

Lauder Institute Director's Report 2010-2013



The Lauder Institute
Wharton · Arts & Sciences
UNIVERSITY of PENNSYLVANIA

30
YEARS

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.



Summer Immersion Program (Class of 2014) in Brazil



Kavitha Cherian and Arzan Raimalwala (Class of 2013) during the Summer Immersion Program in India.

- 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



Davis Smith (Class of 2011) in North Korea, conducting research for his master's GKL project.



Natalie Martirosian and Christopher Hogg (Class of 2013) in Muscat, Oman, researching their GKL project on the Turkish construction industry in the Middle East.

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.



Culture Quest participants attending a lecture at the Apartheid Museum, Johannesburg, South Africa, May 2012.

- 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).



Global Fellow Tom Tinsley conducting a career-advising session.

- 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



Lauder faculty meeting.

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).



2013 Lauder Global Alumni meeting in New York City.

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).



Filip Maes (Class of 2012) filming the documentary "The Paradox of Plenty" in New Caledonia.

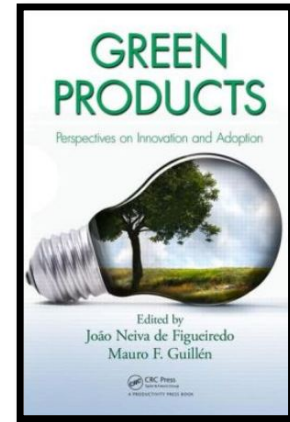
- **Conferences** on topics of current interest. In 2011 we organized our first Global TrendLab conference, funded by Santander Universities. The topic was *Global Risk: New Perspectives and Opportunities*. In 2012 the topic was *Sustainability*, and in 2013 the focus of attention will be *Poverty & 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



Professor Witold Henisz moderates the debate between Nouriel Roubini and Ian Bremmer about the future of the global economy at Global TrendLab 2011.

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.



Lauder Summer Business Language Institute participants.

- 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.



Global TrendLab workshop participants with Mauro Guillén, April 2011.

- 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*.



Chinese track students interviewing world-renowned director Ang Lee via Skype.

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.



Postdoctoral researchers Jason Jackson and Matthew Barton.

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.



Stephanie Hagio (Class of 2013) and GKL advisor Alonso Martinez in Vietnam.

- 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.



Duane Hughes (Class of 1988) addressing the 2013 graduating class.

- **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.



Harrison Vigersky (Class of 2012) in Nicaragua during Culture Quest 2011.

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.



Board member Shiv Khemka (Class of 1990) with Ajay Anand (Class of 2013) at the 2012 Board dinner in Philadelphia.

- **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.



The Honorable Ronald S. Lauder, Chairman of the Lauder Board of Governors, at the Board meeting in Philadelphia, October 2012.



Paula Herrera (c.), winner of the 2013 Reginald H. Jones Research Prize for outstanding research paper, is joined by runner-ups Lisa Lovallo and Stephanie Hagio.

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.

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*Deceased 2013

**Deceased 2012

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- Penn Lauder Center for International Business Education and Research
- United Nations Foundation
- World Bank Institute

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- Costa Rica
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