Cover Page Photos from Summer Immersions and Culture Quest Trips.

Featured: Rabat, Morocco; La Alhambra in Granada, Spain; Крестовоздвиженский собор (Holy Cross Cathedral) in Tutaev near Yaroslavl, Russia; China; Purana Kila in New Delhi, India; Casablanca, Morocco; Cape Town, South Africa; and Rio de Janeiro, Brazil.
In the 30 years since its founding, the Joseph H. Lauder Institute of Management & International Studies has educated over 1,600 global business leaders, equipping them to understand the intricacies of operating in different cultural, political, and social contexts. The Institute has expanded considerably in size and in the scope of its educational, research, and outreach activities.

This three-year report provides details about our academic degree programs, knowledge-creation activities, alumni outreach, and financial aspects. The need for global business leaders has never been greater than at the present time. With its new programs and activities, the Lauder Institute is consolidating itself as the premier program combining the rigor of a Wharton MBA education, or the Penn Law JD program, with the relevance of our Global and Language & Culture Programs, offered under the auspices of the School of Arts & Sciences.
Degree Programs

The Lauder Institute offers two joint-degree programs, namely, the MBA/MA and JD/MA, in collaboration with the Wharton School and the Penn Law School, respectively. We are responsible for designing and delivering the MA degree within the School of Arts & Sciences. During the last three years:

- **Applications** for the joint MBA/MA degree soared by 42 percent between 2007 and 2009 and have since stabilized. This stabilization between 2010 and 2013 reflects a consolidation process among top business schools in the wake of the global economic and financial crisis. We will be launching new initiatives in 2013-2014 to further expand and deepen our application pool.

- **Enrollments** in the joint MBA/MA degree program increased from 50-60 between 2003 and 2007 to 60-75 between 2007 and 2010, an increase of roughly 20 percent. They have remained stable since 2010, given that a class of more than 75 students creates unique challenges due to pedagogical and space considerations. Enrollments in the joint JD/MA degree program have been between 1 and 5 students per class.

- In 2011 we admitted the first students for the new Language & Culture Program focused on Hindi and India, which has attracted quite a few applications. The first class of five students graduated in 2013. The addition of this program complements our eight existing language offerings: Arabic, Chinese, French, German, Japanese, Portuguese, Russian, and Spanish.

- In 2013 we launched the new **Global Program**, designed for multilingual students interested in understanding the complexities of the global economy and the rapidly changing business environment across regions of the world. We have hired Dr. Regina Abrami to lead this program. An expert on China and Vietnam, she brings a wealth of teaching and research experience after many years at Harvard Business School. During the first three years, the Global Program will be supported in part by a generous grant from the Leon Lowenstein Foundation.
• In 2009 we launched the new research requirement, the **Global Knowledge Lab** (GKL). This requirement entails writing an article for the School’s online business journal, 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, Leon Lowenstein Foundation, United Nations Foundation, and the Inter-American Development Bank) and the opportunity for the students to travel to one or two locations for the purpose of data collection. Three of the reports written by the students have been or will be published as books (see more details in the Research section). Under this new program, Lauder students have conducted research in Angola, Argentina, Botswana, Brazil, Brunei, Chile, China, Colombia, Cuba, Easter Island, Ecuador, Egypt, Ethiopia, Equatorial Guinea, France, Germany, Honduras, Hong Kong, India, Indonesia, Iran, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Lebanon, Liberia, Madagascar, Malta, Mexico, Mozambique, Namibia, Netherlands, New Caledonia, Nicaragua, North Korea, Oman, Panama, Peru, the Philippines, Qatar, Russia, Rwanda, Saudi Arabia, Senegal, South Africa, Spain, Switzerland, Tahiti, Taiwan, Tanzania, Thailand, Turkey, Ukraine, the United Arab Emirates, the United Kingdom, Uzbekistan, and Vietnam.

• In 2010 we launched a **Postdoctoral Researcher Program** with a view to offering Lauder students new courses and opportunities for doing research. Our postdocs have offered courses on the political economy of Africa, the political economy of Latin America, the political economy and innovation in China, and global cities. A total of 98 undergraduates, 14 graduate students, and 37 Lauder students have taken the classes offered by our postdocs since the program began. In addition, our postdocs have helped students with their GKL research projects.
• In 2011 we initiated the **Lauder Culture Quest** program, an intensive field experience combining on-campus lectures, a ten-day study trip, and a research paper. The first Culture Quest took a group of 49 students from Tikal, Guatemala, to Panama City. In 2012 the trip began in Johannesburg and ended in Cape Town, with many students travelling through Swaziland and Lesotho as well as South Africa. In 2013 the Orient Express Culture Quest started in Vienna and ended in Istanbul. The students attended cultural lectures and business meetings, completed a series of requirements while traveling in small teams, and conducted research for a paper, if they wished to obtain credit toward their MA degree.

• We have continued the financial-aid 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. Over the past three years, 15 students have taken advantage of this opportunity. Students have worked at organizations such as AFI Consulting and Real Madrid Football Club in Madrid, AMG Capital in Moscow, Gamegenetics GmbH in Berlin, Mark Ventures in Buenos Aires, Covidien in Shanghai, DFJ-Capital Partners in Belo Horizonte, Brazil, and Telopia Capital Partners in Beijing.

• In 2011 we appointed the first **Lauder Global Fellow** to provide students with advice as to their careers and how to approach the job-search process. Tom Tinsley, a partner at General Atlantic with years of experience as a consultant, investment banker and CEO of technology companies, has come to campus regularly to meet with students, coach them, and provide them with advice. He has renewed his commitment for a third year. This program has been made possible by a generous gift from René Kern (Class of 1990).
• In 2012 we launched yet another career-oriented support program for our students, appointing Kimberley Conroy as our first external consultant in charge of Corporate Relations. Kim brings to this position years of experience as a consultant and investment banker. She has met with students regularly and traveled throughout East Asia, the Middle East, and Latin America, developing our relationships with a variety of companies, government agencies, and nonprofit organizations. She has helped the students identify specific opportunities for summer internships and full-time jobs, developed corporate contacts for our summer-immersion programs, and spent time with Lauder alumni. This position has been funded through a generous two-year gift from William Lauder.

• Finally, under the leadership of the Managing Director and the Interim Director of the Language & Culture Programs, we have worked to further enhance the quality of language & culture instruction, providing faculty with new resources and training opportunities. As of May 2013, five of our language & culture faculty have attained Oral Proficiency Interview (OPI) certification in Chinese, German, Hindi, Russian, and Spanish, respectively. We have also engaged in a major review of our summer-immersion programs.

Alumni Meetings

The Lauder Institute Alumni Association recently held its Global Alumni Reunion in New York City (October 2013), with over 450 alumni in attendance (or nearly one third of the total). Indra Nooyi, CEO and Chair of PepsiCo, was the keynote speaker. Previous gatherings took place in London (October 2007) and San Francisco (October 2010).
New Knowledge Creation Through Research

In 2007 we initiated a series of activities aimed at positioning the Lauder Institute as a creator of useful knowledge about economic, business, and cultural issues of an international and global nature. These activities represent one of the key ways in which we are enhancing the Institute’s stature, building brand awareness in a manner consistent with Wharton’s and Penn’s emphasis on research, and offering our students new opportunities for professional and intellectual growth. Our knowledge-creation-through-research strategy includes the following elements:

• **The Global Knowledge Lab**, which involves the students in hands-on research in a variety of settings around the world (see above for further details).

• A new **Postdoctoral Researcher Program**, aimed at bringing 3-5 young researchers to the Institute each year (see below for details).

• **Conferences** on topics of current interest. In 2011 we organized our first Global TrendLab conference, funded by Santander Universities. The topic was *Global Risk: New Perspectives and Opportunities*. In 2012 the topic was *Sustainability*, and in 2013 the focus of attention will be *Poverty & Inequality: Persistent Challenges and New Solutions*. For each of these conferences, we have brought to the Institute more than 40 policymakers, business leaders, scholars, and officials of nonprofit organizations. We have published a white paper for each conference through Knowledge@Wharton, the School’s online business journal. In 2013 our postdoctoral researchers are responsible for organizing two conferences on the increasing presence of China and India in Africa and Latin America, one focused on the scholarly debate and the other on the business and policy implications. The first, *The New Global South Project: Africa/Asia/Latin America*, took place in May 2013. The second is planned for October 2013 and will focus on the role of China and India in Africa and Latin America.
• **Publication** of faculty and student research in the form of books and/or through Knowledge@Wharton. In 2011 Productivity Press (an imprint of Taylor & Francis) published as a book the first collection of essays written by Lauder students, under the title *Green Products: Perspectives on Innovation & Adoption*. A second book, *Green Energy*, will be published in 2014. Another collection of student essays will be published in 2014 by Routledge as *Women Entrepreneurs: Inspiring Stories from Emerging Economies and Developing Countries*. We thank the Leon Lowenstein Foundation and the Goldman Sachs Foundation, respectively, for their generous support.

**Outreach and External Collaborations**

The Lauder Institute has continued to expand its outreach activities in a number of ways, engaging both locally and globally:

• Helping small Philadelphia-area 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 partnered with Howard University between 2007 and 2012.

• 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 five occasions between 2009 and 2013.

• In partnership with Temple University’s Center for International Business Education and Research, we have provided international career advice to high-school students at the Haverford School.
• Helping **business language teachers** incorporate business subjects into the language curriculum. We offer once a year a five-day workshop for about 35 business language teachers from all over the U.S., generously funded by the Penn Lauder CIBER and Santander Universities.

• 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), two three-day workshops in Brazil and Nigeria, and a pre-conference workshop for faculty from around the world during the three days preceding our annual Global TrendLab conference.

• As mentioned above, over the years we have engaged in **research collaborations** with Booz & Co., Goldman Sachs Foundation, Aventura Partners, International Finance Corporation of the World Bank, Latin American Venture Capital Association, Leon Lowenstein Foundation, United Nations Foundation, and the Inter-American Development Bank.

We 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 in the press. Through 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 a little over 100 and over the last four years has stabilized at 70-80. Examples of recent media coverage include *Bloomberg BusinessWeek, Financial Times, Forbes.com, Foreign Affairs, 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), *China Weekly News, Daily News Egypt, Economic Times* (India), Bloomberg TV, Channel 69 (Spanish), FT.com video series, BBC, CNN en Español, CCTV (China News), and National Public Radio.
Contributions to the University of Pennsylvania

As an entity straddling two schools, the Lauder Institute is one of the key resources on campus when it comes to global engagement. During the past three years we have continued to enhance our presence on campus and our contributions to the University of Pennsylvania. In particular, the following new initiatives have been put in place:

• **Postdoctoral Researcher 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. Their duties include teaching graduate-level courses focused on specific regions of the world (which are open to all Penn students), helping Lauder students with their GKL research projects, and conducting their own research. A total of 98 undergraduates, 14 graduate students, and 37 Lauder students have taken the classes offered by our postdocs since the program began.

In 2010 we selected three postdocs. Two were funded through Penn Lauder CIBER, while the third was funded jointly by the Santander grant and Wharton’s Management Department. Isabella Alcañiz, an expert on Latin America, is now on the faculty at the University of Maryland. Francisco Flores-Macías, also an expert on Latin America, has joined a consulting company in New York.

Sinziana Dorobantu, an expert on political risk, has joined the faculty at the NYU Stern School of Business.

In 2011 we added three more postdocs, with similar funding sources: Adam Bund (an expert on China), Marton Markovits (Africa), and Shahana Chattaraj (global cities). They will finish their assignments at the end of the 2012-2013 academic year.

In 2012 we recruited two postdocs: Matthew Barton (Latin America) and Jason Jackson (who helped organize the Global TrendLab conference).

In 2013 we hired two postdocs: Andrew Hao (China) and Keren Weitzberg (Africa).
• **Huntsman Program.** In 2008 the Lauder Institute signed an agreement with the Huntsman Program in International Studies & Business, one of Penn’s most prestigious undergraduate programs. The Lauder Institute’s Director of Language & Culture Programs advises Huntsman on its language-related activities, and Lauder’s Business Manager assists with 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 enabling 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. Six have travelled to foreign locations with the MBA students for the purpose of data collection.

• **Conferences.** We have organized a series of large conferences on campus, open to all Penn faculty and students (see above for details).

• **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 five occasions.
• **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 Departments of Anthropology, History, and Political Science to make the graduate seminars taught by our postdocs available to all Penn students.

**Contributions to the Wharton School**

• **New courses.** The graduate seminars taught by our postdoctoral researchers have attracted 38 Wharton students.

• **Student-run conferences.** Penn Lauder CIBER has contributed funding for a number of area-focused business conferences run by Wharton undergraduate and graduate students, including several on doing business in Africa, Latin America, India, and China.

  • **Faculty and PhD student research and travel grants.** Between 2010 and 2013, Penn Lauder CIBER has spent $65,800 supporting research by 10 Wharton faculty and 9 PhD students.

  • **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 contributed an annual amount toward its launch and operation between 2010 and 2011.
Governance

The Lauder Institute’s two Boards have continued to provide advice to and support for our activities. In 2012 we increased the frequency of meetings to two per year, one in Philadelphia in the fall and the other in New York City in the spring.

- **Board of Governors.** Dr. James J. Kim, Chairman and CEO of Amkor Technology, Inc., and a former member of the Penn Board of Trustees, joined our Board of Governors in 2012. We were saddened to learn of the passing of two Board members—Jeffrey L. S. Koo, Chairman and CEO of Chinatrust Commercial Bank, Ltd., in December 2012, and Roberto Civita, Chairman and CEO of Abril S.A., in May 2013. We are grateful for their outstanding insights and guidance during their tenure on our Board of Governors.

- **Lauder Advisory Council.** Chaired by Janifer Burns and David Trachtenberg, this Board has been heavily involved in providing the Director with advice and support and with detailed plans of action for several of our new initiatives.

**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 won grant renewal for a third four-year cycle, with an initial annual budget of $400,000. The fiscal crisis, however, reduced this amount to approximately $150,000 in 2012. It remains uncertain whether this federal program will continue beyond the end of the current cycle in 2014.
Financial Matters and Capital Campaign

The Institute’s annual budget is about $4.5 million, of which 45 percent is spent on staff and faculty salaries and benefits. Our financial strategy rests on three pillars:

• Increasing efficiency in spending through consolidation, collaboration, and cost-cutting.

• Developing new sources of revenue, especially from companies and foundations.

• Growing the endowment so as to ensure the long-term viability of our programs and activities. In fiscal years 2010, 2011, and 2012 we reinvested nearly $1.3 million worth of savings and other unspent balances, for a total of $1.8 million in reserve funds. The market value of the Institute’s endowment now exceeds $67 million.

In October 2013 we launched our first-ever capital campaign during a gala dinner at the Museum of Modern Art in New York in celebration of our 30th Anniversary. *The Lauder Institute Challenge: Investing in Global Leaders* seeks to increase the resources devoted to student financial aid, new academic programs, and external visibility. This five-year campaign has a goal of $20 million. The Lauder family has generously agreed to a dollar-for-dollar match. This effort will consolidate the Lauder Institute as the premier center for global business education.

The Honorable Ronald S. Lauder, Chairman of the Lauder Institute Board of Governors, with Tereza Nemessanyi-Hulme (Class of 1997) and Leslie Kruhly, Vice President and University Secretary, at the 30th Anniversary Gala at the Museum of Modern Art in New York, October 2013.
Appendix A. Board of Governors

Chairman of the Board of Governors:
The Honorable Ronald S. Lauder
Chairman, Clinique Laboratories

Mr. Ernest Bachrach
Senior Partner
Advent International Global Private Equity

Mr. Tom Bendheim
General Manager
CVS-Caremark

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

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

Ms. Janifer Burns
Founder and Principal
HWB Daughter, Inc.

Mr. Roberto Civita*
Chairman and CEO
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Dr. Ángel Corcóstegui
Senior Partner
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Co-Director
The Lauder Institute

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Dr. Jeffrey L. S. Koo**
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Chinatrust Commercial Bank, Ltd.

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

Mr. Leonard Lauder
Chairman Emeritus
Estée Lauder Companies

Mr. William Lauder
Executive Chairman
Estée Lauder Companies

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

Mr. Jean-Pierre Rosso
Chairman Emeritus, Lauder Board of Governors
Chairman, Centre for Global Industries
World Economic Forum

Sir Martin Sorrell
Chief Executive
WPP London

Lady Barbara Thomas Judge
Chairman
United Kingdom Atomic Energy Authority

Mr. David Trachtenberg
Chief Solutions Officer
vRad

Dr. Jerry Wind
Director
SEI Center for Advanced Studies in Management
University of Pennsylvania

*Deceased 2013

**Deceased 2012
Appendix B. Alumni Advisory Council

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

Ms. Janifer Burns
Founder and Principal
HWB Daughter, Inc.

Mr. David Trachtenberg
Chief Solutions Officer
vRad

Ms. Rosalind Copisarow
Partner
Copisarow MacCaig

Mr. Tony Davis
President
Anchorage Advisors

Mr. Bruno Ducharme
President
TIW Capital Partners

Mr. Paul Hynek
CEO
Knight Vision Studios

Mr. René 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
Professor Asif Agha
Anthropology

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 Tulia Falleti
Political Science

Professor Ann 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 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 Lynn Lees
History

Professor Walter Licht
History

Professor Noam Lior
Engineering

Associate Professor Joseph Lowry
Near Eastern Languages and Culture

Professor Victor Mair
East Asian Languages & Civilizations

Professor Edward Mansfield
Political Science

Professor Richard Marston
Finance, Economics

Professor Walter McDougall
History

Professor Felipe Monteiro
Management
Appendix C. Graduate Group in International Studies

Professor Brendan O'Leary
Political Science

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 Deborah Thomas
Anthropology

Professor Michael Useem
Management

Professor Robert Vitalis
Political Science

Professor Arthur Waldron
History
Appendix D. Global Knowledge Lab Advisors, 2010-2013

Professor Jennifer Amyx
Department of Political Science

Professor Cheikh Babou
Department of History

Professor David Barnes
Department of History and Social Science

Dr. Matthew Barton
Department of History

Professor Lee Cassanelli
Department of History

Dr. Shahana Chatterjee
Department of Political Science

Professor Prithviraj Choudhury
The Wharton School

Professor Ann Farnsworth-Alvear
Department of History

Professor Marshall Fisher
The Wharton School

Dr. Therese Flaherty
Wharton Small Business Development Center

Professor Jesús Fernández-Villaverde
Department of Economics

Professor Mauro Guillén
The Wharton School

Professor Witold Henisz
The Wharton School

Dr. Jane Kauer
Department of Anthropology

Mr. Mark Kennedy
Chartwell Strategic Advisors LLC

Professor Lynn Lees
Department of History

Professor Noam Lior
Department of Engineering

Ms. Mireia Lizandra
Independent International Sports Consultant

Professor Ali Malkawi
Department of Architecture

Dr. Marton Markovitz
Department of Political Science

Mr. Alonso Martinez
Independent Management Consultant

Dr. Joao Neiva de Figueiredo
Saint Joseph's University and The Wharton School

Professor Eric Orts
The Wharton School

Professor Adriana Petryna
Department of Anthropology

Professor Americus Reed
The Wharton School

Mr. Stephen Sammut
The Wharton School

Professor Brian Spooner
Department of Anthropology

Dr. Morvarid Taheripour
The Wharton School

Professor Christian Terwiesch
The Wharton School

Dr. Adrian Tschoegl
The Wharton School

Professor William Tyson
The Wharton School and Penn Law

Professor Patti Williams
The Wharton School
Appendix E. Global Knowledge Lab Sponsors, 2010-2013

• Aventura Partners
• Booz & Co.
• Center for Leadership & Management Change at Wharton
• Goldman Sachs Foundation
• International Finance Corporation
• Latin American Venture Capital Association
• Leon Lowenstein Foundation
• Penn Lauder Center for International Business Education and Research
• United Nations Foundation
• World Bank Institute
• Austria
• Albania
• Argentina
• Belize
• Botswana
• Brazil
• Brunei
• Bulgaria
• Bosnia and Herzegovina
• Chile
• China
• Colombia
• Costa Rica
• Croatia
• Easter Island
• Ecuador (Galápagos)
• Egypt
• Ethiopia
• Equatorial Guinea
• France
• Guatemala
• Germany
• Honduras
• Hong Kong
• Hungary
• India
• Indonesia
• Iran
• Japan
• Jordan
• Kazakhstan
• Kenya
• Kuwait
• Kyrgyzstan
• Lebanon
• Lesotho
• Macedonia
• Madagascar
• Mexico
• Moldova
• Montenegro
• Mozambique
• Morocco
• Namibia
• Netherlands
• New Caledonia
• Nicaragua
• Panama
• Peru
• Philippines
• Oman
• Qatar
• Romania
• Russia
• Rwanda
• Saudi Arabia
• Senegal
• Serbia
• Slovakia
• Slovenia
• Singapore
• South Africa
• Spain
• Swaziland
• Switzerland
• Tahiti
• Taiwan
• Tanzania
• Thailand
• Tunisia
• Turkey
• Ukraine
• United Arab Emirates
• United Kingdom
• Uzbekistan
• Vietnam
Appendix G: The Lauder Institute Staff

Dr. Mauro F. Guillén
Director

Dr. Frederick R. Dickinson
Co-Director

Dr. Kenric K. Tsethlikai
Managing Director

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

Dr. María del Milagro Lozada-Cerna
Interim Director, Language & Culture Programs

Edward Tatum
Business Manager

Haimanti Banerjee
Associate Director, Language & Culture Programs

Meghan Ellis
Associate Director, Admissions & Student Affairs

Letitia M. Fox
Administrative Assistant

Allysia A. Murphy
Senior Information Technology Specialist, Wharton Computing

Kimberly Norton
Program Manager, Research Projects & External Affairs

Selma Pastor
Staff Editor & Academic Program Coordinator

Danielle Rochford
CIBER Program Coordinator
Appendix H: The Lauder Institute Language & Culture Program Faculty

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

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

Xiaolin Peng  
Lecturer in Chinese

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

**German**
Dr. Susanne Shields  
Director, Lauder German Language & Culture Program

**Global Program**
Dr. Regina Abrami  
Director, Global Program  
Senior Lecturer, Political Science and Senior Fellow, Management

**Hindi**
Mr. Anand K. Dwivedi  
Director, Lauder Hindi Language & Culture Program

**Japanese**
Emiko Nagatomo  
Director, Lauder Japanese Language & Culture Program

**Portuguese**
Ronaldo Ribeiro  
Director, Lauder Portuguese Language & Culture Program

**Russian**
Dr. Maria Bourlatskaya  
Director, Lauder Russian Language & Culture Program

**Spanish**
Dr. María del Milagro Lozada-Cerna  
Director, Lauder Spanish Language & Culture Program

Eva Recio González  
Lecturer in Spanish

Nelson Cárdenas  
Lecturer in Spanish