

LAUDER INSTITUTE DIRECTOR'S REPORT 2007-2010



The Lauder Institute
Wharton • Arts & Sciences
UNIVERSITY OF PENNSYLVANIA

Cover Page Photos from Global Knowledge Lab Project Trips.
Clockwise from Upper Right: China, India, Madagascar, Russia, Brazil, and Angola.

The Joseph H. Lauder Institute of Management & International Studies was founded in 1983 to “educate the global business leaders of the 21st century.” It offers joint-degree programs and conducts research and outreach activities concerning international business. The average class size is about 65 MBA/MA and JD/MA students, and the alumni body presently numbers about 1,300. The Institute’s staff includes 10 people in administration, excluding the Director, and 12 language faculty. The annual budget is about \$4.5 million.

During the last three years, I have set into motion extensive changes at the Institute, affecting its educational, research, and outreach programs while preserving its traditional strengths. These changes have been informed by three principles: (1) strong commitment to **academic excellence** when it comes to educating the global business leaders of the 21st century through a rigorous training in international studies; (2) emphasis on the development of **new knowledge through research** on international business; and (3) **engagement of the business community both locally and globally**. In this three-year report I provide a summary of the Institute’s activities.

Degree Programs

The Lauder Institute offers two joint- degree programs: MBA/MA and JD/MA. We are responsible for designing and delivering the MA degree with the School of Arts & Sciences and in collaboration with the Wharton School and the Law School, respectively. The following changes have taken place during the last three years:

- **Applications** for the joint MBA/MA degree soared by 42 percent between 2007 and 2009, compared to an increase of about 20 percent for overall Wharton applications. I attribute this rapid increase in the number of applications to the new marketing initiatives launched by my predecessor, Professor Richard Herring, and to our new approach to global outreach based on the creation of new knowledge through research.
- **Enrollments** in the joint MBA/MA degree program have also increased from the 50-60 range between 2003 and 2007 to the 60-70 range between 2007 and 2010, or an increase of roughly 20 percent. Enrollments in the joint JD/MA degree program have fluctuated between 1 and 4 students per class.
- After consulting with two faculty committees (Wharton and SAS/Law School), the Institute announced in the summer of 2010 that it would accept applications for a new language & culture program focused on **Hindi and India**. Therefore, the class of 2013 will include a Hindi program in addition to the other eight offerings, namely, Arabic, Chinese, French, German, Japanese, Portuguese, Russian, and Spanish.

- After consulting with the Graduate Group in International Studies, the Institute launched a new research requirement in lieu of the master's thesis. The students must participate in the **Global Knowledge Lab** in order to earn their MA degree.



Leeatt Rothschild (left), Lauder Class of 2010, on Easter Island, Chile, where she did the research for a teaching case study on Chilean social entrepreneur Annette Zamora and her partner.

Nations Foundation, The World Bank Institute, etc.), and the opportunity for the students to obtain funding that enables them to travel to one or two locations for the purpose of data collection. Three of the reports written by the students will be published as books (see more details in the Research section). Under this new program, Lauder students have conducted research in Angola, Argentina, Brazil, China, Chile, Colombia, Easter Island, Egypt, France, Germany, Hong Kong, India, Japan, Liberia, Mexico, Madagascar, Malta, Mexico, Panama, Peru, the Philippines, Russia, Rwanda, Senegal, South Africa, Spain, Switzerland, Tahiti, Taiwan, United Arab Emirates, and the United Kingdom.

- We have also launched a new program whereby students receive a second-year tuition fellowship if they accept an unpaid or underpaid **summer internship** as long as the location is one in which their target language is the principal means of communication. As part of this effort, we have also entered into agreements with a number of companies and organizations to facilitate internships, including AFI Consulting, Real Madrid Football Club, and Sol Meliá Hotels & Resorts. Lauder Alumni, especially in China, have also helped make internship opportunities

This requirement entails writing an article for Knowledge@Wharton during the summer immersion, conducting in-depth research and writing a report in teams of five students on a given topic under the supervision of a Wharton and an SAS faculty member, and writing an individual paper. The main innovations behind this new requirement have to do with the involvement of outside organizations as sponsors (e.g. Booz & Co., Goldman Sachs Foundation, Aventura Partners, International Finance Corporation, Latin American Venture Capital Association, Leon Lowenstein Foundation, United



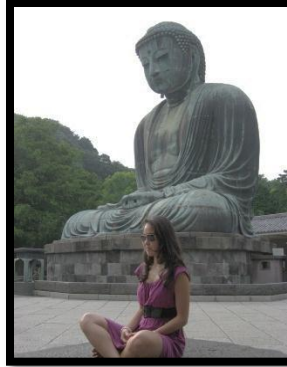
Stephanie Brockman (left) and Sheynna Hakim, Lauder Class of 2011, in Egypt, where they did research on changing patterns of consumption in rural areas. Brockman is in the joint JD/MA program, and Hakim in the joint MBA/MA program.

available. Board members have also helped provide internship opportunities, such as at Allianz AG.

- Finally, under the leadership of our new Director of Language & Culture Programs, we have worked to further enhance the **quality of language & culture instruction**, providing faculty with new resources and training opportunities. We have also engaged in a major review of our **summer immersion programs**.



Lauder Summer Immersion in Egypt. From left: Bruno Occhipinti, Shiva Mirhosseini, and Jack Roe, Lauder Class of 2008.



Lauder Summer Immersion in Japan. Erica Sugai, Lauder Class of 2012



Lauder Summer Immersion in Paris, France

Alumni Meetings

The Lauder Institute Alumni Association has organized two Alumni Reunions, one in London (October 2007) and the other in San Francisco (October 2010). Attendance in London was about 120, and in San Francisco about 220 (equivalent to 17 percent of the alumni body). The program included in both cases presentations by business leaders and alumni.



Robert A. Lutz, President & CEO, Lutz Communications, Retired Vice Chairman, General Motors, addressing the Lauder Global Alumni Forum, San Francisco, September 2010.

New Knowledge Creation through Research

The most significant set of new initiatives launched at the Institute since 2007 involves the creation of new knowledge through research. This is a **strategic initiative** that will help turn the Institute into an internationally recognized center and build its brand awareness in a manner consistent with Wharton's and Penn's emphasis on research. I strongly believe that reputation in this area will have positive spillover effects on our educational programs and external visibility. Our new knowledge and research strategy includes the following elements:

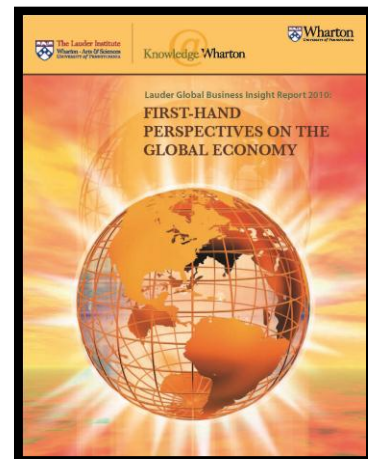
- **Funding for Wharton and Penn faculty and PhD students** for research on the international aspects of business, especially through the Penn Lauder CIBER (see below for further details).
- A new **Postdoctoral Research Program** aimed at bringing to the Institute 3-5 young researchers (see below for details).
- The **Global Knowledge Lab**, which is the new way in which the Lauder students fulfill the research requirement for the MA degree. Each year 12-14 projects are



Team of Lauder students in Luanda, Angola, doing research on Chinese investments. Back from left: Wlamir Xavier (research assistant), Oulai Goué (research assistant), Mr. Su (local businessman), and Jenny Wu, Kendall Combs, and Nicholas Reise (Lauder Class of 2011). Front from left: Mr. Wang (local businessman), Professor Witold Henisz (faculty advisor), and Jenny Zhan (research assistant).

pursued by teams of five students. We have identified five main areas of research: culture & consumption, entrepreneurship in developing countries, new international investors, green products & technologies, and small-business development. Specific projects from the last two years include: the rise of mass consumption markets in emerging economies, green luxury goods, women entrepreneurs in developing countries, business practices in West African agriculture, sovereign wealth funds, tax havens, Chinese investments in Africa, infrastructure development in central Asia, and mobile phone enabled healthcare services in Africa.

- **Publication** of faculty and student research in the form of books and/or through Knowledge@Wharton. To date, a book on green products written by four Lauder students, two undergraduate research assistants, and two faculty members has been accepted for publication by Productivity Press (a division of Taylor & Francis). Two more book manuscripts are under preparation.



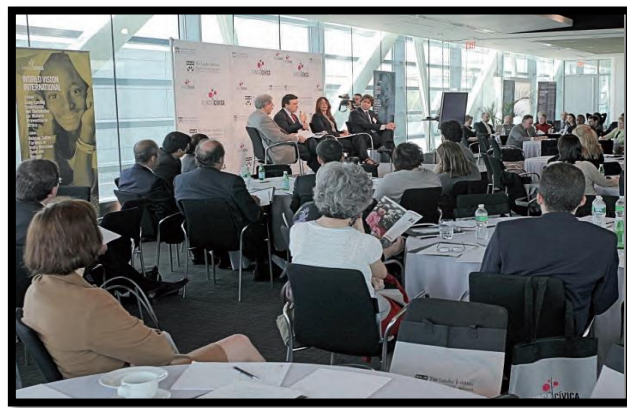
Outreach and External Collaborations

The Lauder Institute has expanded its outreach activities in a number of ways, both locally and globally, including:

- Collaborating with **Philadelphia-area community colleges** in the organization of conferences and one-day workshops on international business topics. We have partnered with Philadelphia Community College, which held the first workshop in the spring of 2010.
- Helping **Philadelphia-area small companies** enter foreign markets. In collaboration with Wharton's Small Business Development Center, we have organized and funded four faculty-led, student-run projects focused on companies in the healthcare and engineering industries.
- Helping **historically black colleges and universities** strengthen their international business programs. We have partnered with Howard University.
- Hosting **high school students** participating in Penn's annual United Nations University. We have organized a half-day workshop on globalization for students from the Colegio Puertorriqueño de Niñas on two occasions (2009 and 2010).
- Helping **business language teachers** incorporate business subjects into the language curriculum. We offer once a year a one-week workshop for about 25 business language teachers from all over the U.S.
- Providing **business faculty in emerging economies** with research training. We have organized two three-day workshops in Philadelphia (for faculty from Mexico and Turkey, respectively), and two three-day workshops in Brazil and Nigeria.
- Organizing **conferences on topics of current interest** open to the wider community. In collaboration with Spanish bank Grupo Banca Cívica, we have organized a three-day conference in Philadelphia on the economic & financial crisis (July 2009) and a one-day conference in Washington D.C. on nonprofit organizations and the financial sector (June 2010).



Enrique Goñi, CEO of Grupo Banca Cívica at the Lauder Institute, July 2009.



Conference on nonprofit organizations and the financial sector at the Newseum, Washington, D.C., June 2010.

- Organizing **conferences with world-class experts** on topics of current interest with the purpose of publishing a white paper. The first of these conferences, funded by Santander, the Spanish bank, will take place in April 2011. It will focus on the economic & financial crisis.
- As mentioned above, we have established **research collaborations** with Booz & Co., Goldman Sachs Foundation, Aventura Partners, International Finance Corporation, Latin American Venture Capital Association, Leon Lowenstein Foundation, United Nations Foundation, and The World Bank Institute.

I believe that these outreach activities, in addition to making contributions to society locally and globally, will also enhance the **Lauder Institute's visibility**. In this vein, one useful indicator is the number of times the Institute appears cited in the press. Until 2007, the Institute was cited no more than 20 times annually, as captured by Dow Jones Factiva. In 2008 and 2009 the figure jumped to just over 100. Examples of recent media coverage include the *Financial Times*, *Forbes.com*, *International Herald Tribune*, *Investor's Business Daily*, *Philadelphia Inquirer*, *Reuters*, *USA Today*, *U.S. News & World Report*, *Diario Financiero* (Chile), *Financial Times Deutschland*, *Süddeutscher Zeitung*, *Korea Times*, *El País* (Spain), *Daily News Egypt*, *Economic Times* (India), Bloomberg TV, Channel 69 (Spanish), FT.com video series, BBC, and National Public Radio.



Claudia Massei and Jennifer Rygler (Lauder Class of 2012), Andrew Heller (WG'79), His Royal Highness the Prince of Asturias, and Sarah Chandler (Wharton MBA) at the Wharton Alumni Forum in Madrid, June 2010.

Contributions to the University

During the last three years we have sought to enhance the Lauder Institute's contributions to the University of Pennsylvania. In particular, the following new initiatives have been put in place:

- **Postdoctoral Research Program.** Launched in the fall of 2010, this program seeks to attract to the Institute leading young scholars who teach and do research on international business. During the 2010-2011 academic year, we have admitted three postdocs into this program. Two of them are funded through the Penn Lauder CIBER, while the third is being jointly funded by the Santander grant and Wharton's Management Department.

Two of the postdocs will teach graduate-level courses on the political economy of Latin America through the Political Science Department, while the third will help organize the conference on the crisis scheduled for April 2011. These classes are open to any student enrolled at Penn. They will also help Lauder students with their research projects.



Lauder Postdoctoral Researchers from left: Isabella Alcañiz, Sinziana Dorobantu and Francisco Flores-Macias.

- Huntsman Program.** In 2008 the Lauder Institute signed an agreement with the Huntsman Program in International Studies & Business, one of Penn’s most competitive undergraduate programs. The Lauder Institute’s Director of Language and Culture Programs advises Huntsman on its language-related activities, and Lauder’s Business Manager manages Huntsman’s financial affairs. In exchange, Huntsman contributes to each of these employee’s salary and benefit expenses. Thus, this agreement contributes to efficiency and cost-cutting, while allowing the Lauder Institute to “export” its expertise to other parts of the University.
- Undergraduate research opportunities.** The Institute offers research assistantships to Penn undergraduates in support of the research undertaken by Lauder faculty and students. In any given year, approximately 30 undergraduates from the College, Engineering, and Wharton have worked on Lauder projects as research assistants. About 6 of these students have travelled to foreign locations together with the MBA students for the purpose of data collection.
- Conferences.** We have organized a series of large conferences on campus, open to



2010 CIBER Business Language Conference, Philadelphia, April 2010. From left: Ana Isabel Delgado, Maria Bourlatskaya, Emiko Nagatomo, and Claire Babanoury (Lauder language faculty members), Frank Desroches (Paris Chamber of Commerce), Maria Antonia Cowles (former Lauder Director of Language & Culture Programs), and Theresa Jen (Lauder language faculty member).

all faculty and students. In July 2009 we organized a three-day conference on the economic & financial crisis (attendance: 80), and in April of 2010 we collaborated with the Penn Language Center and organized a three-day national conference on the teaching of business language (attendance 250).

- **Penn Lauder CIBER.** This center was established in 2002 with a grant from the U.S. Department of Education through its Centers for International Business Education and Research (CIBER) Program. Penn Lauder CIBER provides funding for Penn faculty, lecturers, and graduate students for the purposes of research, teaching, outreach, travel, and conference participation.
- **Outreach to high school students.** We have hosted students participating in Penn's annual United Nations University. We have organized a half-day workshop on globalization for students from the Colegio Puertorriqueño de Niñas on two occasions (2009 and 2010).
- **Collaboration with other departments and centers at Penn.** We collaborate on various activities with Penn's area studies centers, including the Center for East Asian Studies, the Middle East Center, the South Asia Center, and the Center for African Studies. Over the last three years we have also collaborated with the Department of Political Science in two ways, namely, providing funding for the Penn-Temple Seminar on West European Studies and offering classes on the political economy of Latin America through our Postdoctoral Research Program.

Contributions to the Wharton School

- **New courses.** In the spring and fall semesters of 2009, I organized and taught a full-semester, 0.5 credit unit class on the economic and financial crisis, open to Wharton graduate and undergraduate students. The Institute provided logistical support and covered the photocopying costs for handouts and other materials. The class received widespread media coverage, including the *Wall Street Journal*, *BizEd*, and the *Financial Times*.
- **Student-run conferences.** Penn Lauder CIBER has contributed funding for several area-focused business conferences run by Wharton undergraduate and graduate students, including several focused on doing business in Africa, Latin America, India, and China.
- **Knowledge@Wharton.** Penn Lauder CIBER and the Lauder Institute have partnered with the Wharton School's online business journal to launch a High School Edition. We provided part of the seed funding to prepare a prototype in 2008, and will contribute an annual amount towards its launch and operation between 2010 and 2014.

Governance

During the last three years, the Lauder Institute has undergone two important changes in terms of its governance:



Angel Corcóstegui, Lauder Institute Board of Governor's member and CEO of Magnum, addressing a Lauder Alumni event at the Madrid Stock Exchange, June 2010.

- New appointments to the **Board of Governors**. During the last three years, two new members have been added to the Board: Sir Martin Sorrell and Mr. Scott Bok, who also sits on the Penn Board of Trustees. William Lauder, Executive Chairman of the Estée Lauder Companies, has just joined the Board.

- Creation of the **Lauder Advisory Council**. In order to help the Institute adapt to the changing circumstances of the global economy, the University has created this new governing body whose main purpose is for the alumni of the Institute to provide the Director and the rest of the staff with advice and guidance. It is chaired by two alumni who also serve on the Board of Governors, Janifer Burns and David Trachtenberg. I believe that enhanced alumni involvement will help strengthen the Institute's activities and pursue new opportunities.

Penn Lauder CIBER

The Lauder Institute provides the institutional home for the University of Pennsylvania's Penn Lauder Center for International Business Education & Research (CIBER). The Director and Managing Director of the Lauder Institute serve as the Faculty Director and Managing Director, respectively. Established through a grant from the U.S. Department of Education in 2002, Penn Lauder CIBER funds research, teaching, outreach, travel, and conferences. In 2010 we successfully applied for renewal for a third four-cycle cycle. The annual amount available for funding projects and initiatives is about \$400,000.

Future New Projects

As part of our strategic plan to turn the Lauder Institute into the world's leading center for global business education and research, we envision a number of potential new projects:

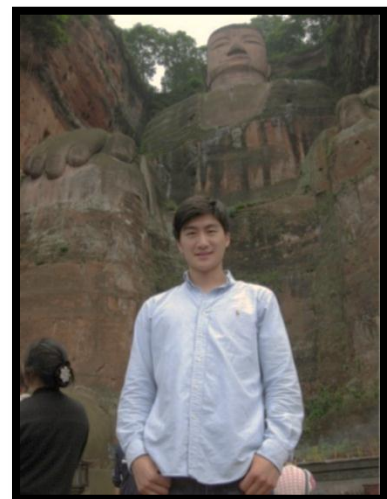
- Launching an **Africa Program** within the MBA/MA and JD/MA joint degrees. This program could be open to applicants with an interest in perfecting their French, Portuguese or Spanish language skills, or developing them in Swahili. I personally consider additional activities in Africa as a priority, given the continent's promise of becoming one of the keystones of the global economy.

- Launching the **Lauder Senior Fellows Program**, whereby retired business executives, policymakers, diplomats, and international agency officials would spend one or two days a week on campus lecturing and advising Lauder students.
- Continuing to innovate in **business language education**, especially incorporating cross-cultural and negotiation skills into the curriculum.
- Improving the quality of the students' experience in the **Global Knowledge Lab**. As a program born just two years ago, there are many opportunities for improvement.
- From the **staffing** point of view, perhaps the most important aspect has to do with the planned retirement of the Managing Director. This position has been occupied for over 12 years by a highly-effective, PhD-trained person. Replacing her with an appropriate person will require a careful search.
- Finally, given recent changes in both Wharton and SAS, it is important to enhance the collaboration with Wharton in the area of **admissions**, and with SAS when it comes to **hiring language faculty**.

Fundraising and Financial Matters

The Institute's annual budget is about \$4.5 million, of which 45 percent is spent on staff and faculty salaries and benefits. I have initiated an ambitious strategy of attracting new sponsors to the Institute's activities aimed at funding some of the new initiatives mentioned above, including:

- \$100,000 from **Booz & Co.** in support of a pilot project in preparation for the launch of the Global Knowledge Lab (2008).
- \$90,000 annually from the **Goldman Sachs Foundation** in support of faculty and student research on women entrepreneurs in developing and emerging economies (2008-2010).
- \$25,000 from the **Leon Lowenstein Foundation** in support of the students' research project on green products that has led to the publication of the final report as a book by Productivity Press, a division of Taylor & Francis (2008).
- \$50,000 annually from **Grupo Banca Cívica**, a Spanish bank, for the organization of an annual conference on a topic of current interest (2009-2010).



Joshua Huang, Lauder Class of 2011, in Leshan, China, where he did research on infrastructure development.

- Grant agreement with **Santander** for the organization of an annual conference of experts on a topic of current interest, and an expansion of our annual Workshop for Business Language Teachers (2010-2012).

In addition, during the last three years, we have secured other types of funding for specific projects, as follows:

- Elizabeth Bateman Fund, established in 2009 by a new endowment, which we have allocated to providing joint JD/MA students with fellowships.
- Renewal of the four-year grant from the U.S. Department of Education to Penn Lauder CIBER (2010-2014).

Lastly, we have reinvested about \$650,000 in investment income from the Institute's various endowment funds as a result of the **cost-cutting measures** we implemented since the summer of 2007 in anticipation of the adverse effects of the global financial crisis. During the 2010-2011 academic year, we are planning to reinvest an additional \$350,000 thanks to further efficiency gains and to the steady stream of outside donations and company contributions. These actions have not affected student financial aid. In fact, we have expanded aid by offering fellowships to JD/MA students and second-year tuition fellowships for both MBA/MA and JD/MA students who accept unpaid or underpaid summer internships.

I believe that these measures place the Lauder Institute in a very strong financial position despite the turmoil in the markets. This frugality has enabled us to launch new programs and expand our activities in response to new opportunities, including the Hindi/India program, the Global Knowledge Lab, and various research projects.

* * *

In sum, the Lauder Institute's new strategy of simultaneously enhancing its educational, research, and outreach activities seems to have had a positive effect in terms of applications, student satisfaction, and visibility. These gains need to be sustained over time in order to truly position the Lauder Institute as the world's premier center for international business education and knowledge.

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University of Pennsylvania

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Professor Roger Allen Near Eastern Languages & Civilizations	Professor Ronald Granieri History
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Professor Eiichiro Azuma History	Professor Martine Haas Management
Professor Cheik Babou History	Professor Emily Hannum Sociology
Professor Jere Behrman Economics	Professor Witold Henisz Management
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Professor Frederick Dickinson History	Professor Devesh Kapur Political Science
Professor Lance Donaldson-Evans Romance Languages	Professor Firoozeh Kashani-Sabet History
Professor Tulia Falletti Political Science	Professor Ellen Kennedy Political Science
Professor Anne Farnsworth-Alvear History	Professor Lynn Lees History
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Culture & Consumption

- Culture & Consumption Patterns in the BRICs
- Culture & Consumption Patterns in Emerging Economies
- Global Sports
- Luxury Goods

Entrepreneurship in Developing Countries

- Aventura, Business Practices in West African Agriculture
- Entrepreneurship Education
- Sustainable Tourism
- Women Entrepreneurs in Developing Countries

New International Investors

- Asian Firms in Africa
- Investments in Western China & Central Asia
- Investors in Latin America
- Sovereign Wealth Funds
- Tax Havens
- Venture Capital & Private Equity in the BRICs
- Venture Capital & Private Equity in Latin America

Green Products & Technologies

- Energy-Efficient Buildings
- Global Energy Policies
- Green Products
- Infrastructure in Mid-Tier Cities
- m-Healthcare in Africa

Small-Business Development

- Wharton's Small Business Development Center Projects

- Angola
- Argentina
- Brazil
- Brunei
- Chile
- China
- Colombia
- Easter Island
- Ecuador (Galápagos)
- Egypt
- Ethiopia
- France
- Germany
- Hong Kong
- India
- Japan
- Liberia
- Madagascar
- Malta
- Mexico
- Netherlands
- Nicaragua
- Panama
- Peru
- Philippines
- Qatar
- Russia
- Rwanda
- Senegal
- South Africa
- Spain
- Switzerland
- Tahiti
- Taiwan
- Thailand
- Turkey
- Ukraine
- United Arab Emirates
- United Kingdom

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Dr. Adrian Tschoegl
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Professor William Tyson
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Professor Noam Lior
Engineering

Professor Patti Williams
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- Aventura Partners
- Booz & Co.
- Goldman Sachs
- International Finance Corporation
- Latin American Venture Capital Association
- Center for Leadership & Management Change at Wharton
- Leon Lowenstein Foundation
- Penn Lauder Center for International Business Education and Research
- United Nations Foundation

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Haimanti Banerjee
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Admissions, Recruiting & Student Affairs Coordinator

Kathryn Homa
CIBER Program Coordinator

Allysia Murphy
Senior Information Systems Support Specialist

Kimberly Norton
Program Manager, Research Projects & External Affairs

Selma Pastor
Academic Program Coordinator

Ed Tatum
Business Manager

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Dr. Theresa Jen

Director, Lauder Chinese Language and Culture Program

Ya-Chuan Yu

Lecturer in Chinese

Xiaolin Peng

Teaching Assistant, Doctoral Candidate

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German

Dr. Susanne Shields

Director, Lauder German Language and Culture Program

Japanese

Emiko Nagatomo

Director, Lauder Japanese Language and Culture Program

Portuguese

Ronaldo Ribeiro

Director, Lauder Portuguese Language and Culture Program

Russian

Dr. Maria Burlatskaya

Director, Lauder Russian Language and Culture Program

Spanish

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