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. 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 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 available to students. 

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. 

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.

**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.

**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 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.

• 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.

**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.

- **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 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:

- 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).
• 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.
Appendix A. Board of Governors of the Lauder Institute

Chairman of the Board of Governors:
Mr. Jean-Pierre Rosso
Chairman, Centre for Global Industries

Mr. Ernest Bachrach
Senior Partner
Advent International Global Private Equity

Mr. Tom Bendheim
Managing Director
Spectrum Capital Group

Mr. Scott L. Bok
Co-Chief Executive Officer
Greenhill & Co., LLC

Mr. Jorge Born, Jr.
Chief Executive Officer
Bomagra SA

Ms. Janifer Burns
Former Managing Director
BBVA Securities, Inc.

Mr. Roberto Civita
Chairman and CEO
Abril S.A.

Dr. Ángel Corcóstegui
Senior Partner
Magnum Industrial Partners

Mr. Michael Diekmann
Chairman of the Board of Management
Allianz AG

Mr. Steven J. Gilbert, Esq.
Chairman
Gilbert Global Equity Capital

Dr. Mauro F. Guillén
Director
The Lauder Institute

Dr. Carl Hahn
Retired President and CEO
Volkswagen AG

Mr. Shiv Vikram Khemka
Vice Chairman
SUN Group

Dr. Jeffrey L. S. Koo
Chairman and Chief Executive Officer
Chinatrust Commercial Bank, Ltd.

Mr. Alejandro Garza Lagüera
Chairman of the Board
SAVIA, S.A.

Mr. Leonid Lauder
Chairman Emeritus
Estée Lauder Companies

The Honorable Ronald S. Lauder
Chairman
Clinique Laboratories

Mr. William Lauder
Executive Chairman
Estée Lauder Companies

Mr. Robert M. Mangels
President and CEO
Mangels Industrials, S.A.

Sir Martin Sorrell
Chief Executive
WPP London

Dr. Brian Spooner
Co-Director
The Lauder Institute

Lady Barbara Thomas Judge
Chairman
United Kingdom Atomic Energy Authority

Mr. David Trachtenberg
Chief Marketing Officer
Global Compliance

Mr. Jacob Wallenberg
Chairman
Investor AB

Dr. Jerry Wind
Director
SEI Center for Advanced Studies in Management
University of Pennsylvania
Appendix B. Alumni Advisory Board

Co-chairs: Ms. Janifer Burns and Mr. David Trachtenberg

Ms. Janifer Burns
Former Managing Director
BBVA Securities, Inc.

Mr. David Trachtenberg
Chief Marketing Officer
Global Compliance

Ms. Rosalind Copisarow
Founder
Constellation Properties

Mr. Tony Davis
President
Anchorage Advisors

Mr. Bruno Ducharme
President
TIW Capital Partners

Mr. Rene Kern
Managing Director
General Atlantic

Mr. Allan Kwan
Venture Partner
Oak Investment Partners

Mr. Norm Savoie, CFA, CFP
Senior Financial Advisor
Merrill Lynch Global Private Client Group
Appendix C. Graduate Group in International Studies

Professor Asif Agha
Anthropology

Professor Roger Allen
Near Eastern Languages & Civilizations

Professor Jennifer Amyx
Political Science

Professor Eiichiro Azuma
History

Professor Cheik Babou
History

Professor Jere Behrman
Economics

Professor Lee Cassanelli
History

Professor Thomas Childers
History

Professor Frederick Dickinson
History

Professor Lance Donaldson-Evans
Romance Languages

Professor Tulia Falleti
Political Science

Professor Anne Farnsworth-Alvear
History

Professor Jesús Fernández-Villaverde
Economics

Professor Francine Frankel
Political Science

Professor Gautam Ghosh
Anthropology

Professor Robert Giegengack
Earth and Environmental Science

Professor Avery Goldstein
Political Science

Professor Ronald Granieri
History

Professor Mauro Guillén
Management, Sociology

Professor Martine Haas
Management

Professor Emily Hannum
Sociology

Professor Witold Henisz
Management

Professor Marja Hoek-Smit
Real Estate

Professor Peter Holquist
History

Professor Devesh Kapur
Political Science

Professor Firoozeh Kashani-Sabet
History

Professor Ellen Kennedy
Political Science

Professor Lynn Lees
History

Professor Walter Licht
History

Professor Noam Lior
Engineering

Professor Victor Mair
East Asian Languages & Civilizations

Professor Edward Mansfield
Political Science
Appendix C. Graduate Group in International Studies

Professor Richard Marston
Finance, Economics

Professor Walter McDougall
History

Professor Felipe Monteiro
Management

Professor Brendan O’Leary
Political Science

Professor Mary O’Sullivan
Management

Professor Howard Pack
Business and Public Policy, Economics, Management

Professor Emilio Parrado
Sociology

Professor Adriana Petryna
Anthropology

Professor Daniel Raff
Management

Professor Michèle Richman
Romance Languages

Professor Heather Sharkey
Middle Eastern Studies

Professor Rudra Sil
Political Science

Professor Brian Spooner
Anthropology

Professor Jonathan Steinberg
History

Professor Deborah Thomas
Anthropology

Professor Michael Useem
Management

Professor Robert Vitalis
Political Science

Professor Arthur Waldron
History

Professor Valery Yakubovich
Management
Appendix D. Global Knowledge Lab Projects, 2009-2010

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
Appendix E. Global Knowledge Lab Project Destinations, 2009-2010

- 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
Appendix F. Global Knowledge Lab Advisors, 2009-2010

Professor Jennifer Amyx
Political Science

Professor Cheikh Babou
History

Professor David Barnes
History and Social Science

Professor Lee Cassanelli
History

Professor Anne Farnsworth-Alvear
History

Dr. Therese Flaherty
Wharton Small Business Development Center

Professor Jesús Fernández-Villaverde
Economics

Professor Mauro Guillén
Management, Sociology

Professor Witold Henisz
Management

Dr. Jane Kauer
Anthropology

Professor Lynn Lees
History

Professor Noam Lior
Engineering

Professor Ali Malkawi
Architecture

Mr. Alonso Martinez
Retired Partner, Booz & Co.

Dr. João Neiva de Figueiredo
Saint Joseph’s University

Professor Eric Orts
Legal Studies and Business Ethics

Professor Adriana Petryna
Anthropology

Professor Americus Reed
Marketing

Mr. Stephen Sammut
Management

Professor Brian Spooner
Anthropology

Professor Christian Terwiesch
Operations and Business Management

Dr. Adrian Tschoegl
Management

Professor William Tyson
Management and Penn Law

Professor Patti Williams
Marketing
Appendix G. Global Knowledge Lab Sponsors, 2009-2010

- 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
The Lauder Institute Staff

Professor Mauro F. Guillén
Director

Professor Brian Spooner
Co-Director

Dr. Sherrill M. Davis
Managing Director

Dr. Marcy R. Bevan
Director, Admissions & External Affairs

Dr. Kenric Tsethlikai
Director, Language & Culture Program

Haimanti Banerjee
Associate Director, Language & Culture Program

Meghan Ellis
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
The Lauder Institute Language Faculty

**Arabic**
Dr. Amel Mili
Director, Lauder Arabic Language and Culture Program

**Chinese**
Dr. Theresa Jen
Director, Lauder Chinese Language and Culture Program

Ya-Chuan Yu
Lecturer in Chinese

Xiaolin Peng
Teaching Assistant, Doctoral Candidate

**French**
Claire Babanoury
Director, Lauder French Language and Culture Program

**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 Bourlatskaya
Director, Lauder Russian Language and Culture Program

**Spanish**
Sofía Bedoya-Gil
Dr. Norma Corrales-Martin
Eva Recio González