



VILLANOVA
UNIVERSITY

Villanova School of Business

Center for Global Leadership

Annual Review 2014–2015



✈ Students are studying abroad
in record numbers,

with more than 50 percent of the class of 2014
completing a study abroad experience
prior to graduation.



While abroad, students visit
with local and multinational
companies, engaging in
detailed discussions of the
country's economy and current
business climate.



Participants in the Center
for Global Leadership Cuba
program will have access
to a country that has been
in many respects "frozen in
time" since the early 60s.



Center for Global Leadership

Annual Review 2014–2015

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VILLANOVA
UNIVERSITY

Villanova School of Business



Jonathan P. Doh, PhD

Rammrath Chair in International
Business
Faculty Director
Center for Global Leadership

The Center for
Global Leadership,
founded in 2007,
continues to flourish.

This past year has
been one of growth,
expansion and
continued success.

Message from the Faculty Director

Our students continue to study abroad in record numbers, with more than 50 percent of the class of 2014 completing a study abroad experience prior to graduation. The University has gained increasing recognition for its global position and reputation. As one reflection, we are sending an increasing number of students, graduates, faculty and administrators on Fulbright and other fellowships, including our very own Kim Cahill, Director of the Center.

As University tuition and other fees continue to increase, we take seriously our obligation to provide financial support for students wanting to study and/or undertake an internship abroad but who are unable to do so due to financial need. As such, we have provided a record number of scholarships to both undergraduate and graduate students for study and internships abroad, to students participating in international service, fellowship, and mission activities and foreign students studying at Villanova. In addition to our long-time support from Herb Rammrath, Ron Cruse, and \$5 million transformational gift from Robert Moran, we received a \$100,000 grant from The Freeman Foundation to support our internship programs in Asia and a new commitment of more than \$500,000 from Thomas and Luane Venables to support programming in Asia.

Our undergraduate international programs and student societies remain highly active and our graduate students continue to incorporate meaningful international experiences into their programs. Our students are doing great things here on campus and around the world.

In September 2014, I was appointed as Editor-in-Chief of the *Journal of World Business (JWB)*, one of the premier international business journals, and Kim Cahill agreed to serve as Managing Editor of the journal. Having *JWB* officially housed at the Center positions CGL and the broader Villanova community as important contributors to scholarly leadership in international business. Over the past year, *JWB* has gained increasing recognition as one of the very best international business and management journals.

On a personal note, I was humbled to receive two honors this past year. First, I was elected a Fellow of the Academy of International Business. Second, I was awarded the grand prize for the 2014 Dr. Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula for development of my course, "Global Sustainability Management".

We continue to appoint dynamic new members to our Advisory Council and engage them in a range of initiatives and activities focused on helping our students become true global citizens. One exciting initiative is our professional development trip to Cuba, a country at an historic inflection point given the recent announcement that the United States and Cuba would be restoring formal diplomatic relations.

As always, I would like to express deep thanks and appreciation to our students, faculty, parents, advisory council members, donors and other stakeholders who together support and contribute to our collective efforts.

Warm regards,

Jonathan P. Doh, PhD



The Freeman Foundation Awards \$100,000 for Internships in Asia

Expanding and enhancing internship opportunities in Shanghai and Hong Kong, dynamic cities in the world's fastest-changing nation, will be invaluable in today's competitive global economy.

In December, VSB received an early Christmas present from The Freeman Foundation in the form of a \$100,000 award to support student internships in Asia.

The proposal was a collaborative effort led by CGL Director Kim Cahill, Education Abroad Director Liz Campanella, and Associate Director of Corporate and Foundation Relations Rhonda Moyer. The Freeman Foundation was established in 1993 through the bequest and in memory of the businessman and benefactor Mansfield Freeman. The Freeman Foundation is dedicated to augmenting international understanding between the United States and the nations of East Asia.

Villanova's Strategic Plan calls for dedicating additional funds and resources to prepare graduates for success in a global environment which includes creating opportunities for students to study and work in key emerging markets, such as Asia. Funds from The Freeman Foundation will provide 20 scholarships for VSB undergraduates to take part in the University's internship programs in Asia. This will include providing support for students in the successful Shanghai Business and Communication Internship program, the Asia Pacific Global Citizens program, and expanded internship opportunities in other locations throughout East and Southeast Asia.

Securing funding from The Freeman Foundation is transformational for the university, and more importantly, for our students who could not otherwise afford these life-changing opportunities. Expanding and enhancing internship opportunities in Shanghai and Hong Kong, dynamic cities in the world's fastest-changing nation, will be invaluable in today's competitive global economy.

"Developing new internship opportunities and leveraging relationships with Villanova alumni and their organizations throughout Asia will significantly expand Villanova's reach and broaden students' perspective about how business is conducted in another part of the world," said Cahill. "Students will experience new cultures and professional environments that will enhance their abilities and challenge their world perspective, and they will create a vast network of professional contacts that will prove invaluable in our increasingly interconnected world."

All internships are credit-bearing and students receive three Villanova credits toward their academic requirements; however, most international internships are unpaid. CGL will oversee the scholarship applications and awards, program evaluation and reporting requirements.



Thomas and Luane Venables Endow Asia Business Initiative Fund

Thomas M. Venables '78 VSB and Luane L. Venables have pledged \$500,000 to endow an Asia Business Initiative fund that will enable VSB to support and expand its presence in Asia, including international programming in the region, academic study abroad and internship programs. This \$500,000 pledge will be combined with an existing \$210,000 scholarship fund that the Venables established to provide VSB students with scholarships for a range of internship opportunities in Asia.

Tom Venables has worked as an entrepreneur in the Swiss Watch Industry for the past 34 years and has traveled internationally developing brands globally prior to selling his business in 2013. Presently, Venables is a member of the Strategic Advisory Board of L Capital Asia, a Private Equity Firm based in Singapore. He continues to travel extensively throughout the Pacific, Middle East and Europe.

The scholarships, which will be administered by CGL, will support students participating in the VSB Shanghai internship program, the Asia Pacific Global Citizens program, and other internships in the region. Jonathan Doh, CGL Faculty Director remarked, "This commitment represents an important vote of confidence in our international program offerings. By providing critical financial support to our students, Tom and Luane Venables will help expand our global educational and internship opportunities in Asia and allow our students to gain exposure and experience in this vital region of the world."



Thomas M. Venables '78 VSB and Luane Venables

➔ *Bloomberg Businessweek* ranks VSB third among undergraduate business schools in the nation for internship placements. Exposure to international experiences, many of which include internships, is fundamental to VSB's mission and nearly one quarter of VSB students pursue an International Business (IB) co-major or minor.

U.S. News & World Report ranks VSB's undergraduate IB program 22nd in the nation.

Global Citizens Program Expands to Hong Kong

In August, CGL Director Kim Cahill and Education Abroad Director Liz Campanella conducted a site visit to meet with our partner, Academic Internship Council, and the University of Hong Kong to review and finalize logistics for the inaugural 2015 Global Citizens program in Hong Kong.

The Academic Internship Council is driven by a single mission: to provide academic institutions with internship programs that help their students achieve personal and professional growth and a competitive advantage in the global workforce.

The leadership team has been fulfilling that mission since 1984. That was the year Tony Johnson, now President of the AIC, welcomed the first cohort of American undergraduate students participating in the first internship program by London Placements, the organization he founded.

Founded in 1911, Hong Kong University (HKU) is the territory's oldest institute of higher learning and an internationally recognized, research-led, comprehensive university. VSB Global Citizens will be welcomed by HKU's Office of International Student Exchange responsible for creating and administering study abroad programs for students. They currently have 285

exchange partners worldwide spanning 35 countries on six continents. Global Citizens will be invited to participate in many student activities including excursions, networking events, membership in student clubs and organizations, and a buddy program where VSB students will be paired with a local HKU student. HKU will also provide classroom space and identify potential economics faculty for the Global Citizens program.

Hong Kong is located at the geographical and economic center of Asia and serves as the trading hub of the Asia Pacific region. This vibrant and dynamic city will provide exciting opportunities for VSB Global Citizens students. Regarding the new partnership Cahill said:

“Integrating the Global Citizens into HKU’s university setting will further enrich and expand the student experience in ways that have not been possible previously without an institutional partnership.”



HKU's Office of International Student Exchange currently has

285 exchange partners worldwide spanning 35 countries on six continents.



EMBA XV Visits Argentina and Brazil

The VSB EMBA Class XV students traveled to Argentina and Brazil as part of their international immersion, visiting Buenos Aires and Rio de Janeiro in early May.

This immersion is the culmination of the Global Management course and is co-taught by Jonathan Doh, PhD, the Herbert G. Rammrath Endowed Chair in International Business and the Director of the Center for Global Leadership, and Professor Manny Nuñez '03 MBA, former CGL Advisory Council member and Director of External and Governmental Affairs, Inter-American Foundation. This experience is designed to build from the lessons learned in the classroom and provide students with a broader understanding of the complexities of doing business in an emerging economy.

While abroad, students visit with local and multinational companies, engaging in detailed discussions of the country's economy and current business climate. Time is also dedicated for exploration of the country's cultural attractions for a well-rounded experience.

In Argentina, the group met with the U.S. Embassy and toured a gaucho ranch, Maersk Line, APM Terminals and Volkswagen. While in Brazil, the group visited KPMG, participated in a Favela tour and learned about the impact of the 2016 Olympics on urban development.





2015 ✈ teams travelled to:

Buenos Aires and Santiago

Students visited Volkswagen, PPG Industries, Exxon Mobil, Bristol Squibb Myers, SAAM and Vantaz.

Ho Chi Minh City and Hong Kong

Students visited Hive Corporation, Pfizer, StartupSHK, CBRE and SinoPac Solutions & Services.

Beijing and Seoul

Students visited BASF, ABB, Samsung and Kia Motors.



MBA Practicum Spans the Globe

The MBA Global Practicum combines a semester-long international project with opportunities for students to travel to foreign countries in order to understand the geographic, economic, political, social, cultural and competitive factors that shape opportunities in those markets. This year, students traveled to South America and Asia.

The Global Practicum capstone experience builds on Villanova's hallmark of integrating cutting-edge business theory with practice. Student projects are global in scope, and examples include a market entry strategy, new product or service development and implementation strategy, or identifying operational efficiencies. As part of the engagement, the Villanova MBA student teams travel to the international company site or region to gather firsthand market knowledge.

MBAs Touch Three Continents

During winter break, Peggy Chaudhry, PhD, associate professor, Management and Operations, led a group of MBA students on an immersion experience in United Arab Emirates (UAE). The VSB group was hosted by the American University in the Emirates, one of the most rapidly-growing universities in the UAE. During the two-week program, students attended academic lectures including Culture in the Gulf, Islamic Banking, U.S. Export Policy in the GCC, and Hospitality Industry in the UAE. Site visits included Dubai Chamber of Commerce, Dubai Courts, Dubai International Finance Center, Ducab, US Consulate, Lamprell, and Westin Dubai Mena Seyahi. Cultural activities included The Sheikh Zayed Grand Mosque, Ferrari World, hot springs, and various museums.

Michelle Casario, PhD, assistant professor of economics, led an MBA journey to Australia and New Zealand where students were introduced to macroeconomic policy, international trade policy and strategy, and finance in the region. Lectures were given by faculty at the University of New South Wales and students participated in business, government, and academic meetings in both countries. Featured site visits included The U.S. Consulate General in Australia, The American Chamber of Commerce in New Zealand, Salesforce, Deloitte, Vanguard and Boston Consulting Group and Fletcher Building and Construction.

In May, Debra Arvanites, PhD, assistant professor of Management and Operations, led the three-week MBA program to Milan and were hosted by SDA Bocconi School of Management. Academic lectures focused on macroeconomics, business management, finance and marketing in Italy and the Euro-zone. Students received Italian Cooking Lessons and visited Ferrari, Parma Cheese, Ricci Curbastro Winery, and Bric. Each student was assigned a luxury sector – leather, jewelry, fashion – and directed to visit specified retailers in the “high rent” district of Milan, record their experiences, conduct research, apply strategic modeling, and prepare a final presentation.



The MBA Global Practicum combines a semester-long international project with opportunities for students to travel to foreign countries.



Villanova Top Ranked for Study Abroad

Each year, the Institute of International Education publishes *Open Doors*, a report on international education that includes information on U.S. students studying abroad for academic credit at their home universities. Under the leadership of Liz Campanella, Office of Education Abroad Director, Villanova University ranked fifth nationwide among master's institutions in the "Leading Institutions by Total Number of Study Abroad Students" category. Villanova University also ranked second in the nation for the number of students on long-term, semester programs abroad.

For the academic year 2014–2015, 164 VSB undergraduates studied abroad on a semester or full-year program. VSB undergraduate summer study abroad participation reached an all-time high, with 133 undergraduate students studying abroad during the summer term. Shorter programs are especially suited to those undergraduate students who may have difficulty being away for an entire semester due to academic, athletic or other on-campus commitments. They are also appealing as a second international experience for students who may have already participated in a semester study abroad program. In addition, most of these programs involve an internship or practicum, allowing students to gain professional experience while also pursuing their

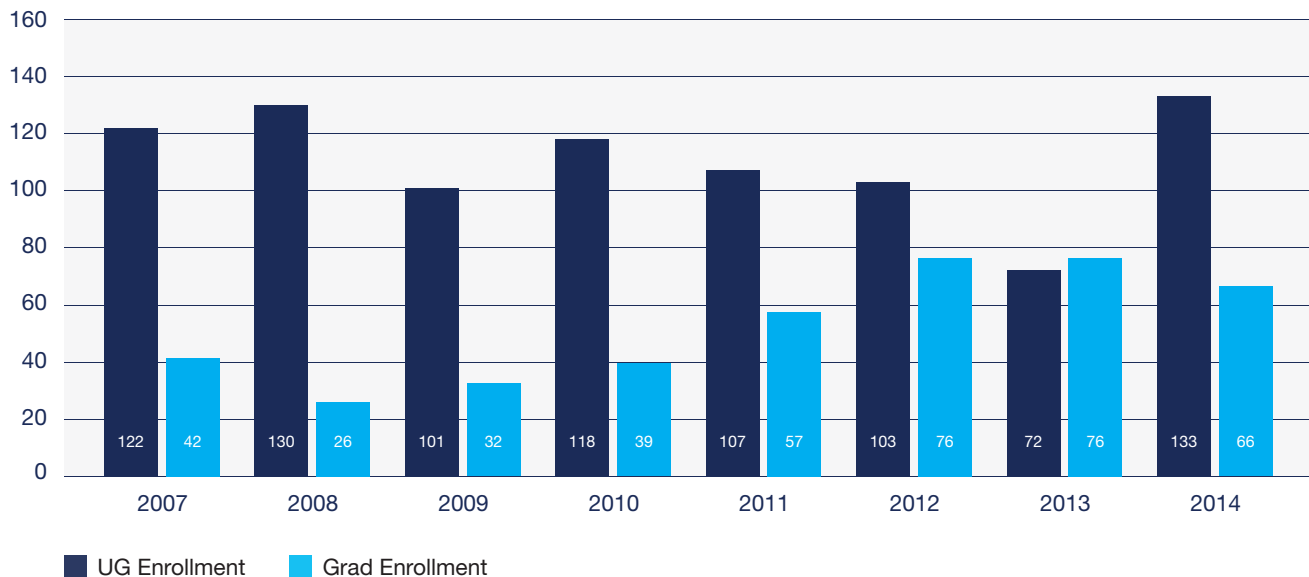
coursework. Overall, more than 50 percent of VSB's undergraduate class of 2015 completed a study abroad program prior to graduation, and 12 percent had two international experiences, a figure that has remained consistently strong over the past five years. VSB undergraduates studied in more than 50 different programs in 18 countries including Brazil, China, New Zealand and South Korea. Sixty-one percent of semester students were in non-English speaking countries and nearly one-third undertook an international internship during their time overseas in locations such as Auckland, Dublin, Hong Kong, London, Sydney, Paris and Singapore.

At the graduate level, 66 students studied abroad during the winter and summer terms. Nearly all VSB graduate students are employed full-time and the short-term programs allow students the flexibility to have an international experience and still maintain their professional commitments. Graduate students traveled to ten different countries in Asia, Europe, South America, the Middle East and Australasia. Additionally, 100 percent of all fast-track MBAs travel internationally during spring break to fulfill requirements for the Global Practicum. All EMBA students complete a required global immersion with an embedded travel component each May.

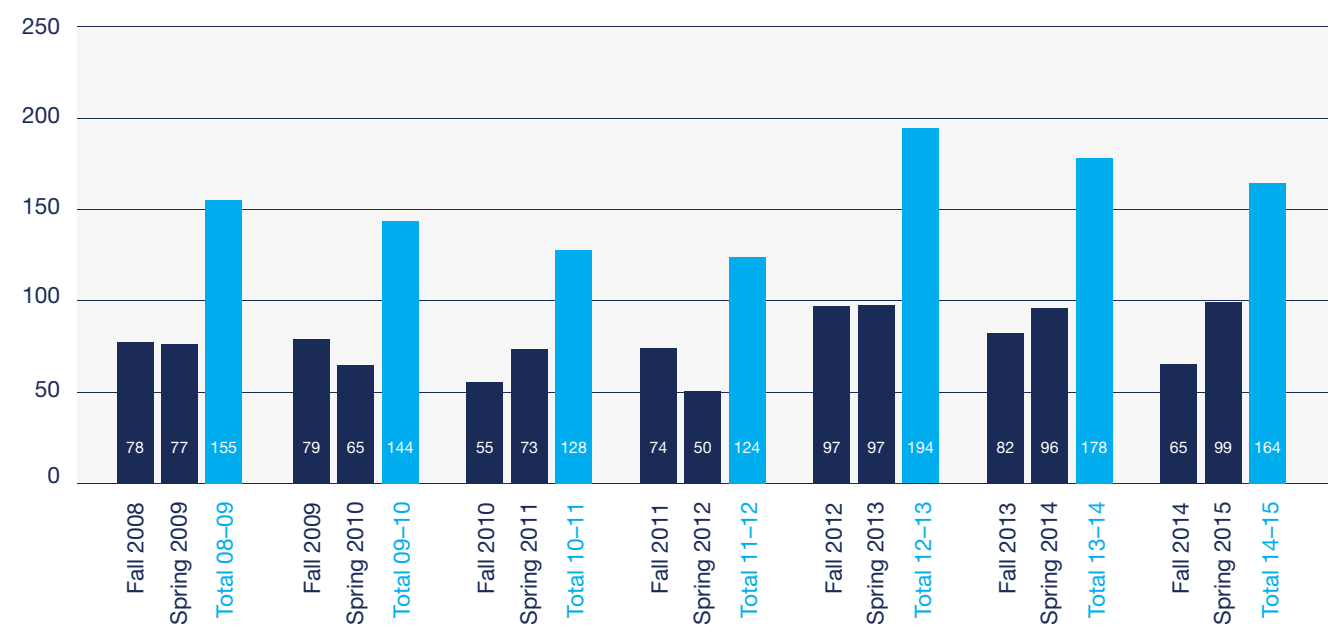


More than **50%** of VSB's undergraduate class of 2015 completed a study abroad program.

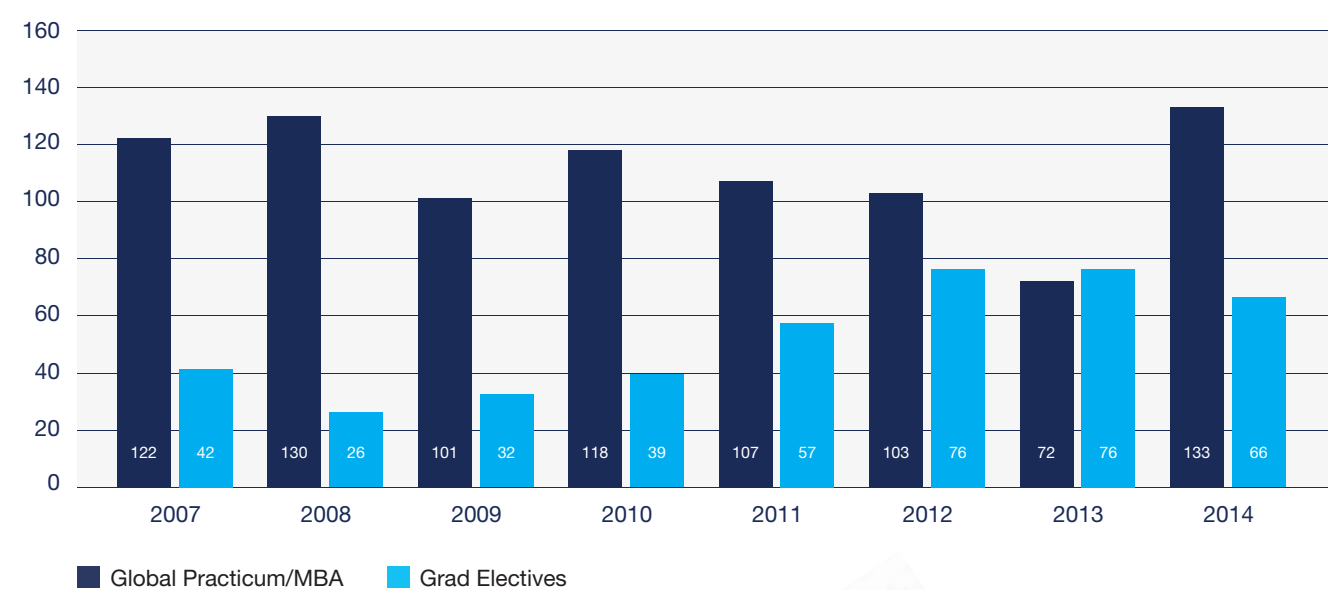
VSB Winter & Summer Study Abroad



VSB Undergrad Semester Study Abroad



VSB Graduates Abroad



VSB undergraduates studied in more than 50 different programs in 18 countries including Brazil, China, New Zealand and South Korea.



Global Leadership Fellows Graduate

In May, CGL celebrated the 2015 graduates of the Global Leadership Fellows (GLF) program. Launched in Fall 2011, the program provides a small, select group of VSB students with an opportunity to emphasize global leadership and integrate it throughout their undergraduate experience. Bailey, Mooney and Repko completed the Global Citizens program in London during their freshman year.



Mary Jo Bailey '15 VSB, Accounting and Finance with an IB co-major

While in London, Bailey served as an accounting intern with Columbus Travel Media, Ltd, one of the worlds' leading travel content providers. She spent her second study abroad in Urbino, Italy, where she worked on a competitive effectiveness consulting project with an Italian SME and engaged in a fast-paced language course. On campus, Bailey enjoyed volunteering as a coordinator and local program host for the Special Olympics Fall Festival. She also served as a VSB Peer Advisor and was an analyst in both the International Business Society and The Villanova Equity Society. After graduation, she will be working for KPMG in the audit practice where she hopes to have the opportunity to work abroad.



Sarah Clark '15 VSB, IB and Marketing co-major

Clark chose to complete both of her international experiences in Italy. During her sophomore year, she participated in the Business and Culture in the Italian Context in Urbino. She completed a marketing consulting project for a sixth generation wine company while taking courses on Italian language, history, economics and culture. It was in Urbino that Clark decided she wanted to pursue the IB co-major and pursue a career that would enable her to travel and continue to learn about other cultures. Clark returned to Italy in the summer after her junior year to work as a marketing intern at Castello Banfi in Montalcino. She was able to develop a stronger understanding of marketing in the food and wine sector as well as the differences in how to market wine across cultures. In the future, she hopes to pursue academics and wants to continue to learn about marketing and management across cultures. On campus, Clark was actively involved with the Villanova Western Equestrian team, where she served as co-captain.



Daniel Mooney '15 VSB, IB and Accounting co-major with minors in Finance and Spanish

Mooney was able to obtain two international internships during his time at Villanova. Freshman year, he studied abroad in London with the Global Citizens program, where he completed an internship with Wellers Accounting. Mooney then went to Shanghai, where he worked as a foreign exchange analyst with United Technologies Corporation in addition to completing relevant coursework and Mandarin classes. At Villanova, he served as captain of the Tae Kwon Do club.



Edward (Teddy) Repko '15 VSB, Finance and Economics with an IB co-major

Repko began his GLF experience as a second semester freshman when he packed his bags and flew to London with the Global Citizens Program. He completed a six-week internship with an international hedge fund and took classes on business and British culture. Repko completed his second study abroad experience with a full year in Seville, Spain. He lived with a Spanish family and took all of his business courses in Spanish where he was able to master the language and fully experience Spanish culture. On campus, he served as a VSB Ambassador, a Large Cap Financial Analyst in the Equity Society, and also as a teacher's assistant for Macroeconomic Theory. After returning from London, Repko continued his internship in New York City the following summer, which extended into a career with UBS as a junior sales/trading analyst with the Securities Lending Desk.

Kim Cahill Awarded Prestigious Fulbright U.S. Scholar Grant

Kim Cahill, the Villanova School of Business (VSB) director of the Center for Global Leadership, has been selected to receive a 2015–16 Fulbright U.S. Scholar Grant and participate in the Fulbright Seminar for U.S. Administrators in International Education in Germany from October 10–24, 2015.

This grant will allow Cahill to serve as an educational ambassador and increase VSB's engagement with Germany's academic partnerships and international internship opportunities thus strengthening VSB's Center for Global Leadership which promotes cross-cultural awareness, ethical international business relationships, and responsible global leadership. "I am thrilled and honored to have been chosen for the Fulbright program," said Cahill. "Providing transformative experiences for students and educators through international education is my mission. Participating in the Fulbright program will enhance my professional effectiveness and observing the German higher education system, culture and society will enrich my global competencies in order to better serve Villanova's stakeholders." Patrick G. Maggitti, PhD, Provost, Villanova University stated, "We are excited to implement her key learnings when she returns so we can offer even more exceptional services to our students and faculty."

Villanova continues as one of the nation's top producers of Fulbright Scholars.

Cahill has served as the director of the Center for Global Leadership since 2012, as the managing editor for the *Journal of World Business* since 2014, and has been involved in international education for more than 20 years. Prior to joining VSB, she served for nearly a decade as director of the Institute of Global Management Studies and Center for International Business Education and Research at Temple University. She also coordinated international initiatives for a Master of Science program at University of Pennsylvania and taught English as a second language for five years at inlingua. Additionally, she was appointed to the MidAtlantic District Export Council by the U.S. Secretary of Commerce in 2010 for a four-year term that was recently renewed through 2018. Cahill earned her bachelor's degree in international relations from Bucknell University, and her master's degree in organizational dynamics with a specialization in international business and culture from University of Pennsylvania.




"Kim will be a tremendous ambassador, and this award highlights her passion and dedication to international education"

– Patrick G. Maggitti, PhD
Provost
Villanova University

Join us in conversation with
Carolyn Duran
Conflict Minerals Program Manager,
Supply Chain Director, INTEL Corporation

**Taking Conflict Out of Minerals:
How INTEL Cleaned Its Supply Lines**
6PM Tuesday April 21, 2015 | Driscoll Hall 132



Villanova Celebrates Earth Day with Carolyn Duran

As part of Villanova's Earth Day celebration, Carolyn Duran, Intel's Director of Supply Chain, gave a presentation on the company's efforts to entirely remove conflict minerals from its supply chain. Intel's initiative came about in response to consumer and stakeholder concerns that government officials and rebel militias in the Democratic Republic of the Congo had earned nearly \$200 million annually through illicit trade of gold and "3T" minerals—tin, tantalum and tungsten—the so-called "conflict" minerals. These elements are critical inputs for consumer electronics such as cellular phones and tablets and there is concern that the revenue from illegal sales has financed brutal conflicts and the deaths of innocent people.

Over several years, Duran and her team visited nearly 100 smelters (smelting is a form of extractive metallurgy; its main use is to produce a base metal from its ore) in 21 countries, using Intel's purchasing power to put pressure on smelters to develop and implement auditing systems to track minerals so buyers—Intel and others—could source responsibly. Duran hopes to be able to declare Intel's entire product line conflict-free by 2016 and to stimulate companies in other industries to do the same with their metal products. This presentation was hosted by the Center for Peace and Justice Education, CGL and several other Villanova organizations.

5th Annual Business Leaders Forum

Focuses on Innovating for Global Success

In October 2014, VSB hosted the 5th annual Business Leaders Forum (BLF) on the theme, “Innovating for Global Success.” The forum began with a networking reception and dinner featuring remarks from Rev. Peter M. Donohue, OSA, PhD, ’75 CLAS and the awarding of the Rev. Joseph C. Bartley, OSA Alumni Medallion to Richard J. Naclerio ’54 VSB, a real estate developer and entrepreneur. The evening concluded with a dynamic keynote presentation by Thomas A. Klein ’84 VSB, President and CEO, Sabre Holdings, who discussed, “The Many Roles of an Innovation Leader.”

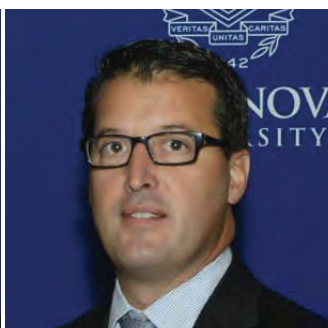
The second day of BLF opened with remarks from Villanova University Provost Patrick G. Maggitti followed by an interactive discussion between Provost Maggitti and James V. O’Donnell ’63 VSB, Retired CEO, American Eagle Outfitters. The next session was an industry panel that featured Lisa M. Gray ’86 VSB, Co-founder and Managing Partner, Phoenix IP Ventures; Michael P. McLaughlin ’88 VSB, U.S. Country Head, Macquarie Group; Robert Moran ’72 VSB, Retired Chairman and CEO, PetSmart; and Robert Toohey P ’17 President, Verizon Digital Media Services, who is also a member of the CGL Advisory Council. The panel was moderated by Jeffrey Goldfarb, U.S. Editor, Reuters Breakingviews.



Michael McLaughlin ’88 VSB



Robert F. Moran ’72 VSB



Robert Toohey P ’17



Lisa M. Gray ’86 VSB

The forum concluded with an interactive session that profiled innovative initiatives at Villanova that involve students, faculty, staff and alumni. One of these sessions featured CGL Director Kim Cahill, Advisory Council members Steve DeRose ’76 VSB and Richard Heintzelman ’81 VSB, Professor Wen Mao, Justin Chaimowitz ’15 VSB and Thomas Rodriguez ’16 VSB who discussed the Shanghai internship program, an initiative that has flourished and prospered as a result of this partnership.

CGL Faculty Director Jonathan Doh, who served as program chair for the forum, remarked,

“The BLF has once again provided an opportunity for all VSB stakeholders to come together and participate in lively dialogue, receive updates on key features of Villanova’s strategy, and engage with students, faculty and fellow alumni on the exciting range of ground-breaking initiatives that are contributing to VSB’s global success.”



Richard Heintzelman ’81 VSB



Steve DeRose ’76 VSB



During Bock's tenure, Google has been named the Best Company to Work For more than 30 times around the world and received over 100 awards as an employer of choice.



CGL Hosts Google's Laszlo Bock

In April, Laszlo Bock, head of Google's People Operations, joined VSB and the World Affairs Council at the Villanova Conference Center to discuss his book, *WORK RULES! Insights from Inside Google to Transform How You Live and Lead*, which has been named one of the Top 15 business books of 2015. CGL coordinated the event and partnered with VSB, Graduate and Executive Programs, Center for Church Management & Business Ethics and the Center for Business Analytics. Sponsors had an opportunity to meet Mr. Bock and received an autographed copy of his book.

Bock discussed his unorthodox philosophy of work, a blueprint for attracting the most spectacular talent to a business, and how to strike a balance between creativity and structure, leading to success measured in quality of life and market share.

He also offered advice on how to build a better company from within rather than from above, and reawaken joy in what we do. He believes that giving people freedom and supplementing our instincts with hard science are steps on the path to making work meaningful and people happy.

During Bock's tenure, Google has been named the Best Company to Work For more than 30 times around the world and received over 100 awards as an employer of choice. In 2010, he was named "Human Resources Executive of the Year" by *HR Executive Magazine*. Bock has testified before Congress on immigration reform and labor issues, and been featured by *The Wall Street Journal*, *The New York Times*, *PBS NewsHour* and *The Today Show*.

Cultural Studies Symposium Examines Bolivia's Diversity Politics

As the world grows smaller and differing cultures collide, the need to understand the globalized world becomes greater. The Cultural Studies Program in the College of Liberal Arts and Sciences at Villanova University responded to this need with a symposium, "Bolivia: Identity Politics in a Plurinational State," on April 15.

The symposium brought together a renowned indigenous Bolivian economist and U.S. scholars to discuss the articulations of diverse identities within Bolivia's new political framework. Event participants learned about the country's pioneering political structures, innovative ideas of inclusion of ethnic groups in national politics, as well as educational achievements and goals in dealing with a diverse population.

Speakers included:

- **Abel Lanza Antequera, PhD**, professor of Economics, Universidad Pública de El Alto, Bolivia
- **Josefa Salmón, PhD**, distinguished professor of Latin American Studies, Loyola University, New Orleans
- **Linda Farthing**, independent scholar, co-author of *Evo's Bolivia: Continuity and Change*
- **Teresa Camacho Hull**, painter and sculptor, Ars. Natura. Uta Art Center, Achocalla, Bolivia

As an emerging interdisciplinary academic field, Cultural Studies seeks to understand, critique, and transform cultural phenomena. It draws on a number of disciplines in the humanities and social sciences to scrutinize questions of identity, race, gender, class and community as well as to examine how these areas appear in different cultural practices.

The event was co-sponsored by the Center for Global Leadership, Writing and Rhetoric Program, Falvey Memorial Library, Department of History, Honors Program, Global Studies Program, Latin American Studies Program, Center for Peace and Justice Education, Department of Political Science and the Department of Romance Languages and Literature.

Cultural Studies
is considered the next
generation of area
studies for those who
wish to study the
global cultural
phenomena with a set
of theoretical tools.





Candy Chang

VSB Week Features Activist Candy Chang

Candy Chang, a global activist whose work has inspired change in local communities around the world with projects such as *Before I Die* and *I Wish This Was*, visited Villanova to discuss how she turned a creative idea into a worldwide phenomenon. Chang served as the Keynote Speaker during VSB week on the topic, “Innovating for Global Success,” with sponsorship support provided by CGL.

Chang’s participatory public art project *Before I Die* has been recreated in over 550 cities, 35 languages and over 70 countries, including Iraq, China, Haiti, Brazil, Ukraine, Kazakhstan and South Africa. The *Before I Die* wall pictured was featured in Bartley Hall and dozens of students covered the wall with their hopes and dreams. *Before I Die* is a global art project that invites people to reflect on their lives and share their personal aspirations in public space. This project was started by Chang on an abandoned house in New Orleans after she lost someone she loved. *I Wish This Was*, is a street art project that invites people to voice what they wish would replace vacant storefronts in their neighborhoods.

Center Director Presents at International Conferences

Last summer, Center Director Kim Cahill and Education Abroad Coordinator Colleen Fischer co-presented at the Global Internship Conference (GIC) in Toronto featuring VSB’s pioneering Global Citizens Program. GIC is a forum dedicated to advancing the knowledge of academic work placement and experiential education. The theme of the conference was “Internships, Co-op, Experiential Education – Where Next?” The conference attracts a diverse audience from many academic disciplines, business and corporate representatives from multi-national companies, NGO and social agency leaders and many others. In the fall, Cahill facilitated a discussion on *Successful Practices of Social Media and other Promotions in Study Abroad* at the annual Business International Studies Network (BisNet) conference. BisNet provides a forum for top U.S. business schools with well-established study abroad and international exchange programs at the undergraduate level. This network serves as an opportunity to share best practices, identify opportunities for collaboration, and undertake dynamic initiatives to promote and improve the range and quality of the study abroad experience.

Additionally, Cahill was recently selected to serve on the membership committee for the Consortium for Undergraduate IB Education (CUIBE). CUIBE is an association of nationally recognized international business programs that strives to promote, enhance, and innovate the way international business is taught to undergraduates.



CGL Supports AOM Conference

VSB and CGL continue to support the Academy of Management (AOM), the largest professional association of scholars and teachers in business and management with more than 19,000 members worldwide. In 2014, AOM held its annual conference in Philadelphia and VSB was a Platinum Sponsor. Highlights included a plenary panel at which Dave Stangis, Campbell Soup; Dawn Rittenhouse, Dupont; Magali Delmas, UCLA; Glen Dowell, Cornell; and Jorge Rivera, George Washington University, discussed “The Future of Corporate Sustainability.” Center Faculty Director Jonathan Doh, CGL Director and Rammrath Chair in International Business, organized and moderated the panel.

In addition, CGL continues to underwrite the Sumner Marcus award, given to a senior scholar who has served AOM and the social issues in management division with distinction. The 2014 recipient was Professor Barry Mitnick of the University of Pittsburgh. CGL also supported AOM’s Organizations and The Natural Environment Division (ONE) of which Doh serves as Chair. Quinetta Roberson, PhD, Professor of Management and Operations at VSB, serves on the AOM Board of Governors.



The *U.S. News & World Report* ranking for international business is based on a peer assessment survey of undergraduate business programs accredited by the Association to Advance Collegiate Schools of Business.

Villanova University Ranked #22 in International Business by *U.S. News & World Report*

Villanova University was recognized among the top International Business programs in the nation in the 2015 *U.S. News & World Report* ranking, placing #22. The international business program's success in the ranking recognizes the excellence of our faculty, staff, curriculum and student services. VSB is also known for its teaching excellence, cutting-edge research, academic rigor, state-of-the-art learning facilities and the integration of ethics and service into curricular and extracurricular experiences.

"I see this ranking as recognition of our collective efforts to provide innovative, high-impact international experiences in the classroom and around the world, including our cutting-edge freshman global citizens program, our diverse study abroad and internship options, our new global leadership fellows initiative and growing scholarship and other funding to support these efforts," said Jonathan Doh, PhD, Herbert G. Rammrath Endowed Chair in International Business and Faculty Director, Center for Global Leadership.

"This is a testament to the effort and quality of our faculty, staff, programs and students," said Patrick G. Maggitti, PhD, Provost, Villanova University. "We are honored to be recognized."



Business Dynamics Globalization Panel Features CGL Advisory Council

For the third year in a row, CGL Advisory Council members served on a series of Business Dynamics Globalization Panels in fall 2014, including Meredith Altenhofen Stebbins '11 VSB, Visa, Inc.; Steve DeRose '76 VSB, Unilever (retired); Tom Donnelly '98 VSB, KPMG; Bob Moran '72 VSB, PetSmart, Inc. (retired); and Mary Ogle '09 MBA, Purdue Pharma. DeRose commented, "There is no better way to stimulate the interests of our freshman students than to provide a forum where they can ask questions, engage and gain insights from experienced global business executives on a variety of international topics."

The Business Dynamics course emphasizes the overarching purpose of business within society and the manner in which business vision is actualized. The course provides context for students' business learning experience and integrates global, political, ethical and technological dimensions of business. Business Dynamics serves as the first step in preparing students to become creative and innovative problem solvers, and seeks to develop analytical, business writing, and presentation skills.

The Globalization Panels reached more than 500 VSB freshman and transfer students in their first few weeks on campus. Those students had an opportunity to learn from international business experts who responded to questions such as:

- What is the most important globalization trend and how is it likely to affect U.S. businesses and their leaders in the coming decades?
- What was the most surprising and powerful experience you had when traveling, living or working in another country? What did you learn from it?
- What preparation do you recommend for students interested in an international career?
- What specific steps can students take to become effective and responsible global leaders?



The Business Dynamics course emphasizes the overarching purpose of business within society and the manner in which business vision is actualized.



Robert F. Moran '72 VSB and Jonathan P. Doh, PhD

Villanova Grad Shares PhD Research with Former Professors

On November 12, Villanova welcomed Sarah Bauerle '05 CLAS back to campus for a presentation entitled, "Cronies, Capitalists, and Control: How Banking Sector Reforms Influence Domestic Firms' Lobbying Strategies over Foreign Investment Policy." Bauerle is a post-doctoral research associate at the Niehaus Center for Globalization and Governance at Princeton University's Woodrow Wilson School of Public and International Affairs. She recently completed a PhD in Political Science at the University of North Carolina at Chapel Hill with a specialization in international relations and international political economy.

She has a particular interest in how financial globalization affects both system stability and distributive struggles between international and domestic societal groups. These interests lead in two distinct directions; the first, which relates to her dissertation project, concerns politics surrounding foreign direct investment. This research examines the

domestic politics that undergird FDI policy, as well as how the relative power of global firms versus local interests vary across sector and firm organizational structure. Her second research agenda concerns international banking and financial flows. Using network theory and methods, she and co-authors explore how our complex financial system generates patterns of capital windfalls and crises, and how policymakers can best manage the risks associated with financial integration.

Bauerle was born and raised in Bucks County, Pa., and completed her Honors BA at Villanova. Center Faculty Director Jonathan Doh, PhD, was an outside reader for her undergraduate thesis, which examined private provision of microfinance in developing counties. Before returning to graduate school, she worked as a technical analyst for what was then Citigroup Smith Barney.



Sarah Bauerle '05 CLAS presented *Cronies, Capitalists, and Control: How Banking Sector Reforms Influence Domestic Firms' Lobbying Strategies over Foreign Investment Policy*.

Zinni and Doh Reprise Global Leadership Class

General Anthony Zinni (Ret) '65 VSB returned to Villanova in November to co-teach a course for EMBA Class '14 on "Global Leadership: Lessons for an Uncertain World."



The course focused on:

- The New Global Challenges that Face Leaders
- The Crisis in Leadership
- The Importance of Self-Knowledge in Leadership
- The Critical Elements of the New Leadership

In addition to the course lecture and discussion, students read Zinni's best-selling book, *Leading the Charge*, preparing questions for discussion and reflection. The course, which takes place over a weekend, also allows for students to interact informally with General Zinni: The Friday evening session includes a Fireside Chat in which Zinni shares his experiences and insights over the course of his career in government, business and international peacekeeping. Jonathan Doh supports Zinni in the course.

Backpack to Briefcase Launches briefCASE Challenge

The Bartley briefCASE Challenge successfully completed its inaugural run November 14–16, 2014. The challenge is only one component of VSB's innovative Backpack to Briefcase curriculum designed to holistically prepare students for success and leadership in business throughout their four-year experience. Interim Dean Daniel Wright, PhD, commented, "The Bartley briefCASE Challenge is quickly becoming one of the many hallmarks of the VSB student experience."



Fall 2014 briefCASE Challenge winners from the VSB Class of 2016:
Jackie Aran, Allison Meade, Susan Anderson and Andrew Chen.

Integrating career and professional development concepts into the VSB curriculum guides students in developing a thoughtful approach to preparing for the next step after graduation.

Continuous professional development is incorporated throughout the curriculum. Each year, students are presented with opportunities to learn and develop professionally as they prepare themselves for graduation and entrance into the business world.

Each semester, more than 200 VSB juniors are split into 48 teams, each with four or five students. On Friday afternoon, students met their teammates and received a business case to analyze. Teams then worked on the case and prepared a solution for the preliminary round of competition on Saturday evening. Twelve teams advanced to the semi-final round on Sunday morning. From that group, four were selected to present their work on Sunday afternoon in the championship round. For the Fall running of the challenge, the case focused on PepsiCo's strategic, marketing and operational challenges. For Spring, the case centered on Tesla's growth and development trajectory.

In each round, the teams' solutions were evaluated by judging panels comprised of VSB faculty and 40 business executives who had volunteered to serve in this role. The student competitors had the unique opportunity to be coached by and network with the judges. CGL Advisory Council Chair Steve DeRose served as a judge for the fall competition and the winning team included two Global Leadership Fellows, Susan Anderson '16 VSB and Allison Meade '16 VSB. For spring, CGL Faculty Director Jonathan Doh served as a judge.

Doh Recognized for Sustainability Management Curriculum

Center Faculty Director and Professor of Management Jonathan Doh won the grand prize for the 2014 Dr. Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula. He received the award for development of his course, "Global Sustainability Management."

In designing the course, Doh leveraged his own professional expertise, Villanova School of Business and Villanova University resources, and drew upon expertise in the sustainability practitioner community.

The course is multi-disciplinary and integrates perspectives from climate science, public policy, engineering, finance, management, international business, marketing and others.

Given Doh's background, the course takes an explicitly international focus, integrating principles of global management, international relations and global governance. In the course, he employs several original cases and simulations that he developed or co-wrote, or was authored by students under his supervision. The course assignments are hands-on and involve students engaging with the literature but also directly with practitioners to undertake their analysis.

Enrollment for the course included students from all business majors, along with students from environmental science, biology and other arts and sciences majors.

More than 35 students attended the conference as well as representatives from over 10 companies from a broad range of industries.



Multicultural Business Society Organizes Career Conference

The Multicultural Business Association (McBA), led by faculty advisor Dr. Aronte Bennett, held its fourth annual Career Conference on November 17, 2014. The purpose of this conference is to provide students an opportunity to interact and network with recruiters from the top firms on campus in a smaller, more personal setting than standard career fairs. Aside from the chance to stand out among recruiters, attendees were encouraged to pursue career paths that were both unique and diverse.

Arianne Gasser, an expert in strategic communication at CRA, Inc., which specializes in strategic communication and leadership consulting, served as the keynote speaker. Gasser's areas of expertise include research, strategic planning, change communication, internal communication, conflict resolution and project management. She is also an adjunct professor at Villanova University teaching Business & Professional Communication.

Following dinner and the keynote speech, a mini career fair was held where students and company representatives were able to build and strengthen their relationships. Corporate sponsors included PwC, Deloitte, KPMG and Bloomberg with marketing support from the Center for Global Leadership.

Four professional development workshops were featured:

Resume Review

Craft your Elevator Pitch

Effective Corporate Presentations

Strategic Meeting Preparation

Business Without Borders

Student Attends Net Impact Conference

Business Without Borders (BWB) students attended the annual Net Impact Conference for the sixth consecutive year since its founding in 2009. This year's conference, titled "Breaking Boundaries," was held in Minneapolis in November for undergraduates, graduate students, and professionals who seek to tackle the world's toughest social and environmental problems.

As an undergraduate chapter of Net Impact, BWB sends members to this conference to learn effective, sustainable solutions to these difficult problems with generous support provided by the Center for Global Leadership.

Nicholas Kraus '18 VSB was able to engage in discussions, participate in workshops, and listen to lectures, each with its own angle on how businesses can create positive social and environmental impacts in the world. Additionally, he assisted speaker and VSB alumnus Graham Sinclair '04 MBA, principal sustainable investment architect at SinCo, with his workshop called, "Beyond Spreadsheets: Sustainable Investing for the 21st Century."

Keynote speakers for the conference included Paul Polman, CEO of Unilever; Dan Pallotta, founder and president of Advertising for Humanity and The Charity Defense Council; and Sheryl WuDunn, Pulitzer Prize-winning journalist and co-author of *A Path Appears*.



"The most important skill for future leaders is creativity."

— Lisa Bender, City of Minneapolis Council Member

"Hearing Polman speak about transformative leadership strongly resembles what I have discovered in the Leadership Learning Community," Kraus said, "His commitment to halving Unilever's environmental footprint, sustainably sourcing all agricultural raw materials, and implementing a sustainable, circular business model, demonstrate the ability of large corporations to make an impact. It's up to us, the future business leaders of the world, to follow in his footsteps." "My experience at the conference solidified my interest in studying business and sustainability," he continued, "I plan to attend again at least once more in the next three years."

With the sustained support of the Center for Global Leadership, BWB members will continue to gain valuable experience by attending Net Impact Conferences for years to come. BWB members will continue to hone their creative skills at Villanova before going out and breaking boundaries in the real world.

International Business Society Maintains Momentum

The mission of the International Business Society (IBS) is to provide a global perspective for students interested in international.

IBS brings together U.S. and international students, invites companies and speakers to share international aspects of business, and provides students with valuable information regarding jobs, internships, and study abroad opportunities.

IBS continues to hold bi-weekly meetings with the IB Council, which is comprised of a select group of society members, called analysts, who have a desire to learn more about IB. The council facilitates discussion of internationally-focused business topics divided into five world regions: North America, South America, Europe, Asia/Oceania and Africa. At each meeting, members bring at least one article that they have researched and are able to share what is specific to current business or cultural news in their assigned region. IBS also looks to incorporate case studies in council meetings that focus on domestic and foreign companies that have expanded internationally. In addition to company-specific case studies, the council also looks at cases that highlight major current events that affect global markets. These initiatives look to foster open discussion among council members and provide the larger membership with a better understanding of the international business community.

International Service Grants Awarded

Villanovans provide more than 220,000 hours of service annually in communities locally, regionally and globally. The University was recently named to the *President's Higher Education Community Service Honor Roll*.

CGL supports international initiatives as service is central to the Villanova experience and the Augustinian mission of the University. This year's recipients received funding for a Starfish Foundation Internship in Ecuador, a Taiwan/American Student Conference and a Business Without Borders (BWB) Service Project in Nicaragua.

The Starfish Foundation's mission is to be a premier means for at-risk Ecuadorian youth to achieve a post-secondary education. Only 60% of youth continue their education past sixth grade. Their vision is a community where underprivileged Latin American youth are empowered to create a better future through continuing education. Beth Awalt '09 CLAS is a co-founder of The Starfish Foundation.

Last summer, Greg Branigan '16 CLAS served as an intern with the Starfish Foundation in Ecuador. Greg volunteered as a tutor and was to help students with English, math, biology and chemistry – all in Spanish.

In August, Pin-Pin 'Alice' Liao '16 VSB hosted the Taiwan-America Student Conference Inc. (TASC) and served as the founder and director. She is from Diamond Bar, Calif., and is pursuing a double major in Marketing and International Business, with a minor in Japanese. As a Taiwanese-American she enjoys comparing her experiences in both countries and drawing the best from both cultures.

Learn more about the Starfish Foundation by visiting: <http://www.youtube.com/watch?v=kxCPqtfcYk8>



Only 60% of Ecuadorian youth continue their education past sixth grade.

The conference attracted 42 delegates from both countries and gathered for two weeks in Taiwan to study and analyze issues of concern to both countries while visiting diverse regions in the country.

The major points of discussion included Taiwan-China-U.S. relations, modern issues in education, diversity, identity and discrimination, government and society, and energy and environmental sustainability. TASC's mission is to improve U.S.-Taiwan relations by deepening mutual understanding of each other's cultures, histories, and most importantly, people. Building on a summer development trip, 12 BWB undergraduate students traveled to Nicaragua over fall break to administer the collection of both general business information and operational strategies via surveys to the businesses of Esteli and surrounding departments that received microfinance loans from the Lux-Development and Banpro partnership. They are now utilizing business analytics software to analyze the data from the surveys in order to make suggestions for improvement.



CGL Announces Excellence in Research Awards

CGL rewards the authors of high-quality research papers in the areas of global leadership by providing \$1,000 research excellence awards and \$500 for honorable mentions. The winning papers are selected after rigorous blind-peer review and faculty present their research at the Center's Research Seminar at the end of the spring semester. Given the importance of global leadership in today's rapidly changing business environments, authors from all business disciplines are encouraged to submit their research in this highly competitive process. The paper must have a clear relationship to some aspect of global business and/or responsible leadership, broadly defined.

The Center for Global Leadership at Villanova School of Business is pleased to announce the 2014–2015 awards

Research Excellence

➔ **Growing@Work: The Effects of Interpretive Accomplishments on Knowledge Worker Performance**

Stephen A. Stumpf, PhD, Professor, Management & Operations and Fred J. Springer Chair in Business Leadership
Walter G. Tymon, Jr., PhD, Associate Professor, Management & Operations

➔ **The Interactive Effects of Feedback Sign and Source on Indian Professionals' Satisfaction: A Social Identity Perspective**

Denise H. Downey, PhD, Assistant Professor, Accountancy and Information Systems

➔ **Does Wealth Inequality Matter For Growth? The Effect of Billionaire Wealth, Income Distribution and Poverty**

Sutirtha Bagchi, PhD, Assistant Professor, Economics

Honorable Mention

➔ **The Rights of Shareholders in Authorizing Corporate Philanthropy**

John A. Pearce, II, PhD, Professor, Management & Operations
and VSB Endowed Chair in Strategic Management & Entrepreneurship

➔ **With a Little Help From My Friends: Global Electioneering and World Bank Lending**

Erasmus Kersting, PhD, Assistant Professor, Economics
Christopher Kilby, PhD, Associate Professor, Economics

➔ **An Analytical Balanced Scorecard Approach for Coordinating and Control of Value Chain Business Functions**

Wayne G. Bremser, PhD, Professor, Accountancy and Information Systems

➔ **Using an Expert System to Debias the Dilution Effect in Auditor Judgment**

Danielle R. Lombardi, PhD, Assistant Professor, Accountancy and Information Systems

Journal of World Business Moves up the Rankings

The *Journal of World Business* (JWB) for which Jonathan Doh serves as Editor-in-Chief and Kim Cahill serves as Managing Editor, has moved up in an important ranking.

In March, the UK Association of Business Schools released the most recent version of its Academic Journal Guide. In that study, *JWB* was upgraded from a quality rating of “3” to a “4”, the only international business journal to achieve that status.

This move positions *JWB* as a leading business management journal, alongside top management journals such as *Journal of Management Studies*, *Journal of Business Venturing*, *Research Policy*, *Organization Studies* and many others.

Although the ranking is specific to UK business schools, the ABS guide is used throughout Europe, Asia and North America and is considered a definitive journal ranking.

In June, Thomson Reuters released its 2014 Journal Citation Reports (JCR). *JWB*’s 2014 JCR Social Sciences Edition Impact Factor was 2.388, up from 1.907 in 2013, ranking it 25 out of 115 Business journals. The 5-year impact factor was 3.526, up from 3.039 in 2013, ranking *JWB* 22 out of 110 journals.

Long-recognized as one of the top international business and management journals, these rankings solidify *JWB* as a leading global management journal.



Doh Selected as AIB Fellow

Jonathan Doh, PhD, professor of Management and faculty director of the Center for Global Leadership, has been elected a Fellow of the Academy of International Business (AIB). This prestigious honor has only been extended to a handful of the top professors and researchers at the world’s leading universities.

AIB is a prominent association of scholars and specialists in the field of international business. The organization is a global community of researchers striving to create and disseminate knowledge about international business and policy issues.

As an AIB Fellow, Doh will help guide the organization and serve as a mentor to other members as well as participate in the election of the AIB International Executive and International Educator of the Year. He commented, “I am honored and humbled to have been elected as lifetime fellow of the Academy of International Business, the premier association of international business scholars.

I am also grateful for the support of Villanova University and the Villanova School of Business which have helped make this possible.”

Founded in 1959, AIB has more than 3500 members in over 85 countries.



Critical Incidence Award Selected

Jim Bierstaker, PhD, Associate Professor, Accounting & Information Systems, developed a case study this year for an auditing class under CGL’s Critical Incidence Program. The study, “Auditing in Japan: Fraud and Cultural Considerations,” focuses on audit quality issues pertaining to the discovery of fraud by senior management and cultural factors when auditing in Japan. The objectives of the case study were to explain auditors’ responsibilities for fraud under generally accepted auditing standards, to explore the role of cultural factors when auditing in Japan and to discuss the ethical responsibilities of auditors when they have a dispute within the Board of Directors.



After the Thaw, CGL Launches Professional Development in Cuba

On December 17, 2014, President Obama announced a set of diplomatic and economic changes to chart a new course in U.S. relations with Cuba and to further engage and empower the Cuban people.

Then, on July 1, the U.S. and Cuba announced an agreement to reopen embassies in each other's capitals, formally restoring diplomatic relations more than a half-century after they were ruptured, according to administration officials.

The island is facing a historic moment. As the U.S. seeks to normalize relations, 30 VSB faculty, staff and alumni participants in the Center for Global Leadership CUBA program will have access to a country that has been in many respects "frozen in time" since the early 60s and watch it begin to thaw. The country is changing as it increasingly opens up to foreign investment and faces continued pressure for a more liberalized market economy. Participants will have the opportunity to witness firsthand the infancy of that transition on their visit in January 2016.

CGL has collaborated with the World Affairs Council of Greater Philadelphia to plan the visit on a people-to-people license. The program will feature roundtable discussions with professors from the University of Havana, authors and government officials on the following topics, "U.S. and Cuban Relations," "The Changing Faces of Cuba's Economic Structure," and "Living in Cuba Today." Antonio Rodiles, human rights activist and director of Estado de SATS, will talk about the organization founded in July 2010 to encourage debate on social, cultural and political issues in Cuba. A briefing at the U.S. Interest Section or U.S. embassy will facilitate an opportunity to discuss U.S./Cuban relations and the progress with normalization.

Under the "people-to-people" program, visitors are provided an opportunity to interact with individuals and organizations representing a cross-section of Cuban society.



Participants will visit El Trigo, a private cooperative and the first such market since Cuba monopolized wholesale operations in the 1960s, Partagas Cigar Factory, Vivero Alamar, a state-owned research garden, and BioCubaFarma.

Cultural activities will include a guided tour of the Museo Nacional de Bellas Artes and a visit to the Felix Varela Cultural Center located in the heart of old Havana. The group will also meet with Gustavo Andujar, the acting editor in chief of the magazine *Espacio Laical* (*Lay Space*). Through this visit, CGL hopes to establish a baseline of connections and relationships that may lead to further cooperation between Villanova and Cuban institutions in the future.

Participants in the Center for Global Leadership CUBA program will have access to a country that has been in many respects "frozen in time" since the early 60s.



CGL Mentor Program Broadens Its Reach

The CGL mentoring program is designed to match a Villanova School of Business Global Leadership Fellow (GLF) with a professional from the CGL Advisory Council who can offer guidance and support related to the student's academic and professional pursuits.

Mentors provide advice and suggestions on topics including internship and job opportunities, work/life balance, career paths, major selections, the job search process and other academic or professional areas.

GLF students provide their resumes and personal essays about their goals, interests and professional objectives and CGL matches them with mentors from the Advisory Council with similar interests and professional experiences. Both parties sign a Mentoring Agreement Form that outlines the roles, expectations and guidelines for the mentoring relationship. The mentor is expected to help set goals, offer advice, share experience, and build a relationship of trust and confidence. The protégé is expected to participate in goal-setting, be proactive, maintain consistent contact, be open to advice and criticism, and to be respectful and patient, letting the relationship develop over time.

To date, 20 mentoring relationships have been established between CGL Advisory Council members and Global Leadership Fellows students. Council members report high levels of engagement and appreciate the opportunity to share knowledge gained through their years of experience. Serving as a mentor creates a legacy that has a lasting impact on the students and the international business field. The students benefit from access to accomplished alumni in the field of international business and their extensive global network.

Alejandro Arroyo '14 VSB, Financial Operations at Comcast Corporation, shared the following about his experience, "The CGL Mentor Program was one of the highlights of my undergraduate career. After coming back from semesters abroad or completing summer internships, Steve (DeRose) was excellent at putting these experiences into perspective. We developed a fruitful mentoring relationship in which we would share life- and work-related experiences consistently. Before an interview, I would make it a priority to reach out to Steve to share thoughts and future aspirations. I was able to learn from one of the best and his lessons are one of the reasons why I am enjoying my career so much right now."

CGL Advisory Council Chairman Steve DeRose '76 VSB commented, "The opportunity to have a mentoring relationship with Alejandro was, and still is, a rewarding experience. I believe these mentoring arrangements provide our students with a sounding board and a connection, one where Alejandro and I were able to share real life experiences and ideas on university, career and personal life. For me it has provided a connection to the next generation of business leaders, helping me to understand the opportunities and challenges that confront graduating students as they search for and begin their careers, and how we as current business people can help them achieve their career aspirations."



Cruse International Fellowships Awarded

Former CGL Advisory Council Member Ron Cruse '77 CLAS continues to generously support international fellowships in memory of Sergey Kuzminykh, a close colleague and friend. This program annually awards fellowships for undergraduate student involvement in non-traditional global study and experience. These awards are intended to support compelling, unique, and potentially transformative experiences outside of the U.S., preferably involving business or other organizations in the developing and emerging regions of the world.

This year's five fellowship recipients include:

Morgan Gruenewald '16 CLAS
Double Major in Political Science and Economics

Morgan is interested in pursuing a career in international development. She applied her Cruse Fellowship toward SIT Study Abroad's Development Studies program in Kampala, Uganda, during fall 2014. Gruenewald is an active member of Villanova University's chapter of Catholic Relief Services Ambassadors and the Sophomore Service Learning Community and she serves as a Campus Organizer for Faith in Public Life.

Gruenewald feels that her study abroad program, which combines classes with field research and a practicum experience, will enable her to directly engage with the many fascinating issues that she has explored through her coursework at Villanova. Through her field research, Gruenewald hopes to assess barriers to healthcare delivery in refugee populations.

Ashley Bell '16 CLAS
Criminology and Sociology Double Major
Minors in Peace and Justice and Africana Studies

Originally from Philadelphia, Ashley plans on joining the Peace Corps to work on youth development in Morocco after graduation. Her ultimate aspiration is to pursue a career in law as a social and criminal justice lawyer. She plans on using the Cruse Fellowship in the Dominican Republic to further develop her Peace and Justice minor and to gain experience advocating for human rights.

Michael Lamb '16 VSB
Double Major in Finance and Economics
Minors in Accounting and Business Analytics

Lamb utilized his fellowship while working with a microfinance NGO in Punta Gorda, Belize, last summer. He assisted local entrepreneurs to gain needed capital through grants and loans in order to start small business and he plans to continue working with these entrepreneurs to help them grow their business. Lamb is very excited to help people realize their business goals and to study the impact of microfinance in developmental economics firsthand.

Fellowships for undergraduate student involvement in non-traditional global study and experience.

Supporting compelling, unique, and potentially transformative experiences outside of the U.S.



Michael Lamb '16 VSB, Ashley Bell '16 CLAS, Ron Cruse '77 CLAS, Morgan Gruenewald '16 CLAS and Jonathan Pizzutti '17 VSB

Jonathan Pizzutti '17 VSB

Double Major in Management and Economics
Minors in Accounting and Business Analytics

Jonathan serves on the executive boards of Business Without Borders (BWB) and Inter-Hall Council and is also involved in the Equity Society and Liturgical Ministry. Pizzutti is planning on using the Cruse Fellowship to help Business Without Borders establish a program for Villanova students to utilize microfinance to fund small businesses and developing tourism in Nicaragua. Through this opportunity, he hopes to gain firsthand experience about the positive effects that small businesses can have on the local economies of developing regions.

Mihir Shah '17 VSB

Double Major in Finance and Economics
Minor in Business Analytics

Mihir is involved on campus through his leadership positions in Equity Society, Special Olympics Fall Festival, and BWB. With fellow BWB executive board member Pizzutti, he traveled to Managua, Nicaragua, to assist local organizations such as Tipicallan and El Pescadito in receiving microfinance loans. Through these loans and a well-organized business plan, he hopes to spark a national interest in eco-tourism, which will help develop the local economy.





Herbert G. Rammrath '57 VSB (center), Jonathan P. Doh, PhD (right) and scholarship recipients



Herbert G. Rammrath '57 VSB (center), Kim Cahill (right) and scholarship recipients

Rammrath Fund for Global Initiatives Supports International Education

The Herbert G. Rammrath Endowed Fund for Global Initiatives and International Scholarships in the Villanova School of Business provides financial resources to support global programs and underwrite student scholarships. Scholarships support international students attending VSB as well as Villanova students' participation in a study abroad experience.

CGL oversees and administers this fund and is grateful for Mr. Rammrath's generous philanthropy. This year, the scholarship was expanded to include funding for MBA student programs in Italy, China, Hong Kong, South Korea, Vietnam and the United Arab Emirates (UAE). Five international students hailing from the UAE, Panama, Guatemala and Vietnam also benefitted from this scholarship. Summer programming included student support in China and Chile while fall semester scholarships underwrote students studying in Brazil, Italy, France and Spain. Spring recipients studied in Spain, Argentina, Japan and the UK. Once a year, Mr. Rammrath travels to campus to personally meet with the students and engage them in conversation about their international experiences. The students are always eager to discuss these transformative experiences and to thank their donor in person.

Networking Event Celebrates VSB's Global Leaders

In November 2014, CGL organized an annual networking event to celebrate global leadership. Returning and outgoing students who participated in the Global Citizens and Urbino programs joined the Global Leadership Fellows, faculty, staff and CGL Advisory Council members in an interactive setting. A number of networking activities were coordinated throughout the evening and both Interim Dean Daniel Wright and CGL Faculty Director Jonathan Doh provided opening remarks.

Guest speakers featured Nancy Dudak, Director, Career Center, who discussed how to leverage your international experience in a competitive global market and the role of social media in creating a personal brand. Kurt Davies, Assistant Director of the Center for Undergraduate

Research & Fellowships and former Fulbright Fellow, discussed the many ways his office can help facilitate global leadership opportunities including international research, fellowships and Fulbright programming. CGL Associate Faculty Director Ken Taylor provided comments on the growth of international business and global leadership at VSB, highlighting the recent development of the Global Leadership Fellows program.

CGL Advisory Council members in attendance included Steve DeRose '76 VSB, Kerry White '86 VSB and Anthony Chiarello '77 CLAS, providing an opportunity for students to network with accomplished international business professionals. In addition to serving on the CGL Council, they each volunteer

as a mentor for a Global Leadership Fellows student and met one-on-one with their protégés following the formal program. DeRose concluded,

"The CGL Networking event opens doors and creates business relationship opportunities.

We applaud both the volunteer mentors and the students for their investment in this business relationship...one that can last a life time."



THANKS GRACIAS MERCI DANKE XIE-XIE SHOKRAN GRAZIE

Donor Recognition

The center would like to thank the following donors for their generous funding support:

Anthony Abbatiello '97 VSB	John Muller '87 VSB, P '17 and '18
Deborah Affonsa '89 VSB	William Muran '18 P
Meredith Altenhofen '11 VSB	Mary Ogle '09 MBA
Mary & Herbert '67 VSB Aspbury	Walter Owens '82 VSB
Kenneth Bodmer '87 VSB	Carlos Pradera '10 VSB
James P. Burke '87 VSB	Michael '93 VSB & Christine Petrane
Anthony '77 CLAS & Christine Chiarello	Herbert Rammrath '57 VSB
Charles Crew '73 VSB	Charlie Riceman '91 VSB
Ronald S. Cruse '77 VSB	Brian '94 VSB & Erin Scanlon
Stephen DeRose '76 VSB	Rick Smith
Francis Devlin '87 VSB	Robert Toohey P '17
Jonathan Doh	Thomas '78 VSB & Luane Venables
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Sheila '83 VSB & Henry '80 VSB Klehm	Deloitte Foundation
Spenser & Patrica Huston P '17	KPMG Foundation
Jeffrey Leventry '84 VLS	GE Foundation
James Maguire '84 VSB	McGraw-Hill Foundation, Inc.
William McKeown '85 VSB	PricewaterhouseCoopers Foundation
Gregory '95 VSB	Vanguard Group, Inc.
& Kristin '08 VSB Mancini	Visa, Inc.
Kaitlyn Mincer '08 VSB, '13 MBA	
Robert Moran '72 VSB	

Center Leadership

The Center for Global Leadership is guided by a diverse advisory council of experienced professionals with extensive global leadership experiences.

Jonathan P. Doh, PhD, Faculty Director

Kim Cahill, Director

Kenneth Taylor, PhD
Associate Faculty Director

Sharon Ballard
Administrative Coordinator

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CGL Advisory Council

New Members

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