities for surprises in these unscripted, deep dives into these unfamiliar neighborhoods,” says Spruth. “When we’re surprised by things, it shocks us into looking at things in new ways.”

And it doesn’t stop on day one: throughout his education abroad courses, Spruth advises students to integrate themselves into their surroundings. This spring, he led a class of 27 undergraduate students in Cuba as they explored how entrepreneurs are cultivating their own businesses. And by interacting with the local culture, the students gained a new view on the entrepreneurship lessons they had learned in the classroom.

“There is nothing more valuable when visiting a new country than talking to people that live and breathe the country; it enriches the experience by giving us real-life insights,” says Finance and Entrepreneurial Management major Shayla Thacker, '16 BSB. “Exploring the city independently allowed each student the opportunity to interact with parts of the culture that they were specifically interested in. We all had the same core experience that was connected to the class, but also got to make the experience our own.”

See photos and more on the students’ experience in Cuba at z.umn.edu/CarlsonInCuba



A RICH TRADITION OF INTERNATIONAL EDUCATION

This past academic year marked the anniversaries of numerous partnerships and courses developed by the Carlson Global Institute.

Exchange partnership Global Enrichment course Global Executive MBA partnership

5 YEARS

Turkey		Ozyegin University
South Korea		Sogang University
China		Tsinghua University
Brazil		MGMT 4050: Innovation and Change in Brazil
Italy		MKTG 4082W: Marketing in Italy

10 YEARS

Germany		University of Cologne / Germany
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15 YEARS

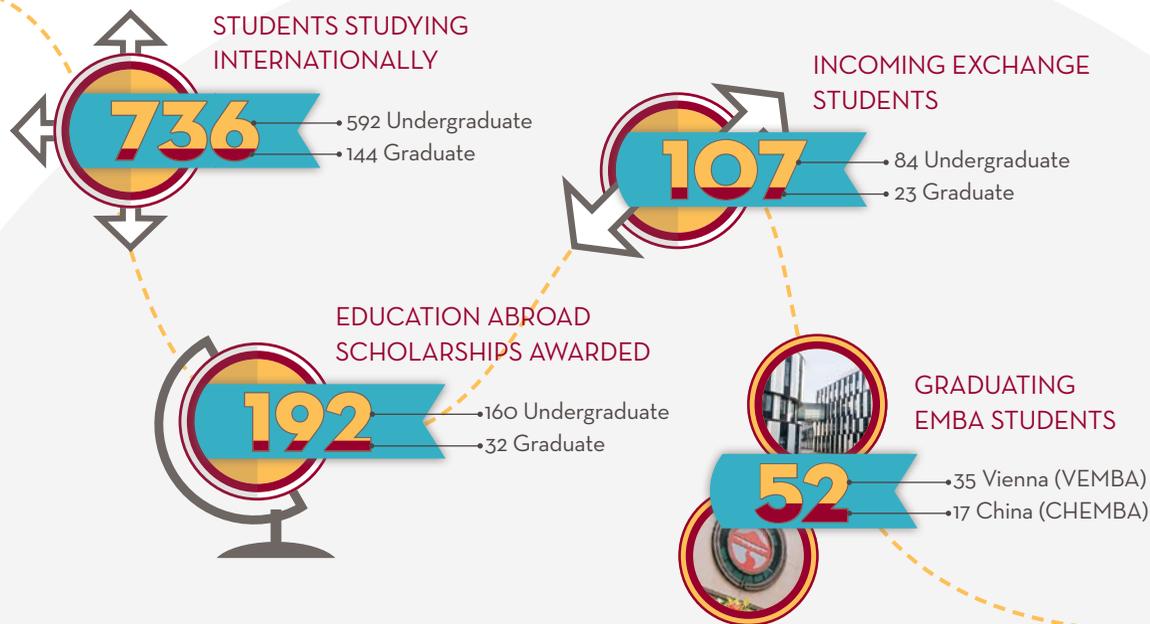
France		KEDGE Business School
Norway		BI Norwegian Business School
Singapore		Singapore Management University
China		Lingnan (University) College
Austria		Vienna University of Economics and Business

20 YEARS

England		The University of Manchester
Netherlands		Universiteit Maastricht
Central and Eastern Europe		Global Business Practicum in Central and Eastern Europe (with Vienna University of Economics and Business)

25 YEARS

Spain		ESADE
Brazil		Fundacao Getulio Vargas
Sweden		Stockholm School of Economics
Italy		Università Commerciale Luigi Bocconi
Poland		Warsaw School of Economics



Advancing Experiential Learning on a Global Scale

Last year, Carlson MBA students joined leaders from the Minnesota healthcare community and students from seven different countries to learn hands-on from Sweden's innovative medical technology landscape.

 The students realized how important global thinking was for the healthcare landscape. You never know when you will find teammates across the ocean who can give you a much wider perspective.”

PROFESSOR STEPHEN PARENTE // DIRECTOR, MEDICAL INDUSTRY LEADERSHIP INSTITUTE AND ASSOCIATE DEAN, MBA PROGRAMS

The Carlson School's Medical Industry Leadership Institute (MILI) hosted its hallmark Global Valuation Laboratory in Sweden last July to challenge students and professionals alike to evaluate new medical technologies in an international context.

Participants ranged from Carlson MBA students and Twin Cities healthcare professionals, to Swedish medical residents and entrepreneurship students. Together, they examined four real-world medical inventions and determined their potential value to the worldwide healthcare market.

“The students did an early state assessment of the viability of new medical technologies,” says MILI Director and Professor Stephen Parente. “It was a very rich and diverse class—our goal was to give them an opportunity to work with and learn from peers from other cultures.”

They performed a market analysis—researched intellectual property rights, sized up potential markets, and completed an investment analysis—to determine the inventions' potential for success in the global market.

“The differences in patent law, regulatory requirements, reimbursement, and healthcare delivery outside the U.S. can put a slightly different spin on how a medical technology is evaluated and the strategy for commercialization,” says Mayo Clinic Business Development Manager Emily Wampfler.

Much of the course took place in Stockholm; an emerging hotbed for entrepreneurship. The students also engaged in classroom lessons led by expert faculty, got an inside look at start-up companies, and toured corporations like Pfizer, Elekta, 3M, and Biolamina.

“Learning and understanding international perspectives is important so they can be taken into consideration for successful development of new technologies into products and therapies that will ultimately benefit patients worldwide,” says Wampfler.



GLOBAL VALUATION LABORATORY PARTNERS

The course was made possible by a network of leading education institutions:



- Carlson Global Institute
- Medical Industry Leadership Institute
- Carlson Executive Education Program



Karolinska Institutet



Stockholm School of Entrepreneurship

KEIO UNIVERSITY STUDENTS ACCESS NEW PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The Carlson School has enjoyed its partnership with Keio University in Tokyo for more than three decades. Last August, the Carlson School welcomed a group of 16 undergraduate business students who were participating in an immersion program focused on corporate social responsibility (CSR) and business ethics. For ten days, they received academic instruction from Carlson School faculty; visited Minnesota firms like Best Buy, Aveda, 3M, and Mosaic; and took part in social activities to get acquainted with U.S. culture.

The students' academic sessions were led by Strategic Management & Entrepreneurship Professor Ian Maitland and Senior Lecturer Rand Park, whose combined expertise spans globalization, ethics, and corporate responsibility.

“Since Keio University was chosen to be one of the Super Global Program Universities by the Ministry of Education of Japan, we were happy to begin this unique exchange opportunity with the Carlson School,” says Keio University Associate Professor of Business Ethics and CSR Mitsuhiro Umezu.

The program was designed in collaboration with Keio University to complement class sessions the students began in Tokyo, prior to their visit.



Grounded in
Research &
Innovation



3M Sponsors Global Mindset Research

The research demonstrates that international education is imperative for shaping global business leaders

Studying abroad better prepares students for future opportunities at 3M and in the larger business community.”

MATT LADHOFF, '16 MBA // 3M STRATEGIC INITIATIVES SPECIALIST

As a worldwide leader in international education, the Carlson Global Institute systematically measures how studying abroad impacts students' global competence. Since 2011, Carlson MBA students have completed the Global Mindset Inventory (GMI): a statistically reliable and valid measure of intercultural sensitivity and awareness. The assessment was designed to provide greater insights and recommendations for students to increase their self-awareness, passion for diversity, and ability to understand and communicate more effectively across cultures.

For the first time this year, the 3M Foundation provided funds to support this crucial research.

“We're providing over \$12 million a year [to education]. In order to keep doing that, we need to understand which elements of the curriculum are most impactful, why they're effective, and how we can continue to accelerate students' learning,” says 3M Strategic Initiatives Specialist Matt Ladhoff, '16 MBA.

The GMI has been praised by peer institutions and firms as a valuable tool for measuring an individual's global mindset—a trait that employers, 3M included, increasingly demand from their leaders.

“In order to be successful, our business leaders must have diverse experiences and perspectives. Studying abroad better prepares students for future opportunities at 3M and in the larger business community,” says Ladhoff.

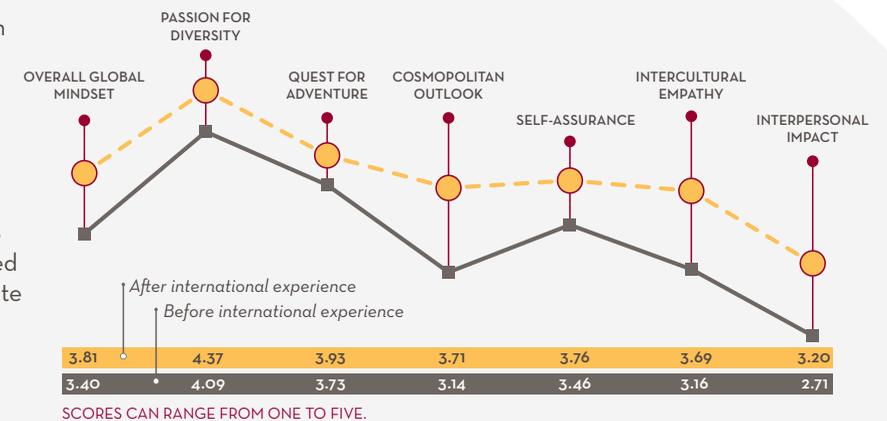
Upon reviewing recent GMI results, the Association to Advance Collegiate Schools of Business (AACSB) recognized the Carlson School's efforts to demonstrate what students learn from studying abroad. AACSB approved the GMI as an effective tool for assuring learning objectives in global education.

“Our partners have consistently expressed a need for employees who are able to adapt quickly to change, knowledgeable about various cultures, able to work effectively anywhere in the world, and able to come up with creative solutions to problems—whether here or elsewhere,” says Assistant Dean of Global Initiatives Anne D'Angelo. “The GMI provides evidence that studying abroad creates those effects.”

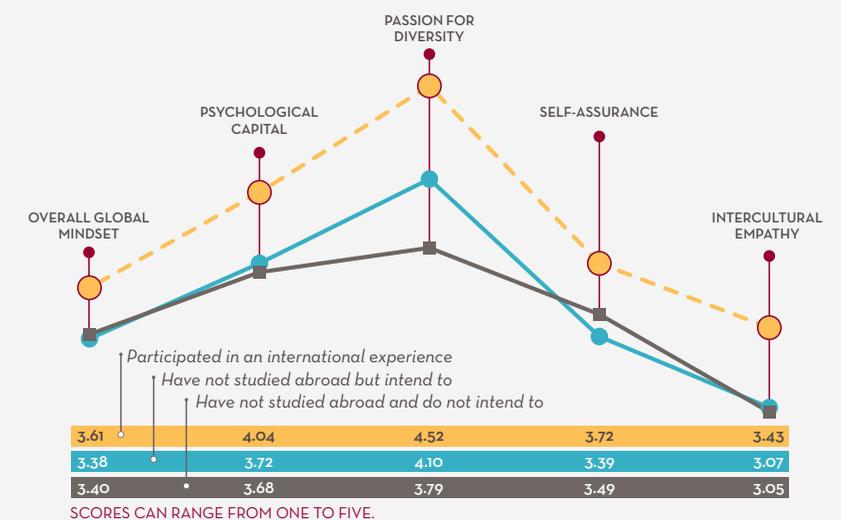


GLOBAL MINDSET INVENTORY RESULTS

A recent cohort of Carlson Full-Time MBA students completed the Global Mindset Inventory survey: once prior to studying abroad, and again after completing a 2-week international program. The international experience led the students to demonstrate overall substantial growth:



Carlson Part-Time MBA students were also surveyed. Students who had not studied abroad and did not intend to, along with students who had not studied abroad but did intend to, were compared to students who had participated in an international experience. The results showed substantial differences in their Global Mindset Inventory scores, establishing the effects of studying abroad:



Strategic Planning Process Reveals New Insights

Last year, the Carlson Global Institute launched a process to revise its strategic plan to align with newly developed plans of the Carlson School and the University of Minnesota. As part of this process, CGI gathered insights from Carlson School faculty, students, and staff, and University, corporate, government, and global partners, and other external stakeholders through surveys, focus groups, and in-depth interviews.

Numerous insights were gathered that will help shape the Institute's priorities in the coming years. Themes that emerged from the process include:

- The Carlson School was one of the first U.S. business schools to require an international experience. As education and business continue to evolve, CGI must continue to innovate and iterate its courses and collaborations.
- Global business skills and knowledge apply to all functional areas of business. It is important to continue integrating and instilling a global mindset across the curriculum and co-curricular initiatives.
- The value of international education goes beyond studying abroad: It is about productive interactions with others in the community and workplace whose cultural roots may not be the same as one's own.
- A significant number of stakeholders from a variety of sectors indicated that soft skills—including the ability to work effectively across cultures, ability to adapt to ambiguous work situations, and ability to creatively solve issues—are critical to succeeding as global leaders.
- CGI has launched a research and evaluation agenda to measure and assess the types and extent of various global initiatives on individuals' mindsets and motivations for learning. This thoughtful, data-driven approach to global initiatives is highly valued by its stakeholders.

CGI leveraged these findings to refine its mission, vision, and priorities to uphold the Carlson School's reputation for excellence in global business education well into the future.



ANTAI-CARLSON SCHOOL JOINT RESEARCH CENTER ESTABLISHED

In 2016, the Carlson School of Management announced the creation of a joint research center established in collaboration with the Antai College of Economics and Management (Shanghai Jiao Tong University). The center will be based in Shanghai and is expected to facilitate opportunities for joint research, faculty exchanges, and joint workshops and conferences.

"We have been offering degree programs in China through our China Executive MBA Program in Guangzhou, short-term global enrichment programs for our students, and semester exchange opportunities for several years," says Professor and Associate Dean of Global Initiatives Michael Houston who serves as Center Director. "This center adds an important new dimension to our presence in China. It builds on the research strengths of both the Carlson School and Antai and offers new collaborative research opportunities for our faculty and Ph.D. students."

PICTURED ABOVE,
FROM LEFT: *Li Yuan*,
Executive Dean, Antai
College of Economics &
Management; Sri Zabeer,
Dean, Carlson School of
Management; Zhou Lin,
Dean, Antai College of
Economics & Management



Supported by
a Robust Global
Network of Key
Partners



Reciprocal Partnerships in Action

Future business leaders derive crucial knowledge from interacting with companies in an international context. And for Carlson School partners, that learning is often reciprocal: the leaders from global firms learn as much from the students as the students learn from them.

 The team brought an enormous blend of insights that exceeded what a single consultant could have contributed.”

—DAVID OHMANN, '06 MBA // EXECUTIVE VICE PRESIDENT, HERAEUS

Heraeus sponsors expansion analysis

Last year, multinational technology firm Heraeus engaged Carlson MBA students enrolled in the Global Business Practicum (GBP) class to evaluate the medical device ecosystem in Costa Rica. The purpose of the project was to determine whether Heraeus should further invest in the country where they had a small manufacturing location. The students investigated the market challenges, the competitive landscape, the related industries in the region, and more.

“Heraeus Medical Components Global Business Unit was looking at expanding our global capacity for manufacturing, and Costa Rica—with its growing medical cluster—was a natural location to investigate,” says Heraeus Executive Vice President, David Ohmann, '06 MBA. “Engaging the Carlson School not only provided a detailed level of analysis, but also the objectiveness our executive team was looking for.”

Acting as consultants, the students relied on their collective knowledge to develop strategic recommendations for Heraeus. The group included Carlson MBA students and MBA students from INCAE Business School. Their backgrounds spanned finance, strategy, engineering, and other disciplines.

“The team brought an enormous blend of insights that exceeded what a single consultant could have contributed. It was really a cross-functional, cross-industrial, and cross-cultural team, and that diversity of talent, led by Carlson School and INCAE leading faculty, provided the analytical and strategic perspective that we were looking for,” he says.

Four months after the conclusion of the project, Heraeus broke ground for a new manufacturing facility in Cartago, Costa Rica.

A long-time partner of the Carlson Global Institute, Heraeus has repeatedly granted Carlson MBA students studying abroad an inside look at the company, and has engaged students to solve a global business problem once before—the firm sponsored a similar project in China in 2013.

“What the students delivered in China was above any output an outside consultant has brought to us in the past. The Costa Rica project was no different, the outcome exceeded expectations,” says Ohmann. “Based on this consistency from GBP, we would expect to repeat this project again in the future as our global expansion needs continue.”



Carlson School exchange students spell out Ecolab while visiting the company's global headquarters.

Ecolab explores international dining trends

Last fall, international exchange students studying at the Carlson School provided Ecolab with a fresh perspective on the cultural nuances of cleanliness. Nearly 70 students hailing from 22 countries toured Ecolab's global headquarters in Saint Paul. They concluded their visit by discussing the ins and outs of dining in their home countries.

“A big part of Ecolab's institutional business is providing cleaning and sanitation solutions to restaurants and foodservice facilities. Because we have operations in more than 170 countries, we have to understand what customers value in different parts of the world,” says Ecolab Talent Acquisition Manager Jennifer Shofner.

In small groups, the students discussed a typical restaurant experience in distinct regions throughout the world. They presented their overall findings to leaders from Ecolab's marketing and recruiting teams who found their observations aligned with trends the company had identified.

The visit was an ideal opportunity for Ecolab to interact with exceptional students from across the world who could someday join the company.

“We are the global leader in water, hygiene, and energy solutions and services—any way we can showcase that to future leaders is great. From a recruiting perspective, they may not be candidates that are going to work in our St. Paul office, but maybe they're going to go back to Shanghai and apply to our jobs there,” says Shofner.

After hosting this visit, Ecolab again partnered with the Carlson School by collaborating on an event highlighting global experiences for undergraduate students during Business Week: a series of recruiting events in which students learn crucial skills and connect with potential employers.



Family Tradition Prompts International Experience Support for Students

For nearly 10 years, one of the greatest supporters of education abroad at the Carlson School has been the Supporting Organization of the Carlson Family Foundation. Since 2007, the foundation has annually committed \$50,000, which has yielded a corresponding \$50,000 President's Match each year, to provide scholarships for students studying outside the country.

“All the world
is your territory,
knowledge your
compass.”

—CURTIS L. CARLSON

The impetus to support education abroad is simple. It's in the very blood of the organization, personified in its patriarch, Curtis Carlson, and passed down through the generations. “Growing up inside this family, driven by my grandfather, there was a great deal of emphasis put on travel,” says Rick Gage, a trustee of the Curtis L. Carlson Family Foundation and member of its Supporting Organization. “Part of that certainly is having been in businesses that were travel related, but part of it was an innate understanding of what it did to broaden a person.” Indeed, Curtis Carlson's motto, “All the world is your territory, knowledge your compass,” is physically engraved on a wall in the dean's suite at the school.

Carlson Holdings Co-Chair and Co-CEO Scott Gage, a trustee emeritus, says he feels fortunate to have a grandfather like Carlson who took the family all over the world to experience new places and cultures. “One of his favorite things was always after dinner at the hotel, saying to go out and just walk the streets and see what the culture was doing, see what the people were doing, see how they lived,” he says.

Duane Kullberg, a former CEO of Arthur Andersen and trustee emeritus, agrees with the Gages' sentiments. “Students are missing something if they do not have an experience outside of their own country,” he says. “It advances their attitudes and skill level and helps them learn the challenges of another culture.”

And it's these skills and attitudes that gives students a leg up on their peers. “I think our job was really to help our young people get better jobs,” says Skip Gage, former CEO of Carlson and former Carlson Board of Overseers Chair (2004-07). “This bullet point of international experience—both for people looking to get hired and for people inside a company looking to get promoted—that experience point should significantly help in both cases.”

Despite the great advantages education abroad brings to students, there is one downside—it is expensive. But, as the Carlson family knew firsthand the benefits of international experience, they decided they had to help. “When this opportunity came along, I think it was a no-brainer,” Scott Gage says. “I thought that this would be a perfect place for some of that supporting organization money to go to. I think that there are so many different things to gain from that experience and it was right there in our wheelhouse.”

Since the Foundation made its original commitment, it has awarded nearly 650 scholarships to Carlson School students. “There's nothing more satisfying or enjoyable than getting letters from the students who participated in some of these programs,” says Skip Gage. “It almost doesn't matter where they've gone and what program they've been in. Just the exposure to that theme is beneficial.”

One such student is Elizabeth Ward, '16 MBA, who was the first graduate-level student to take classes at the KEDGE Business School in France. “One of my long-term goals is to be a professor or lecturer in a business program, so this experience was great to have as a benchmark of international studies if I end up at a university with a large international emphasis, or even teaching abroad,” she says.

Joshua Osborne, '09 BSB and now an IT product owner at Best Buy, took part in an HRIR program in Australia and says the experience has prepared him for a future career of working with partners, vendors, and customers on a global scale. “My experience in Australia helped me to break out of my comfort zone and view business through an international lens,” he says. “I saw first-hand the impact that location and, more importantly, culture have on decision-making in the workplace.”

Although Ward and Osborne had a prior interest in France and Australia, sometimes you can find yourself somewhere you hadn't even considered. Annette Betting-Fuentes, a senior marketing major and this year's winner of the school's prestigious Tomato Can Loving Cup Award, was part of a class that visited Cuba last spring to learn about its business community. “While Cuba was never a place I considered visiting, it was definitely a place that intrigued me,” she says, adding that the experience was not merely about seeing the country and leaving. “It was about visiting with people, trying to understand them, and continually process what we saw. The experience, thanks to my classmates and those running the program, has strengthened my ability to communicate through cultural differences and have the courage to jump head first into the unknown of the world.”

Sentiments like these tell the foundation it is succeeding in what it has set out to do. “To talk to some of the students and see what the support has meant to them has been a really great aspect and rewarding from my point of view as a trustee and somebody trying to extend and keep in the forefront my grandfather's intent and legacy,” Rick Gage says.



FROM LEFT: Scott Gage, Annette Betting-Fuentes, Skip Gage, Elizabeth Ward, Duane Kullberg, Richard Gage.

CARLSON SCHOOL STUDENT WINS TOP HONOR FOR CAMPUS INTERNATIONALIZATION



Marketing and Supply Chain & Operations major Carl Zwiig, '16 BSB, earned the Josef Mestenhauser Student Award for Excellence in Campus Internationalization this year for his outstanding contributions to internationalization at the University of Minnesota.

After spending a semester as an exchange student in Denmark, Zwiig was inspired to take a leadership role with GLOBE: a student organization that pairs incoming international exchange students with domestic students to ease their transition into an unfamiliar environment.

Each year, 75-100 exchange students contribute ideas and perspectives in Carlson School classrooms, helping to internationalize the entire curriculum. Thanks to GLOBE, these students forge connections with U.S. students, educators, and companies—thus broadening their worldview.

“Internationalization at the Carlson School creates an environment that is dynamic and fruitful. Students can learn more about other cultures and share aspects from their own,” says Zwiig.

Bestowed by the University’s Global Programs and Strategy Alliance, the award honors Distinguished International Emeritus Professor Dr. Joseph Mestenhauser. It embodies his long-held commitment to enhanced learning among U.S. and international students.



NEW SCHOLARSHIP FUNDS EDUCATION ABROAD

The Carlson Global Institute thanks its Advisory Council for their pledge of more than \$10,000 toward a new scholarship that supports Carlson School students seeking the international experience best suited to them.

“Over the years, we have had the opportunity to hear directly from students about the impact studying abroad has had on them—more confidence in and a better understanding of their own culture and others, awareness of multiple perspectives in approaching and solving problems, and the ability to adapt to changing environments and situations,” says Patrick McGinnis, Vice President and General Manager, Exclusive Brands, Best Buy and Carlson Global Institute Advisory Board Member. “Hearing the passion of their experiences and their plans to learn more and consider new opportunities is inspiring—we as an Advisory Council want to continue to encourage this transformational learning, especially as we hire these future leaders for our organizations.”

The first round of scholarships will be awarded this fall.



Advisors

2015-2016 Advisory Council

Patrick McGinnis (Chair)
Vice President & General Manager—Exclusive Brands
Best Buy

Jan Shimanski (Vice Chair)
Vice President, Global Talent Solutions
3M

David Clark
President
Yoplait, General Mills

Julie Drysdale
Tax Principal
Transfer Pricing, PwC

John Geisler
Corporate Vice President and Chief Information Officer
Cargill

Rick King
Chief Operating Officer—Technology
Thomson Reuters

Rick McLellan
Senior Vice President, Commercial
Mosaic

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

Katie Clark Sieben
Commissioner
Minnesota Department of Trade and Economic Development

Sebastian Tavenas
Vice President of Global Sales
Julia Knight

Karine Watne
International Business Web & Marketing Communications Manager
Toro

IFAC members 2015-16

Gautam Ray
Associate Professor
Information and Decision Sciences

Helen Moser
Senior Lecturer
Finance

Michelle Duffy
Professor
Human Resources and Labor Studies

Pervin Shroff
Professor
Accounting

Michael Houston,
Professor
Marketing

William Li
Professor
Supply Chain and Operations

Alfred Marcus
Professor
Strategic Management and Entrepreneurship

University Partners

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

Carlson Global Institute activities engaged with over 100 public, private, and nonprofit organizations in 2015-2016.

02 Club	Dubai Duty Free	Natura Cosméticos S.A.
3M	Edrington Group	NBS No Bullshit
Abertis	El Corte Inglés	NIIT Training Center
Abu Dhabi investment Authority	Elekta	Nostalgicar
AmCham Chile	Emirates Airline	Okay Industries
American Chamber of Commerce in Australia	Emirates Islamic Bank	Oman Occidental
Ameriprise	Emirates Palace Marina	PAYBACK Poland
Amil	Empresa Portuaria Valparaiso	Pfizer
Aon	Ernst & Young LLP	Polaris Industries, Inc.
Arcor	Faena Hotel	Prent
Axion Energy	Freudenberg Medical	Procomer
Azim Premji Foundation	GE	Proyecto Cuba Emprnde
Ball Corporation	GE Healthcare	PWC (PriceWaterhouseCooper)
Banco Santander	General Mills	Royal Automobile Club of Queensland (RACQ)
Barrio Italia	Girls in Tech Chile	RSPCA
Baxter	Glasgow City Council	RTA Metro
B-Eco	Grupo Globo	SAAM
Best Buy	Heraeus	Scottish Enterprise
BioLamina	Hologic	SEAT
Bocache & Salvucci	IBM	Settlement Services International (SSI)
Boston Scientific	Imagine Business Lab	SMC Limited
Boston Scientific Corporation	Insolar	Smith and Nephew
BP	Isely Associates International Pty Ltd	Swedish Venture Capital
Bulgari	Ivan Ordonez	Synergy Health
Cargill	John Ryan	Target
Castello Banfi	Kelpac	TBWA/Frederick
Cavas Codorniu	La Bicicleta Verde	Team Lease, Pvt.
Celine	La Lima Free Trade Zone	Telstra
Central American Silicone Supplier	Lamborghini	Tennent Caledonian
Centro Felix Valera	Late	Tetuan Valley
CH Robinson	Lenovo	Thomson Reuters
Chilean Association of Supermarkets	Livanova	UNA-Universidad Nacional Costa Rica (National University of Costa Rica)
Chintan, Nangloi Recycling Center	London City Hall	Unicef
CINDE (Costa Rican Investment Promotion Agency)	Mahou-San Miguel	Unifrutti
Codelco	Manarat al-Saadiyat	UnitedHealthcare
COMEX-Costa Rican Ministry of Foreign Trade	Mars	Universidad Alfonso Ibanez
ConInAgro	Matrix Partners	Universidad de la Habana
COOPTEx	Mediterraneo Havana	Vatican Radio
Coyol Free Zone	Medtronic, Inc.	Venturesity
Cubo	MicroTechnologies	Veramonte Vineyard
Curtiembre Fonseca	Mu Sigma	Vigatec
Delhi Metro Rail Corporation	Museo del ron Havana Club	Volcano
Derwent London, PLC	My Vintage Academy	Wormhole IT
Dev Jain Alexander Architects	Nakheel Properties	Zollner
Differånce	Narayana Hrudayalaya	
Downer Mining	Nasscom	
	NASSCOM 10,000 Startups Warehouse	
	National Learning Institute	



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