

CENTER

FOR GLOBAL

LEADERSHIP

Annual Review 2013-2014



VILLANOVA
UNIVERSITY

Villanova School of Business



Center for Global Leadership

Annual Review 2013-2014

Message from the Director	5
Around the World: Global Programs	6
Leadership, Conferences and Recognition	12
In the Classroom: Curricular Initiatives	17
In the Community: Outreach and Service	23
Among the Academe: Research and Thought Leadership	27
Within the Center: Stakeholders, Partners and Supporters	32



The Center for Global Leadership

Is dedicated to promoting cross-cultural awareness, ethical international business relationships and responsible global leadership. We pursue these objectives through educational programs, research, service and outreach activities.

The center is guided by a director and a number of faculty and staff associates, and overseen by an advisory council. The center retains a strong commitment to its predecessor—the Center for Responsible Leadership and Governance—through its commitment to ethical leadership and global corporate responsibility.

58% of 2014 graduates studied abroad

25% pursued an International Business co-major or minor

MESSAGE FROM THE DIRECTOR



I WAS HONORED TO
SERVE AS THE
PROGRAM CHAIR FOR
OUR ANNUAL BUSINESS
LEADERS FORUM.

This past year was an incredible one for the Center for Global Leadership, full of achievements and milestones. We reached an all-time record for the percentage of our students who studied abroad: more than 58% of the 2014 graduating class undertook an academic experience in another country (see p. 10).

We went on the road with members of our Advisory Council and Villanova faculty, staff and students as part of our international delegation to Panama (see p. 32). There we were welcomed by many of our prominent alumni who guided us through this exciting and dynamic country that is leading the region in sustainable economic development. We supported more students than ever through our various scholarship programs, extending that support to new kinds of international experiences as well as to graduate students. We also graduated our first three global leadership fellows, marking an important achievement since we launched this program four years ago (see p. 6).

Most significantly, our progress and successes were rewarded by a truly transformational gift: Robert F. Moran, a '72 Villanova School of Business alumnus, pledged \$5 million to establish the Robert Moran Sr. and Elenore Moran Center for Global Leadership. This is by far the most substantial gift we have received since the center began operation, and will ensure a long-term and sustainable future for international programs and projects at VSB (see p. 12). We are deeply thankful to the Morans for this generous commitment.

On a personal level, I was honored to serve as program chair for our 2013 Business Leaders Forum, VSB's flagship annual event (see p. 13). I will reprise this role for our 2014 Forum, the theme of which will be "Innovating for Global Success." I enjoyed co-teaching once again (with Chemical Engineering Professor Bill Kelly) our global pharmaceutical industry course in which we hosted a number of highly accomplished alumni as guest speakers and successfully helped place several students in highly competitive summer internships with pharma companies. I have taken on a number of additional professional roles and responsibilities, notably my appointment as editor-in-chief of the *Journal of World Business* (see p. 27).

This review includes stories on these and many more accomplishments and initiatives. We have much to be thankful for at Villanova and VSB, and I would like to offer my personal thanks to Center Director Kim Cahill, Associate Faculty Director Ken Taylor, Program Coordinator Sharon Ballard and our graduating Research Associate Kaitlyn Dormer.

In addition, we are grateful for the support of the Helen and William O'Toole Dean Patrick Maggitti, Vice Dean Daniel Wright and Management and Operations Department Chair Narda Quigley. More broadly, we are always appreciative of our wonderful students, parents, faculty and staff colleagues, and external stakeholders, most notably our loyal and supportive Advisory Council members and other alumni.

Jonathan Doh, PhD

Faculty Director

Center for Global Leadership

Herbert G. Rammrath Professor of International Business

AROUND THE WORLD: GLOBAL PROGRAMS

CGL Celebrates Global Leadership Fellows Graduates



In May, CGL celebrated the inaugural graduates of the Global Leadership Fellows (GLF) program. Launched in fall 2011, the program provides a select group of VSB freshmen with an opportunity to emphasize global leadership and integrate it throughout their undergraduate experience. Students must complete two study abroad experiences, with preferably at least one in an emerging market; satisfy the requirements for the international business co-major; participate in CGL co-curricular activities; complete customized coursework in international business and globalization; and participate in a mentoring program in which they are paired with members of the CGL Advisory Council. Students who fulfill the requirements are awarded a certificate that identifies them as life-long VSB Global Leadership Fellows.

Three members of the class of 2014 graduated with this distinction: Alejandro Arroyo '14 VSB, IB and finance co-major with minors in marketing and Spanish, Zilvinas Avellino '14 VSB, IB and finance co-major, and Justin Guenther '14 VSB, IB and accounting co-major with minors in finance and Spanish. All three students completed the Global Citizens Program in London during their freshman year.

While in London, Arroyo served as a marketing intern with Beyond Networking, and he spent his second study abroad in Seville, Spain, interning with Key Market Servicios Generales de Marketing. Arroyo also participated in an Augustinian Volunteers Mission trip to Chulucanas, Peru, where he contributed to fundraising efforts for the community, assisted in the construction of a new school and taught English to elementary school children. Arroyo's leadership contributions include serving as vice president of operations for Baila Latina and as chancellor for the Knights of Columbus Catholic Fraternity. Reflecting on this experience, Arroyo said, "GLF has given my resume a competitive edge. After my experiences abroad, I am happy to say that I have been on four continents and traveled to 14 countries over the last four years. One of my key take-aways from this program is that there is not just one way to conduct business,

and those who are able to adapt faster to a foreign environment will be most successful. GLF transformed me from being a U.S. native to a Global Citizen."

Avellino served as a sales intern with Dow Jones during his study abroad in London with the Global Citizens Program and as an advisory and business development intern with The Red Flag Group while completing his second abroad experience in Hong Kong. Avellino's leadership experiences include serving as president and co-founder for Students of Liberty, captain, Large Cap Technology for the Equity Society and executive board member of the Technical Analysis Group.

Summing up his experience, Avellino stated, "The distinction of the GLF program gave me access to a plethora of professional development and networking opportunities, not the least of which was a distinguished and successful personal mentor in my desired profession. The topic came up in several interviews and distinguished me from other potential applicants by proving great initiative and achievement in the study of international business and world cultures. As a Global Leadership Fellow, I have been able to study and work on three different continents. The GLF program is an excellent way for students with lots of potential and initiative to take full advantage of the global professional network that was previously untapped by Villanova."

While in London, Guenther interned with the BBC in their Finance Division, and then took advantage of a home-stay while studying abroad in Santiago, Chile, fully immersing himself in the culture and honing his Spanish language skills. Leadership experiences included serving as a Villanova Global Key ambassador and co-Chair of the Pre-departure Orientation Program, VSB Peer Tutor, CIEE Alumni ambassador, and Beta Gamma Sigma and Phi Kappa Phi honors societies.

STUDENTS ARE AWARDED A CERTIFICATE THAT IDENTIFIES THEM AS LIFE-LONG VSB GLOBAL LEADERSHIP FELLOWS.

Summarizing his experience, Guenther said, "What I have found so valuable about the Global Leadership Fellows Program is being able to contrast two very different nations, one developing and one developed, by studying abroad for a semester in each one. It opened my eyes to differences in two regions of the world that I would not have otherwise been exposed to if I spent all four years at Villanova. GLF also provided me with mentoring, speaker and networking opportunities that I would not have experienced otherwise, such as an IB Speed Dating event with Advisory Council members of the Center for Global Leadership. Finally, and most importantly, it helped me mature and gain a better sense of myself, which is really one of the fundamental goals of college. Nothing quite demands that you think on your feet and react in a mature manner than being alone in a foreign city and needing to find the right bus station to get

back to the city where your host family's home is located." Post-graduation, Arroyo will be working with Comcast's Assurance and Advisory Team in New York City, a consulting position with travel opportunities abroad. Avellino has accepted a position with Citigroup in New York within the Capital Markets Origination division. In the future, he hopes to work in Asia and acknowledges that the Global Leadership Fellow

Global Citizens Celebrate 10th Anniversary

VSB's unique freshman-year Global Citizens Program (GCP) in which students spend their spring semester abroad, is going strong, celebrating its 10th anniversary in London, England. In the 2012–2013 academic year, VSB launched a second GCP option in Singapore. Available to early action candidates through a comprehensive application procedure, these 16-week overseas experiences



are consistently popular with incoming students and their families. In addition to completing academic courses that parallel VSB's on-campus curriculum, partner organizations in both locations place students in rewarding internships covering a wide field of business sectors. During the spring semester 2014, 20 students studied in London and 16 in Singapore. A record number of nearly 50 incoming students have applied for the GCP program for the 2014–2015 academic year.

For the 2013–2014 academic year, Dr. Ken Taylor, associate faculty director of the CGL and member of the Economics Department, became the faculty advisor to the GCP program. In this role, Dr. Taylor acts as academic liaison between GCP students and various VSB offices and personnel on program related issues. He will also provide academic counseling to GCP students and represent VSB concerning in-house programmatic issues and quality control.

In January, Dr. Taylor accompanied the GCP students as they traveled to Singapore and visited the London students in March to provide academic advising. As a result of changes in Singaporean visa requirements, the 2014–2015 GCP Asia cohort will be relocated to Hong Kong. Hong Kong provides a dynamic and cosmopolitan location and one of the greatest concentrations of corporate headquarters in the Asia-Pacific region. We will continue to work with AIC in Hong Kong, where the students will be provided with a rich environment for a successful academic and internship experience.

program has provided him with the opportunities, knowledge and network to make that a possibility. Guenther plans to take the CPA exam while interning with Citibank in their Latin America Regional Office in Florida, and then take a full-time opportunity with PricewaterhouseCoopers in their International Assignment Services Division.

MBA Practicum Spans the Globe

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

VILLANOVA MBA STUDENT TEAMS TRAVEL TO THE INTERNATIONAL COMPANY SITE OR REGION TO GATHER FIRSTHAND MARKET KNOWLEDGE.

In Johannesburg and Cape Town, students visited Coca-Cola, Accenture, Investec, Paarl Media Group and Plantation Shutters. In Lima and Cusco, students visited the U.S. Commercial Service, Banco de la Nacion, Ferreyros CAT, Soluciones Practicas, Cusquena and Machu Picchu. In Ho Chi Minh and Hong Kong, students visited Hive Corporation, Lowe, Johnson & Johnson, HSBC and Hong Kong Trade Development Council.



MBA Touch Three Continents

During winter break, Sohail Chaudhry, PhD, professor, and Peggy Chaudhry, PhD, associate professor, management and operations, led a group of MBA students on an immersion experience in the gulf state of 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, U.S. 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 the winter break 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, Auckland University of Technology and the University of Auckland, Graduate

School of Management. 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, the Coal Industry Center, Baker and McKenzie Global Law Firm, Bio Pacific Ventures, Vanguard and BECA International.

In May, Debra Arvanites, PhD, assistant professor of management and operations, led the three-week MBA program to Milan. The group was 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.

STUDENTS ATTENDED ACADEMIC LECTURES ON U.S. EXPORT POLICY IN THE GCC AND THE HOSPITALITY INDUSTRY IN THE UAE.



Executive MBA XIV Visits Hong Kong and Ho Chi Minh City

The VSB EMBA Class XIV students traveled to China and Vietnam as part of their international immersion, visiting Hong Kong and Ho Chi Minh City 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 faculty director of the Center for Global Leadership, and Professor Manny Nunez '03 MBA, CGL advisory council member and director of External and Governmental Affairs, Inter-American Foundation. This experience is designed to build off of the lessons learned in the classroom and provide students with

a broader understanding of the complexities of doing business in an emerging economy. In-country, students visited with local and multinational companies, engaging in detailed discussions of the country's economy and current business climate. Time was also dedicated to exploration of the country's cultural attractions. In Vietnam, the group visited Hive Corporation, the American Chamber of Commerce, TRG International and other companies. In Hong Kong, the group toured the port and heard from DP World, among other companies and visits.



STUDENTS VISITED WITH LOCAL AND MULTINATIONAL COMPANIES, ENGAGING IN DISCUSSIONS OF THE COUNTRY'S ECONOMY AND CURRENT BUSINESS CLIMATE.



Villanova University Top Ranked for Study Abroad

Each year, the Institute of International Education publishes *Open Doors*, a multi-faceted 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 International Studies director, Villanova University ranked #3 nationwide among master's institutions in the "Leading Institutions by Total Number of Study Abroad Students" category. Villanova University also ranked #1 in the nation for the number of students on long-term, semester programs abroad.

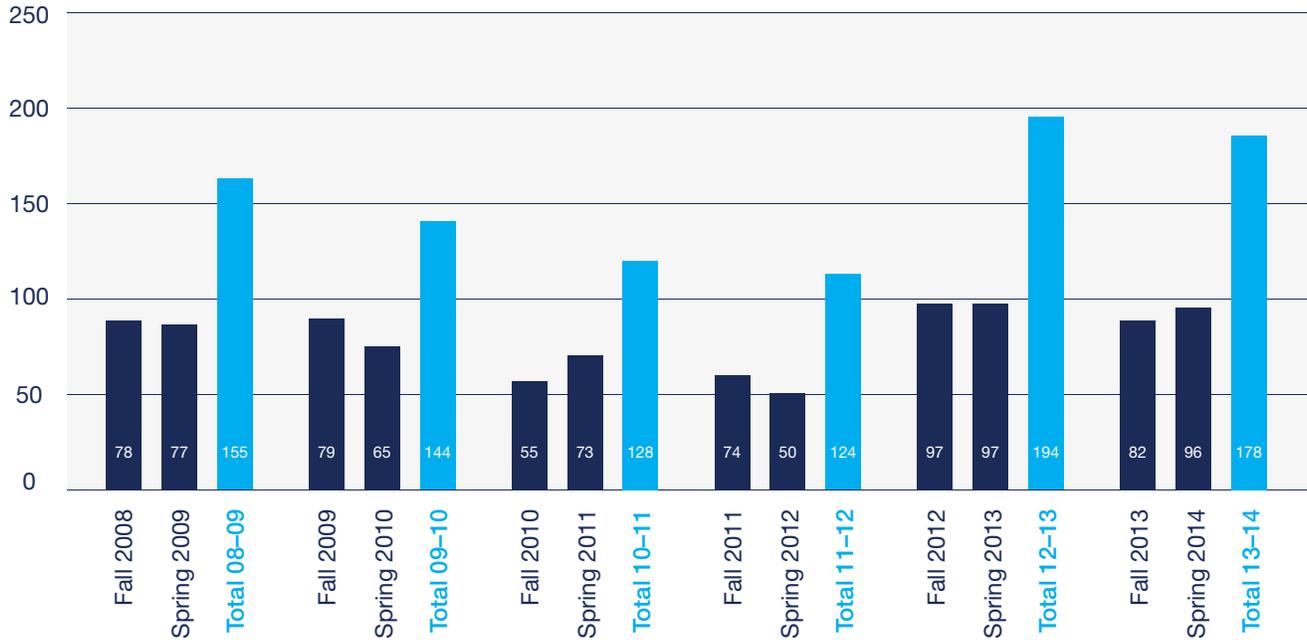
VSB leads the University in numbers of students studying abroad. Last year, 58% of VSB graduating seniors had a study abroad experience while 6% pursued a second international opportunity. They studied on over 50 different programs in 19 different countries including Brazil, China, New Zealand and South Korea. Fifty-four percent of 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.

MBA students are also participating in short-term study abroad opportunities. Seventy-six graduate students traveled to nine different countries in Asia, Europe, South America, the Middle East and Oceania. Additionally, 100% of all fast-track MBAs travel internationally during spring break to fulfill requirements for the Global Practicum. EMBA students also complete a required global immersion with an embedded travel component each May.

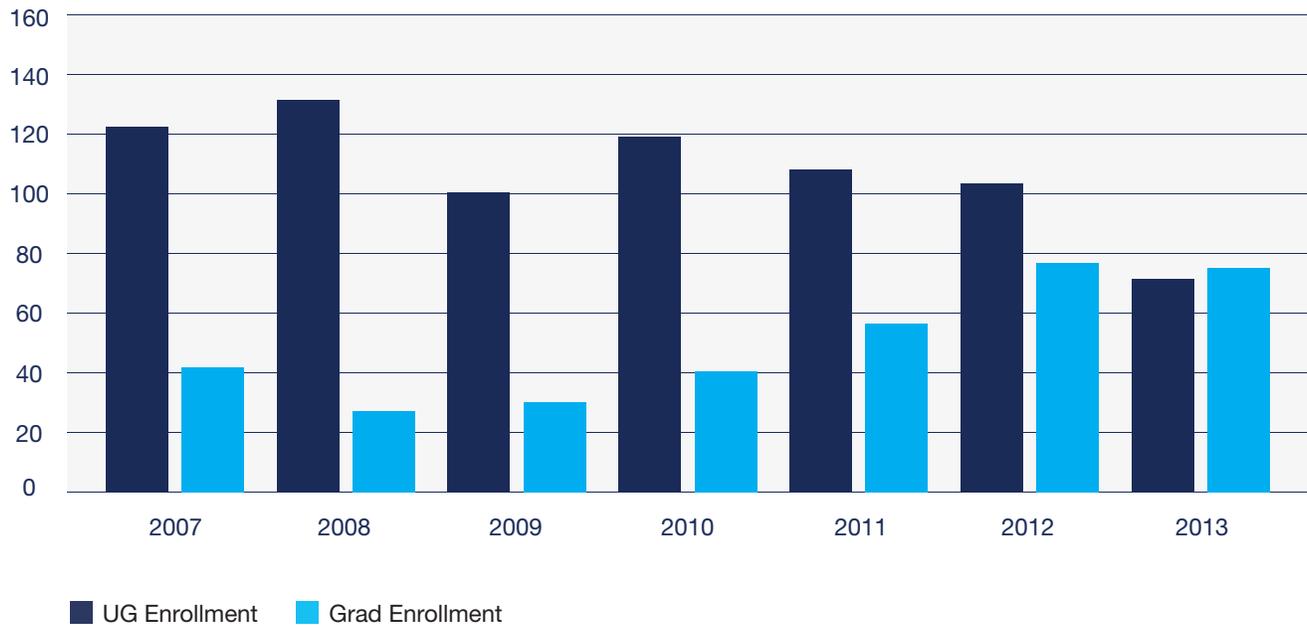


GRADUATE STUDENTS TRAVELED TO NINE DIFFERENT COUNTRIES IN ASIA, EUROPE, SOUTH AMERICA, THE MIDDLE EAST AND OCEANIA.

VSU Undergrad Semester Study Abroad Enrollment



VSU Faculty-led Summer and Winter Study Abroad



LEADERSHIP, CONFERENCES AND RECOGNITION

Moran Provides Transformational Gift for Center



I ATTRIBUTE A
SIGNIFICANT AMOUNT
OF MY SUCCESS TO
THE GREAT EDUCATION
I RECEIVED AT VSB.

Robert F. Moran '72 VSB, retired chairman and CEO of PetSmart, Inc., has pledged \$5 million to establish the **Robert Moran Sr. and Elenore Moran Center for Global Leadership**. This support will allow the center to create more global opportunities for students, provide additional funding for such initiatives, and significantly enhance and expand its programmatic offerings. This was just one of several pledges that together totaled nearly \$90 million to the Villanova School of Business, led by a \$50 million gift from the Davis Family Foundation, as part of the University's capital campaign.

The \$5 million pledge is part of a \$7 million commitment from Moran—as part of the University's \$600 million comprehensive capital campaign, “For the Greater Great™: The Villanova Campaign to Ignite Change.” Moran committed \$5 million towards an endowment to name the Center for Global Leadership in the Villanova School of Business (VSB), and \$2 million towards the Villanova Track and Field Program. “I attribute a significant amount of my success to the great education I received at Villanova University,” said Moran. “I feel that my 16 years of working internationally helped drive my future success, and I want to pass along that same opportunity to VSB students.”

“Bob is a leader and deep strategic thinker in the areas of globalization and innovation,” said Patrick G. Maggitti, PhD, The Helen and William O’Toole Dean of the Villanova School of Business. “His investment in the Center for Global Leadership ensures opportunities for our students to explore the global marketplace. I am personally grateful for his belief in VSB and the center.”

Jonathan Doh, faculty director of CGL, remarked, “Bob Moran is a model global leader and strong believer in our mission to expose students to the international business environment. We are so grateful for this gift, which will provide resources to ensure that our students and other stakeholders will receive the highest level of support as they develop global leadership skills through courses, internships, study abroad and other innovative global experiences.”

Moran most recently served as chairman and CEO of PetSmart Inc., from January 2012 to June 2013 and from June 2009 to June 2013 respectively, and president and COO since December 2001. He joined PetSmart as the president of North American stores in July 1999. From 1998 to 1999, he served as the president of Toys ‘R’ US Ltd., Canada. Moran spent twenty years with Sears, Roebuck and Company in a variety of financial and merchandising positions, including president and CEO of Sears de Mexico. He received his BS in accounting from Villanova in 1972.



Fourth Annual VSB Business Leaders Forum focuses on “Collaborate to Compete”

The fourth annual Business Leaders Forum, “Collaborate to Compete,” a Villanova University signature event sponsored by VSB, was held on October 2–3. The forum is designed to bring together VSB’s nine advisory councils—comprised of over 225 high-level executives across all industries—and other key stakeholders for networking and dialogue on important industry topics. Center Faculty Director Jonathan Doh served as program chair for the forum, working with VSB leadership on the overall theme and program components.

The program began with opening remarks by Patrick G. Maggitti, PhD, The Helen and William O’Toole Dean, Villanova School of Business. The Reverend Joseph C. Bartley, OSA Alumni Medallion was presented to Daniel J. Hogarty Jr. ’61 VSB, retired chairman, president and CEO, The Troy Savings Bank and Troy Financial Corporation. Bill McDermott, co-CEO, SAP AG, delivered the keynote presentation on the topic, “Collaboration, Innovation and Leadership.”

Day two opened with a discussion on the power of collaboration at Villanova University featuring The Rev. Peter M. Donohue, OSA, PhD, ’75 CLAS, president, Villanova University, and Dean Maggitti, PhD, Villanova School of Business. An industry panel followed with an open dialogue on the topic “Collaboration Across Industries and Sectors” and was moderated by Jeffrey Goldfarb, deputy editor NY, *Reuters Breakingviews*. Panelists included: Thomas M. Quindlen ’84 VSB, CEO, Retail Cards, GE Capital Retail Finance; Christopher G. Ryan ’83 COE, global business leader for industrial filtration products, W.L. Gore & Associates, Inc.; Brian L. Scanlon ’94 VSB, partner, McKinsey & Co. and Paula Sutter ’83 CLAS, president, Diane von Furstenberg.

The program concluded with a session on “Profiles of Dynamic Initiatives at Villanova—Igniting Change Through Collaboration,” featuring brief summaries of unique projects and initiatives at VSB that engage students and faculty in interdisciplinary, applied learning. The session began with a video featuring Villanova entrepreneurs Eric Adams ’11 CLAS and Tom Krueger ’11 VSB, co-founders of plannedUp.

Among the project presenters were Debra Arvanites, PhD, assistant professor of management and operations, and Business Without Borders Co-President Kaitlyn Dormer ’14 VSB discussing the International Technology and Sustainability course and embedded trip to Panama. Doh and Lauren Bettuzzi ’16 VSB presented on the inaugural Singapore Global Citizens program. The Fifth Annual Business Leaders Forum is scheduled for October 1–2, 2014.

THE FORUM IS DESIGNED TO BRING TOGETHER VSB’S ADVISORY COUNCIL FOR NETWORKING AND DIALOGUE ON IMPORTANT INDUSTRY TOPICS.

VSB Week Features Global Skype Exchange on Study Abroad

CGL organized a panel discussion during VSB Week entitled “Study Abroad and Taste the Difference” in collaboration with the VSB Week 2014 Steering Committee.

VSU undergraduate panelists from around the globe connected with moderator Ryan Gatti '14 VSB via Skype to participate and were displayed on multiple screens in the newly updated Technology Center. Siena Rizzo '15 VSB called from Seville, and Regina Lee '15 VSB joined from London. Even though it was the middle of the night for Kevin Pang '15 VSB in Osaka and Daniel Zanetti '15 VSB in Sydney, these study abroad students were not deterred. Each panelist contributed valuable advice and insight about their experiences studying abroad.

More specifically, the panelists discussed the differences they noticed between U.S. and foreign business culture. The panel provided many stories on a wide range of study abroad experiences, from internship schedules to the best ways to save money while traveling. It was an extremely informative and relevant discussion, as students were able to learn about study abroad from students that were *currently* overseas. Attendees appreciated the authenticity of real-time information that will be helpful in their future international endeavors. The audience was able to continue the dialogue and taste the difference as they enjoyed international desserts following the panel session.

THE PANELISTS DISCUSSED THE DIFFERENCES THEY NOTICED BETWEEN U.S. AND FOREIGN BUSINESS CULTURE.



Doh Contributes to Law Symposium on Green Business and Social Media

CGL Center Faculty Director Jonathan Doh helped organize and moderate a panel for the annual Villanova Environmental Law symposium. The theme was, “Green Tweets: The Promise and Peril of Advancing Corporate Social Responsibility Through Social Media.” The symposium was organized by law students Michael Haviland and Laura Tucker, and Environmental Law Society advisor and Associate Professor of Law Todd Aagaard. The first panel, which Doh chaired, featured presenters Matthew Ray of Chatterblast, David Stangis, Campbell Soup Company and Jaycee Pribulsky, Context America, who discussed “The Challenges and Opportunities of Green Business and Social Media.”

The second panel, chaired by Aagaard, focused on Legal and Regulatory Issues in Green Social Media, and featured Professor Thomas Lyon, University of Michigan, Ross School of Business, Kathryn Legge, Esq., Griesing Law LLC, James Kohm, Esq., Federal Trade Commission, and Rebecca Griffith, Esq., Council of Better Business-Bureaus, Inc. Nancy Cleveland, Esq., of Resonate LLC, offered concluding remarks.

CGL Presents at CUIBE

Center Faculty Director Jonathan Doh and Director Kim Cahill presented at the 2014 Consortium for Undergraduate International Business Education (CUIBE) Annual Spring Conference, “Sustainability, Social Responsibility and Corporate Governance in IB Education,” hosted by San Diego State University from February 6–9, 2014.

CUIBE is a consortium of schools and universities that have undergraduate International Business programs. The primary objectives of the consortium are to provide its members with an opportunity to benchmark their programs against other member schools and facilitate sharing of best practices in International Business education.

Doh served as a panelist focusing on global sustainability initiatives in IB curriculum. He discussed his Global Sustainability Management course as well as VSB’s new International Technology and Sustainability course that includes a field experience in Panama.

Cahill served as a panelist addressing the integration of IB in multi-disciplinary centers, sharing expertise gained over a decade of center leadership. Other presentations addressed how the topic is covered in study abroad programs and internships with inspirational presentations by Solo Eyewear and One World Projects, Inc.

The program concluded with an optional tour of Mexico’s Baja California wine region including a visit to the Santo Tomas Winery and an extraordinary six course, farm to table luncheon at the famous Corazon de Tierra Restaurant. Hidden away in the depths of the Guadalupe Valley on the same site as a boutique hotel and winery, Corazon De Tierra is housed in an elevated wooden building made entirely from recycled materials. With its name translating as ‘Heart of the Land’, the restaurant is a true exploration of sustainability, producing its own olive oil and sourcing all of its ingredients on-site or within a few miles’ radius.



CGL Co-Sponsors Global Panel “Navigating HR Practices Across Global Markets”

On March 25, the graduate program in Human Resource Development (HRD) presented “Navigating HR Practices Across Global Markets” with support from CGL, among many sponsors. The 17th Annual networking reception and panel attracted more than 200 students, alumni and guests. The panel was moderated by Celia Joseph, an employment attorney at Fisher & Phillips LLP.

Featured Panelists:

- **Luis Buentello**, executive VP HR, Panasonic Lighting Americas, with manufacturing and research facilities in Japan, China, Mexico, Canada and the U.S.
- **Will Farkouh**, global operations senior manager, Pfizer, responsible for operations management of a global organization that supplies drug products around the world
- **Charity Hughes**, HR director, U.S. & Canada, SCA Americas, guides the strategic execution and delivery of HR services and provides leadership support to the Americas organization senior leaders
- **Jennifer Lee**, global mobility manager, Cigna, oversees the global mobility program, with expatriate experience in Japan and Hong Kong

This panel underscored the importance for human resource professionals to learn how to effectively manage and navigate HR strategies across global markets. Net proceeds from this event benefit a scholarship fund for HRD graduate students.

Doh Participates in Central America Donors Forum



Center Faculty Director Jonathan Doh gave a presentation and moderated a panel at the 2013 Central American Donors Forum, held at the Inter-American Development Bank in Washington, DC, on October 25. The topic of the presentation and panel was “Opportunities for Collaboration with the Business Sector.” Doh discussed his experiences as a trade negotiator and academic studying cross-sector collaboration and then moderated a panel he organized that included Sarah Thorn, senior director of Federal Government Affairs with Walmart, Adriana Roccaro, director of stakeholder relations with AES Corporation, and Christiana Falcone, Principal Advisor on Strategic Outreach

at the Inter-American Development Bank and senior advisor to the founder and executive chairman of the World Economic Forum. The forum, organized by the Inter-American Development Bank and the Seattle International Foundation, brought together leaders from business, philanthropy, government and civil society to discuss priority issues and successful models, as well as support collaboration and co-investment in Central America. The forum was co-sponsored by USAID, the Inter-American Foundation, Hispanics in Philanthropy, The Summit Foundation and other funders working in the region.



Buying Into Fair Trade

On April 29, the Villanova Catholic Relief Services (CRS) Ambassadors, in partnership with Villanova’s Center for Global Leadership, Center for Peace and Justice Education, Ethics Program, Business without Borders, Office for Sustainability and Dining Services hosted a panel discussion entitled “Buying into Fair Trade: Creating a Culture of Ethical Consumption and Business.” The program featured three panelists with distinct fair trade expertise including: Dr. Keith Brown, St. Joseph’s University, who focused on the moral and sociological points of fair trade; Dr. Gwendolyn Tedeschi, Manhattan College, who

discussed fair trade through an economic lens; and Ruth Harp, Whole Foods Wynnewood marketing team leader who provided a corporate perspective.

The program attracted nearly 90 students, faculty and staff, filling the room beyond capacity. The Center for Global Leadership sponsored fair trade coffee and chocolate for attendees to enjoy, and Whole Foods chocolate bars were distributed. The event was a great success, continuing an important discussion about ethical business, consumption and fair trade, as Villanova marked its one-year anniversary as a Fair Trade University.

CGL Co-Sponsors Sustainable Development Seminar

VILLANOVA STUDENTS WERE ENCOURAGED TO EXPLORE INTERNSHIP POSSIBILITIES IN PUBLIC-PRIVATE PARTNERSHIPS.

In October, CGL collaborated with the Latin American Studies Department to feature Dr. Theresa Williamson’s research presentation, “Rethinking Sustainable Development: Favelas at the Vanguard in Rio de Janeiro.” A screening of her film, “Favela as a Sustainable Model,” followed the research presentation. Williamson is the founder of Catalytic Communities (CatComm.org), a respected NGO working on behalf of Rio’s favelas in the face of challenges emanating from fast-paced urban transformations in Brazil. Based in Rio de Janeiro, CatComm is an empowerment, communications, think tank and advocacy NGO working on behalf of the city’s favelas at the intersection of sustainable community development, human rights,

local-global networks, communications and urban planning. CatComm endeavors to support and empower residents of informal settlements, evolving strategically to support the needs of favela residents and their leaders as they arise.

Williamson has written extensively on urban transformation in emerging societies and has produced films on urban change and sustainable development in Brazil. Villanova students were encouraged to explore internship possibilities with her non-profit organization in sustainable development and public-private partnerships.

IN THE CLASSROOM: CURRICULAR INITIATIVES

VSB Offers Global Sustainability Course



During the fall 2014 semester, VSB offered a course on global sustainability management for the first time. In this course, students explore sustainability from a practical vantage, identifying key issues and actors involved in the sustainability challenge, and the potential responses and solutions. The course was developed and taught by Center Faculty Director Jonathan Doh.

In the first part of the course, students focus on environmental protection and conservation issues, including air, land and water. They also identify and assess the actors involved in sustainability issues, including the roles of national governments, international organizations, multinational companies, civil society and nongovernmental organizations in responding to the sustainability challenge.

As the course proceeds, various frameworks are introduced to understand sustainability issues and how corporations have responded to these tensions, especially to pressures to more fully consider the social and environmental consequences of their actions.

The course concludes with an extensive exploration of companies that have responded by taking affirmative stands on social and environmental issues and incorporating social and environmental goals and objectives within their corporate missions, codes of conduct and global strategies.

Several high level speakers served as guest lecturers:

- **Graham Sinclair**, SinCo (socially responsible investing, ESG financial consulting)
- **Kristen Marzocca**, Context America (CSR/sustainability marketing/communications)
- **Dawn Rittenhouse**, director of sustainable development, E.I. DuPont de Nemours and Company (Sustainable operations, supply chain and strategy)
- **HG Chissell**, Senior Vice President, Viridity Energy (Sustainable energy, smart grid, etc)
- **David Stangis**, vice president of CSR and sustainability, Campbell Soup (Sustainability and CSR issues in food and agriculture)

VARIOUS FRAMEWORKS ARE INTRODUCED TO UNDERSTAND SUSTAINABILITY ISSUES.

For the final project, students explored the sustainability record of a particular company, evaluating how it institutes sustainability actions and initiatives, and how these programs relate to the companies' core businesses. Profiled companies included Bank of America, Chipotle, BASF and Patagonia.



Business Dynamics Panel Exposes Freshmen to Globalization

Eight CGL Advisory Council members served on the Business Dynamics globalization panels in fall 2013. This panel included: Meredith Altenhofen '11 VSB, Charlie Crew '73 VSB, Steve DeRose '76 VSB, Tom Henry '81 VSB, Manny Nunez '03 MBA, Ro Mehrotra, Kaitlyn Mincer '07 VSB, '13 MBA and Kerry White '86 VSB.

OUR BUSINESS DYNAMICS PREPARES STUDENTS TO BECOME CREATIVE AND INNOVATIVE PROBLEM SOLVERS.

Business Dynamics is a comprehensive, two-semester, six-credit course emphasizing 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 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 weeks on campus, and they had an opportunity to learn from international business experts answering a series of prepared questions and responding to inquiries from the audience.

Panelists responded to the following questions:

- 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?

90% of respondents found the session very good/excellent; 68% reported they were likely/very likely to now take advantage of IB opportunities at VSB/VU; 96% of the students rated the knowledge and expertise of the speakers as very good/excellent.



International Development and Sustainability Course Launched

The new International Development and Sustainability course was launched in January 2014, with students from Business, Engineering, Arts & Sciences and Nursing. The course was the inaugural recipient of a grant sponsoring cross-college course development and was co-developed and taught by Debra Arvanites, PhD, assistant professor of management and operations, Professor Frank Falcone, civil & environmental engineering, Professor Jordan Ermilio, director of Engineering Service Program, Frank Galgano, PhD, professor and chair, Department of Geography and the Environment, and Ruth McDermott-Levy, PhD, RN, assistant professor of nursing and public health.

The course used a live case to demonstrate the contributions each college discipline could make working on a water shortage problem for a particular community in rural Panama, as well as to have students learn “the language” of each academic area. All students were required to engage with material from all four disciplines and to travel to the project partner site in Panama over spring break.

The course included lectures through a traditional classroom environment as well as project meetings using a seminar format. In-class discussions during the lecture period and reading assignments were also utilized to reinforce project-related activities. Communication skills were emphasized throughout the course and included formal and informal written reports and oral presentations.

All students completing this course gained a basic understanding of GIS software, the role of engineering in managing water as a resource, understanding the ways that water impacts public health and the importance of a business plan in developing/maintaining a water system. Ultimately, the students produced a deliverable that integrated skills from geography, engineering, nursing and business. Final deliverables were summarized and shared with the project partner in Panama.

THE STUDENTS PRODUCED A DELIVERABLE THAT INTEGRATED SKILLS FROM GEOGRAPHY, ENGINEERING, NURSING AND BUSINESS.

Global Pharma Students Land Prestigious Internships



THERE IS NO WAY I WOULD HAVE BEEN ABLE TO LAND THIS INTERNSHIP WITHOUT THIS CLASS.

Alexandra Kinnally '14 CLAS, a biology major from White Plains, New York, landed a paid summer internship with pharmaceutical giant Novartis and credits the global pharmaceutical course with her success. She will be working in the New Commercial Channels Marketing Department within the general medicines sector helping to develop new marketing techniques, including social media, and using big data and analytical techniques to determine the best approaches to those new marketing opportunities.

The Global Pharmaceutical Industry course, taught by CGL Faculty Director Jonathan Doh, PhD, and Bill Kelly, PhD, associate professor of chemical engineering, provides an innovative and cross-disciplinary exposure to the global pharmaceutical industry and is designed to provide engineering, science and business students with an in-depth knowledge of issues and practices in this global industry.

Students explore the challenges and opportunities associated with various aspects of engineering management and business strategy in the global pharmaceutical industry. The course included lectures and discussions, guest presentations and a number of hands-on projects.

Kinnally stated that the individual who interviewed her and ultimately offered her the position was “truly impressed with my knowledge of the industry from the social media pros and cons, and the positioning of Novartis in response to the patent cliff and their corporate social responsibility. He appreciated how my knowledge was not theoretical but of real issues that are currently happening in the industry.”

Kinnally added, “There is no way I would

have been able to land this internship without enrolling in this class.” She lauded both the academic curriculum and guest speakers that included Hari Pujar, external sourcing bioprocess research and development at Merck, David Powley, senior director, sales and marketing at Sanofi-Aventis, and Mary Ogle, vice president, global strategic marketing at Teva. Kinnally said that she, “gained some great insight on the industry and was able to go into the interview with confidence. I am so grateful to Professors Doh and Kelly who met with me outside of class to help me prepare for my interviews and internship on both sides—business and science—of the pharma industry,” noted Kinnally.

Another student, Megan Wier '15 VSB, majoring in marketing, management and international business with a business analytics minor, landed an internship at Janssen Innovative Healthcare. Janssen is developing a mobile application that seeks to increase compliance with prescriptions. Wier will analyze data from the application to understand what aspects of the application are leading to an increase in following prescription regimens. Wier also credits the course with helping her to get the internship, noting that, “Being able to talk about the global pharmaceutical industry helped me land this internship especially since it is not in one of my major fields.”

CGL Supports Faculty Sustainability Across Curriculum Workshop

As part of Villanova’s commitment to sustainability education, CGL, VSB and other partners supported a workshop on sustainability across the curriculum. The workshop, which included Center Faculty Director Jonathan Doh, was designed to support faculty interested in and committed to incorporating sustainability in their Villanova classes. Workshop participants had an opportunity to hear how faculty from the College of Liberal Arts and

Sciences, the College of Engineering and VSB incorporate sustainability themes, topics and pedagogical approaches in their courses. Participants were also given the opportunity to develop syllabi or other materials that could guide their course development with input from the workshop faculty.

Zinni Co-Teaches Executive MBA Course on Global Leadership

General Anthony Zinni (Ret) '65 VSB returned to Villanova in November to teach a course for EMBA Class 13 on "Global Leadership: Lessons for an Uncertain World." The course focused on: (1) the new global challenges that face leaders; (2) the crisis in leadership; (3) the importance of self-knowledge in leadership; and (4) the critical elements of the new leadership.

In the course, Zinni argued that leading today is far more challenging than in any other time in our history. He noted that beginning with the collapse of the Soviet Union, the world has significantly changed, and that the collapse seemed to unleash a series of events and unprecedented phenomena that led to the reordering and altering of almost every aspect of global society. Zinni proposes that today's successful leaders in all fields—including business, politics, academia and government—must know how to create, operate and thrive in very fluid, flattened and integrated structures that are remarkably different from the traditional organizations we are used to seeing. In this course, students examined the trends that have reshaped our world and the ways in which visionary leaders and organizations have effectively responded to such change. Students were required to read Zinni's 2010 book (with Tony Koltz), *Leading the Charge: Leadership Lessons from the Battlefield to the Boardroom*, Palgrave Macmillan.

General Zinni joined the Marine Corps' Platoon Leader Class program in 1961 and was commissioned an infantry second lieutenant in 1965 upon graduation from Villanova University. He held numerous command and staff assignments that included platoon, company, battalion, regimental, Marine Expeditionary Unit and Marine Expeditionary Force command. His staff assignments included service in operations, training, special operations, counter-terrorism and manpower billets. Selected as a fellow on the Chief of Naval Operations Strategic Studies Group, General Zinni's joint assignments included command of a joint task force and a unified command. He has also had several joint and combined staff billets at task force and unified command levels.

His military service has taken him to over 70 countries and includes deployments to the Mediterranean, the Caribbean, the Western Pacific, Northern Europe and Korea. He has also served tours of duty in Okinawa and Germany. His operational experiences included two tours in Vietnam, where he was severely wounded; emergency relief and security operations in the Philippines; Operation Provide Comfort in Turkey and northern Iraq; Operation Provide Hope in the former Soviet Union; Operations Restore Hope, Continue Hope and United Shield in Somalia; Operations Resolute Response and Noble Response in Kenya; Operations Desert Thunder, Desert Fox, Desert Viper, Desert Spring, Southern Watch and Maritime Intercept Operations in Iraq and the Persian Gulf; and Operation Infinite Reach against terrorist targets in the Central Region. He was involved in the planning and execution of Operation Proven Force and Operation Patriot Defender during the Gulf War and noncombatant evacuation operations in Liberia, Zaire, Sierra Leone and Eritrea.

General Zinni attended numerous military schools and courses including the Army Special Warfare School, the Marine Corps Amphibious Warfare School, the Marine Corps Command and Staff College, and the National War College.

He has held academic positions that include the Stanley Chair in Ethics at the Virginia Military Institute; the Nimitz Chair at the University of California-Berkeley; the Hofheimer Chair at the Joint Forces Staff College; the Weissberg Chair at Beloit College; the Harriman Professor of Government Chair and membership on the Reves Center for International Studies at the College of William and Mary; membership on the board of Villanova University's Center for Responsible Leadership and Governance; and selection as a Carter O. Lowance Fellow in Law and Public Policy at the William and Mary Law School. He has also lectured at numerous colleges and universities in the U.S. and abroad. General Zinni retired from the military in 2000 after commanding the U.S. Central Command.

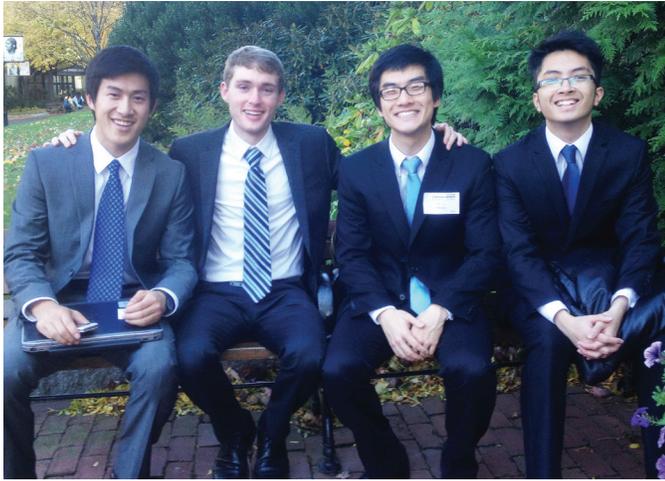


ZINNI ARGUES THAT LEADING TODAY IS FAR MORE CHALLENGING THAN IN ANY OTHER TIME IN OUR HISTORY.

CGL Sponsors CUIBE Case Competition Team

The Center for Global Leadership sponsored a team of four undergraduate students, led by Johnny Lee, PhD, assistant professor of accountancy and information systems, to participate in Northeastern University's Fourth Annual International Business CUIBE Case Competition on October 31–November 2. Team members were Billy Ma '17 VSB, Ryan Rew '15 VSB, Quan Tran '17 VSB and Karl Li '15 VSB.

Sixteen teams traveled from the nation's leading business schools to Boston to participate in this exciting event to compete for the first-place title while expanding their knowledge of the international



business arena. A panel of distinguished judges and guest speakers from the Boston community added their unique insights from their business careers in the international business world. This event affords participants the ability to showcase their talents while offering a great opportunity to network and share best practices from an international business perspective.

After reviewing the case, the Villanova team's goal was to determine a viable strategy for the mobile technology company Nokia to recapture market share in China and India. Their solution: investing in R&D to produce a high-end product that would service the needs of people from both India and China. After one year, the plan was to reclaim and refurbish the phones sold to higher-income individuals, so that they could be resold to a lower-income market.

Phones are recycled reducing electronic waste and become available for all market segments to access the full range of features from a high-end phone. While the Villanova team did not proceed to the finals, students reported that the case competition experience continues to be an invaluable opportunity for young, aspiring consultants and international business practitioners.

Global Real Estate Team Competes in London

CGL was pleased to support a group of graduate students representing the The Daniel M. DiLella Center for Real Estate in the MIT AACRE 2014 CASE Competition last March in London, England. The VSB team, Brandon Segal '14 MBA, Benjamin Littell '14 MBA, Rob Ostapowicz '14 MBA and Chris Poston '14 MBA, was one of 12 semi-finalists selected from among competitors representing 42 of the top graduate level universities worldwide. The team was led by faculty advisor and Center Fellow Tony Ziccardi.

The CASE is an annual real estate competition that provides current graduate student teams an opportunity to compete, showcase their knowledge and learn from each other through the analysis of a complex real world development site. The CASE is organized and hosted by the Alumni Association of the MIT Center for Real Estate (AACRE). This competition required the VSB team to take an existing property and redevelop/redesign it to meet numerous stakeholder needs. They developed an overall strategy and vision for the property, performed market research, created an architectural design and put together a financial analysis to prove that their project was viable.

Unlike other competitions, The CASE focuses on real estate acquisition and development underwriting at the asset level. The competition mimics the professional circumstances and assignments that students of real estate finance, construction, planning and design will encounter after graduation in the formal development industry. Three teams were selected from the semi-finalists to advance to the final round to be judged by industry veterans in front of a live audience.



GRADUATE STUDENT TEAMS GET AN OPPORTUNITY TO COMPETE, SHOWCASE THEIR KNOWLEDGE AND LEARN FROM EACH OTHER.

IN THE COMMUNITY: OUTREACH AND SERVICE

Careers in Global Development Day



On March 26, Villanova University hosted its second annual “Careers in International Development Day” for students interested in the exciting, multi-faceted field of international development and humanitarian assistance. The program provided students with information on the education, skills and experience needed to enter this competitive field. Approximately 300 students from Villanova University, Arcadia University, Cabrini College, Catholic University, Eastern University, Rosemont College and St. Joseph’s University attended the event.

Suzanne Toton, EdD, coordinator, University Partnership with Catholic Relief Services and associate professor in the Theology & Religious Studies Department, stated, “Villanova students want to make a difference with their lives, and many of them have been inspired by Catholic Relief Services and its staff who have shared their experience working with some of the poorest populations in the world – addressing suffering, promoting justice and building peace.” Added Toton, “More students are taking courses related to global issues, and the Global South, in particular. They are also taking advantage of semester break immersion experiences in poor regions overseas and in the U.S.”

Lindsay Coates, executive vice president for InterAction, delivered the opening plenary on the topic of “The Scope and Changes in the Field of Humanitarian Relief and Development.” Coates leads the public policy and outreach conducted by InterAction, the largest alliance of U.S.-based international NGOs. Coates serves on the board of the Global Health Council, the steering committee of the

World Bank Global Partnership for Social Accountability, the Obama administration’s Task Force on Global Poverty, the Board of Episcopal Relief and Development, and the Public Policy Committee of the Independent Sector.

The opening address was followed by breakout roundtables with professionals in a number of fields including Advocacy and Impacting Policy, Social Entrepreneurship, Social Impact Investing, Global Health, Government Foreign Service, Humanitarian Engineering, NGOs, Think Tanks and the United Nations. The breakout sessions introduced students to the variety of career options in the field and gave them insight into how to gain traction in such a competitive arena.

In addition to the roundtables and opening address, students had the opportunity to visit a market-style resource area with information about Villanova curricular and extra-curricular offerings, post-baccalaureate overseas volunteer opportunities, as well as graduate international studies programs.

The program was sponsored by The University Partnership with Catholic Relief Services (CRS), the University Career Center, the College of Liberal Arts & Sciences, the College of Nursing Center for Global and Public Health, the Villanova School of Business, The Center for Global Leadership, The College of Engineering, the Office of Mission and Ministry and The Southeastern Pennsylvania Consortium for Higher Education.

CGL Contributes to Inaugural GlobalPhilly™ 2013 Exposition



This fall, the Global Philadelphia Association (GPA) directed a regional conversation change about Philadelphia. From September 15 through November 1, the Association and its network of over 120 members devoted a 47 day spotlight to the many international dimensions in the City of Brotherly Love. The GlobalPhilly™ 2013 exposition is the first of its kind for Philadelphia and exemplifies the global aspects of the city through seven different categories: advocacy, arts, commerce, cuisine, education, heritage and sports. GPA Board Chair and President John F.

Smith III summed up the month-and-a-half long exposition like this: “GlobalPhilly™ 2013 (GP13) is about raising the awareness of this region as to its international past, present and future.”

To make GP13 an accessible experience, information about the exposition was consolidated into a Passport—a booklet containing detailed listings for the six weeks of events. The free Passport showcased events chronologically, providing the where, when and what of every listing.

GPA Executive Director Zabeth Teelucksingh remarked that GP13 really showed off the international side of Philadelphia, a city inextricably tied to the American narrative of the Constitution and the Founding Fathers. “I think GP13 really helps to brand Philadelphia. It certainly helps to push the city back out into the international realm,” she says. In Teelucksingh’s view, Philadelphia is often tied to a small list of clichés, overshadowing the vast number of international assets of the city. Highlighting international business education, Villanova’s Center for Global Leadership collaborated with the MBA Program to feature an open house and lecture by Center Faculty Director

Jonathan Doh on September 24 entitled, “Globalization and the Changing Balance of Economic Power.” The event was held in Center City at The Hub, and attracted more than 40 business professionals and potential MBA candidates. Center Director Kim Cahill commented, “This was the perfect opportunity to increase our visibility and showcase VSB’s international business expertise and global opportunities within the larger context of GP13.”

GlobalPhilly™ 2013 is part of the movement towards an even greater Philadelphia by giving Philadelphia citizens their first modern, international exposition in which they can participate on many levels. The multi-faceted exposition served as an eye-opening series of events throughout the diverse and multicultural city of Philadelphia. The primary aim of this work, as Global Philadelphia Association views it, is to pave the way for economic and social prosperity in the long term.

CGL Partners with the World Trade Center

CGL was pleased to support several programs of the World Trade Center of Greater Philadelphia (WTCGP). The Philadelphia International Showcase, held September 25–26, is recognized as the region’s leading international business reception and networking event, and brings together the international business, diplomatic and academic communities to “showcase” the international vitality of Greater Philadelphia as a world-class region and international business destination. Mayor Michael Nutter provided opening remarks and confirmed his commitment to Philadelphia as a hub for international trade.

The Curtis Institute of Music opened its doors to over 175 invited guests for WTCGP’s signature event. This year’s showcase event honored the Consular

Corps Association of Philadelphia, the oldest association of foreign consuls in the U.S., encompassing representatives from 33 countries. Leading up to the event, the WTCGP organized a total of 310 meetings with 23 authorized trade representatives (ATR) from around the world, for 80 south-eastern PA companies during Pennsylvania International Week. These international representatives answered questions and helped identify new strategies to grow the companies’ export sales.

On April 9, CGL hosted WTCGP’s Export Finance Workshop at Villanova University. The workshop provides a roadmap to export finance programs and is designed to address the challenges exporters face in a tight credit environment. Participants learned how companies can benefit from

programs such as Ex-Im Bank’s export credit insurance and SBA’s Working Capital Loan Guarantees. The audience appreciated hearing personal accounts from Elena Rawson-Brennan ’94 CON, CFO/COO, R&M International Sales Corporation, and Michael Goodman ’74 VSB, president, Metallurgical Products Company, who have used export financing to significantly grow their international businesses.

THE WTCGP PROVIDES A ROADMAP TO EXPORT FINANCE PROGRAMS AND ADDRESSES THE CHALLENGES EXPORTERS FACE IN A TIGHT CREDIT ENVIRONMENT.

International Business Society Maintains Momentum

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

The 2013–14 Executive Board included: Kyle Mulligan '14 VSB, co-president; Bill Skinner '14 VSB, co-president; Brian Lynch '15 VSB, co-vice president; Tim Wywoda '14 VSB, co-vice president; Kenyn Cheatham '15 VSB, marketing director; and Zal Sayari '14 VSB, treasurer. 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 international business.

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.

Business Without Borders Students Attend Net Impact Conference



Thanks to generous support from the Center for Global Leadership and the Clay Center at the Villanova School of Business, three members of Business Without Borders (BWB) travelled to San Jose, California, for the Net Impact Conference in October 2013. As a chapter of Net Impact, BWB strives to educate Villanova students on the reality of sustainable and socially responsible business solutions and sends members to the Net Impact Conference each year.

This year's attendees, Katie Schaad '14 VSB, Ryan Hagen '14 VSB and Vidhi Shah '15 VSB, were afforded the opportunity to attend numerous workshops, lectures and roundtable discussions with fellow undergrads, graduate students and professionals on opportunities for businesses to create positive social and environmental impact.

Keynote speakers were the president of micro-lending platform Kiva, Premal Shah, TOMS shoes founder Blake Mycoskie, and CEO of DoSomething.org, Nancy Lublin. According to Hagen, "Hearing from business and thought leaders who are addressing these issues daily got me to think about them in new ways." The issues Hagen refers to range from energy consumption and recycling to lack of accessible sustainable food, all of which were a focus throughout the weekend. For Shah, an accounting and finance double major, the sessions on impact investing were of particular interest. "Impact investing isn't mainstream but it's investing for the greater good," Shah explained. Marketing major Schaad attended sessions that reflect her marketing interests including a panel entitled "Iconic Brands: Raising the Sustainability Bar to Drive

Innovation" on which executives from Ford Motor Company, Coca Cola and Levi's shared their companies' social responsibility strategies. Schaad shared, "These iconic name brands are making sustainable choices, not because they have to, but because it's just good business. Many people don't understand that sustainability doesn't just mean going green to save the environment, it's about making sure your company will be around for another hundred years."

The 2013 Net Impact Conference offered a valuable experience for these three VSB students looking to use business for good. As Kirsten Tobey, co-founder of Revolution Foods, said in her closing address, "The most revolutionary ideas come from the most relentless learners."

Students Host Costco Co-Founder



On January 16, the co-founder and former CEO of Costco Wholesale, Jim Sinegal, joined the Villanova community to discuss his company's history and its corporate commitment to good business practices. Sinegal met with faculty, staff and students throughout the day and concluded his visit with a presentation to approximately 200 people in the Connelly Cinema.

Sinegal, a 2012 recipient of an honorary degree from the University, generously returned to campus to share his company's story in a presentation entitled, "Costco: The First 30 Years." Sinegal founded international retail giant Costco with Jeff Brotman in 1983. Today, the company operates in nine countries, is the second-largest retailer in the U.S. (second only to Walmart) and netted \$97 billion in sales during 2012 alone.

In addition to his formal presentation, Sinegal spoke in two more exclusive settings—the first with Villanova School of Business faculty and staff and the second with select students of all colleges. During these sessions, Sinegal offered advice about balancing doing well with doing good and explained that his company's commitment to superior employee treatment is not based on altruism, but on good business practice. Sinegal spoke candidly about his experiences and gave sincere accounts of both his successes and his missteps.

Dr. Barbara Wall of the Office for Mission and Ministry, who initially nominated Sinegal for his honorary degree, spearheaded the event. VSB's Business Without Borders played a key role in event organization and execution, and the Center for Global Leadership sponsored the faculty session.

Multi-Cultural Business Association Organizes Career Conference

The Multicultural Business Association held its Third Annual Career Conference on November 11. The aim of this conference is to provide students an opportunity to interact and network with recruiters from the top firms on campus in a smaller and more personal setting than standard career fairs. The theme of this year's conference was, "Go Beyond the Status Quo." Aside from the opportunity to stand out amongst recruiters, attendees were encouraged to consider career paths that were both unique and diverse.

The keynote speaker for the evening was Julia Collins, managing partner at Mexicue restaurants and an accomplished restaurant developer and entrepreneur. A Harvard and Stanford graduate, Collins centered her presentation on the experiences in her career that could have pigeonholed her into a stable yet monotonous life, and how those experiences motivated her to seek new horizons. She touched on her lifelong passion for cuisine and how her experiences came full circle after she pursued a career in restaurant development. Collins encouraged the audience to not let the worries of becoming a successful professional overshadow their true passions, as she has proven that the two can coexist in perfect harmony.

The conference had over 35 students in attendance as well as representatives from over ten companies from a broad range of industries. 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. II Luscri, director of the Center for Innovation, Creativity and Entrepreneurship (ICE), provided the opening remarks, and the conference was proudly sponsored by the Center for Global Leadership and the ICE Center. Corporate sponsors included PwC, Deloitte, EY, KPMG, Bloomberg and Johnson & Johnson.



STUDENTS AND REPRESENTATIVES WERE ABLE TO BUILD AND STRENGTHEN THEIR RELATIONSHIPS.

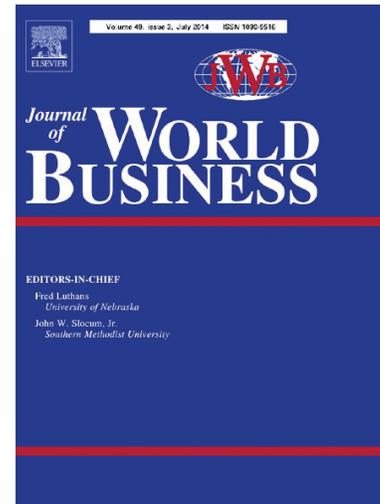
AMONG THE ACADEME: RESEARCH AND THOUGHT LEADERSHIP

Doh Selected as Editor-in-Chief of *Journal of World Business*

Center Faculty Director Jonathan Doh was selected as the incoming editor-in-chief of the *Journal of World Business (JWB)*, one of the leading international business journals. Since 2011, Doh has been serving as senior editor of *JWB* with responsibilities for the global business environment. As part of this transition, it is expected that the journal will officially be housed at the Villanova School of Business and Center Director Kim Cahill will serve as managing editor. *JWB* has one of the longest and most established histories of major

business management journals, starting as the *Columbia Journal of World Business* in 1965. Since that time, *JWB* has been recognized as one of the top three international business journals.

In response to the announcement appointing him editor-in-chief, Doh said, “I hope to build on the strong record of *Journal of World Business* as a premier international business journal that publishes innovative, cutting-edge research on all aspects of global business management topics.”



Center Co-Sponsors Workshop at London School of Economics

The Center for Global Leadership, along with the Center for International Business and Public Policy at Aberystwyth University, the College of Business at Rikkyo University and the *Journal of World Business* published by Elsevier, held a workshop at the London School of Economics on January 28 on the topic, “Back to the Great Illusion? Global Governance and International Nonmarket Strategies for the 21st Century.” The workshop featured authors whose papers are being considered for a special issue of *Journal of World Business*, co-edited by Center Faculty Director Jonathan Doh, Steve McGuire, Aberystwyth University, and Toshiya Ozaki, Rikkyo University.

In addition to the paper presenters, featured invited presentations included Tom Lawton, co-author (with Jonathan Doh and Tazeeb Rajwani) of the book, *Aligning for Advantage: Competitive Strategies for the Political and Social Arenas*, Kamel Mallahi, and featured keynote presenter Stephen Kobrin of The Wharton School of the University of Pennsylvania.

THE WORKSHOP FEATURED AUTHORS WHOSE PAPERS ARE BEING CONSIDERED FOR A SPECIAL ISSUE OF *JOURNAL OF WORLD BUSINESS*.

CGL Celebrates Chen's Research Accomplishments



Lucy Chen, PhD, assistant professor of accountancy and information systems, reflects VSB's commitment to combining theory and practice to enhance student learning. She possesses extensive industry knowledge and pursues cutting-edge research, both of which she leverages in her classroom. Chen is VSB's resident expert on international accounting, earnings quality and corporate governance.

Contemporary Accounting Research recently published her paper, "The Impact of Firm Characteristics on Trading Volume Reaction to the Earnings Reconciliation from IFRS to US GAAP." Another article, "Accounting Conservatism, Earnings Persistence, and Pricing Multiples on Earnings," will appear in *Accounting Horizons*. A third article, "The Impact of Eliminating the Form 20-F Reconciliation on Shareholder Wealth: Evidence from the U.S. Cross-Listed Firms," has been conditionally accepted at *The Accounting Review*, the top ranked journal in the field.

Prior to joining VSB in 2011, Chen spent five years at Arizona State University. She received a BS in accounting from Xiamen University in China and obtained a PhD from the Fox School of Business at Temple University. Over the course of her career, Chen has received numerous accolades for excellence in accounting, including winning the research excellence award from VSB's Center for Global Leadership for three consecutive years, the Merves Scholarship for outstanding achievement, the American

Accounting Association Doctoral Fellowship and the American Accounting Association New Faculty Consortium Fellowship.

Chen's dedication to accounting does not stop at teaching and research. She is a member of the Phi Kappa Phi honor society and serves on a committee selecting the student excellence award. She is very active with the American Accounting Association, serving on the membership committee of the International Accounting Section and coordinating the 2015 Symposium for Business Ethics.

Chen attributes her success to being versatile and able to adapt to changes in her environment while embracing continuous change. She concludes, "passion, persistence and being positive are my key tools for doing research."

CGL Co-sponsors Foreign Aid Debate and Research Seminar



On November 1, Economics Professors Andrew W. Horowitz, PhD, Walton College of Business, University of Arkansas, and Christopher Kilby, PhD, associate professor, economics, met with students for an "Economists Debate Foreign Aid" session discussing donor motives, influence in

international financial institutions and the effectiveness of aid. The visit was supported by CGL and in collaboration with the Department of Economics.

The student program was followed by a research seminar luncheon for faculty entitled, "Is Foreign Aid Motivated by Altruism or Self-Interest? A Theoretical Model and Empirical Test." The paper develops a model of strong altruism and uses it to identify when aid donors behave in a strongly altruistic fashion toward individual aid-receiving countries. The paper then explores whether the impact of aid on growth is different when aid is motivated by strong altruism.

Horowitz has served as an analyst for the Congressional Budget Office, been a Fulbright Scholar in Brazil, consulted for The Inter-American Development Bank, and accompanied and advised a U.S. Congressional trade mission to Brazil.

He has published articles in *The American Economic Review*, *The International Economic Review*, *The Journal of International Economics*, *The Journal of Development Economics* and many other journals. Horowitz is a member of the AidData Research Consortium.

DR. HOROWITZ MET WITH STUDENTS FOR AN "ECONOMISTS DEBATE FOREIGN AID" SESSION DISCUSSING DONOR MOTIVES.



Doh Co-authors Two New Books

Center Faculty Director Jonathan Doh has co-authored two new books. The first, *International Management: Culture, Strategy, and Behavior* (9th edition) is an updated version of the best selling international management text, co-authored with Fred Luthans. For this edition, Luthans and Doh have included new and enhanced themes, including greater focus on global sustainability and sustainable management practices and their impact on international management, discussions of the impact of the global economic recession on international management, and greater emphasis on emerging markets and developing countries.

The book also includes updates of previous case studies, and new cases on IKEA's global expansion and Google's challenges in China, among others. The cases were authored by Doh's students, Deborah Zachar '12 MBA (IKEA), and Karl Li '15 VSB and Pin-Pin Liao '15 VSB (Google). In addition, Doh's Graduate Fellow, Ben Littell '13 MBA, provided extensive research assistance for the book.

The second book, co-authored with Thomas C. Lawton and Tazeeb Rajwani, is *Aligning for Advantage: Competitive Strategies for the Political and Social Arenas*, published by Oxford University

Press. The book argues that to build and sustain business success, companies must synchronize competitive strategies with social engagement and political and regulatory activism. The book advances a strategic management approach to a company's engagement with political, regulatory and social arenas and interests.

Syd Finkelstein of Dartmouth's Tuck School of Business said, "What a timely book! In an era where no company is immune to political and social forces, *Aligning for Advantage* gives managers a blueprint of what to look out for, how to craft a proactive strategy in the face of these forces, and even how to make nonmarket strategy a key driver of business performance results." Catín Vásquez '73 CLAS of GE said the publication is, "a provocative and superbly written book on today's global management." The book was published in March 2014 and is available from all major book sellers.

Center Faculty Director in *Financial Times*

Center Faculty Director Jonathan Doh co-authored an article that appeared in the *Financial Times* on September 23. In the article entitled, "Innovative partnerships could transform education," Doh and his co-author, Guy Pfefferman, chief executive of the Global Business School Network and previous chief economist for the International Finance Corporation, argue business schools should export high-quality online courses to students in the developing world. Universities and business schools are being hit by a technological revolution that is wreaking havoc on their traditional business models and generating "creative destruction" of a magnitude that would have awed the economist Joseph Schumpeter himself. Online learning, and MOOCs in

particular, as well as increasingly universal access to portable computers, tablets, smartphones etc., are revolutionizing the industry. In a nutshell, clients—students and parents—now have low or no-cost alternatives to increasingly expensive universities.

The technological pressures facing universities are compounded by ageing infrastructure, a backlash over rising costs and, in the case of U.S. schools, competition from international universities. Business schools around the world are scrambling to figure out how to adjust to the brave new world. Most are gearing up to blend online materials into their courses, and a growing number are producing 100 percent online courses.





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. The winning papers are selected after rigorous blind peer review and present their research at the Center's research seminar at the end of the spring semester. Given the importance of global leadership in all of today's rapidly changing business environments, authors from all business disciplines (e.g., accounting, economics, decision and information sciences, finance, management, marketing) are encouraged to submit. The paper must have a clear relationship to some aspect of global business and/or responsible leadership, broadly defined. This is a selective and competitive process.

[The Center for Global Leadership at Villanova School of Business is pleased to announce the 2013–14 Research Excellence Awards:](#)

- *Incentive-based Compensation for Chief Internal Auditors and External Audit Fees*
Lucy Chen, PhD, assistant professor, accountancy and information systems
- *Do Shareholders Have Say On Corporate Social Responsibility Decisions? Evidence from Toxic Release Data*
Tina Yang, PhD, assistant professor, finance
- *Excess Reserves and Economic Activity*
Scott Dressler, PhD, associate professor and **Erasmus Kersting**, PhD, assistant professor, economics

[Honorable Mention Awards:](#)

- *Leading Technical Teams to High Performance through Intrinsic Rewards and Engagement*
Steve Stumpf, PhD, professor, and **Walt Tymon**, PhD, associate professor, management and operations
- *Vertical Integration and Supplier Finance*
Erasmus Kersting, PhD, assistant professor, economics
- *What Is The Relation Between Systemic Risk Exposure and Sovereign Debt?*
Mike Pagano, PhD, The Robert J. and Mary Ellen Darretta Endowed Chair in Finance
- *Knowledge Creation of Cosmopolitans and Locals in Academia: Role Orientations, Foci of Commitment, and Post-Tenure Productivity*
Kevin Clark, PhD, associate professor, management and operations
- *Political "Investments" and Credit Risk: Evidence from Credit Default Swaps*
Paul Hanouna, PhD, associate professor, finance

CGL gratefully acknowledges the financial support of Mary V. and Herbert F. Aspbury in making these awards possible.



Center Advisory Council Chair Shares Insights with EMBA's

Center for Global Leadership Advisory Council Chair Steve DeRose, most recently vice president of global customer excellence at Unilever, was the guest for a March 9 fireside chat with Villanova Executive MBA students. DeRose shared his insights on global leadership, cross-cultural management, adapting products to different national markets, work-life balance and pursuing a global

career. CGL Faculty Director Jonathan Doh kicked off the session and moderated the discussion. Doh taught the global management course for the EMBA's along with Center Advisory Council member Manny Nunez '03 MBA. Nunez later traveled with this cohort to Hong Kong and Vietnam.



CGL Selects Critical Incidents Awards

Jim Bierstaker, PhD, associate professor, accountancy and information systems, developed two case studies this year for an auditing class under CGL's Critical Incidence Program. The first study, "Manager Musical Chairs: Audit Quality Considerations," deals with auditors' ethical responsibilities for communicating with National Office and following quality control standards. While the second case, "West Africa Financial Advisors: A Potential

Conflict of Interest?" focuses on a potential conflict of interest at a financial services firm in Africa that provides both valuation services to hedge funds and advisory services pension funds. This case deals with financial advisors' ethical responsibilities for communicating potential conflicts of interest, even when it may not be a regulatory issue in their home country.

WITHIN THE CENTER: STAKEHOLDERS, PARTNERS AND SUPPORTERS

CGL Launches Professional Development in IB—Panama

During the first week of 2014, a delegation of Villanova University faculty, staff, alumni and spouses traveled to Panama City, Panama, with the Center for Global Leadership's Professional Development in International Business Program. The trip enabled participants to gain firsthand knowledge of the Panamanian business environment through corporate and governmental site visits and cultural experiences. Panama's expanding economy and unique business environment, along with its blend of history and modernity, made it an ideal site for international business programming.

Over three eventful days, participants met numerous high-level Panamanian executives and elected officials. During the visit to the U.S. Embassy, the group learned about the country's current political and economic climate from Jonathan D. Farrar, the U.S. ambassador to Panama, John Coronado, the senior commercial officer, and the ambassador's political and economic counselors. In the afternoon, the group visited Banco General, S.A., which *Global Finance* rated the "Best Bank in Panama." Raúl Alemán, executive vice president and general manager of the bank, shared his insights on the country's commercial environment and financial standing. This visit was made possible by Gary Chong-Hon '98 VSB.

PARTICIPANTS MET NUMEROUS HIGH-LEVEL PANAMANIAN EXECUTIVES AND ELECTED OFFICIALS.

On the second day, the group traveled along the Panama Canal on the Historic Panama Railroad to the Gatun Locks, the canal's largest set of locks. During the journey, CGL Advisory Council members Catín Vasquez '73 CLAS and Aurelio Barria '73 VSB described the construction and political history surrounding the canal. Upon reaching the Caribbean coast, the group toured the current canal and observed large vessels passing through the lock chambers. Later, Luis Ferreira, a lead engineer on the Canal Expansion Project, shared the progress of the initiative that will enable longer and wider ships to pass. Before returning to the Pacific coast, participants listened to a presentation at Manzanillo International Port Terminal in the Colón Free Trade Zone, the largest port in Latin America.

On the final day of the trip, the Museum of Biodiversity ("Biomuseo"), which was still under construction, opened its doors to offer the Villanovans a sneak peak of the impressive and vibrant exhibits housed in a Frank Gehry designed building. Afterward, the group headed to Panama Pacífico, an international business park and real-estate development zone, where representatives from the property developer, London & Regional, discussed the area's growth and future. To better understand the significance of the business park, the group toured 3M, which has set up manufacturing and regional headquarters there.



To conclude the cultural and informative visit, CGL invited Panamanian alumni, students and their families to join the delegation for a closing reception at the Trump International Ocean Club. The event provided a wonderful opportunity to further understand and strengthen the relationship between Villanova University and Panama.

Participants applauded the various visits and were particularly thrilled with the opportunity to interact with alumni and learn about their experiences and current roles. "These types of trips have enormous positive future implications for our University—almost limitless. We should continue them at the college and University levels," said one participant.

The program was sponsored by the Center for Global Leadership with support from TOTE, Inc., the Villanova Alumni Association and the Villanova Center for the Advancement of Sustainability in Engineering. Participants came from a variety of industries including finance and banking, transportation and logistics, international law, insurance, consumer goods, electronics, government, healthcare and academe. In addition, ten faculty from Villanova's School of Business, Engineering and Liberal Arts and Sciences joined the group, including three deans: Daniel Wright, vice dean, Villanova School of Business, Michael Capella, associate dean of graduate and executive education, Villanova School of Business and Barry Selinsky, associate dean for research and faculty development, College of Liberal Arts and Sciences.



“Pay it Forward” International Service Grants Awarded

The goal of CGL’s “Pay it Forward” scholarship is to create a sustainable stream of financial resources to support students with an interest in international service projects. An agreement has been established with scholarship recipients for a commitment to sponsor future applicants, and the funding will support travel and in-country expenses for the service project. Regular correspondence will create a network of international service program alumni that can follow the progress of the students funded and offers continued engagement opportunities with the projects as well. This year’s recipients were Stephanie Cheung ’14 VSB, a finance major with a minor in marketing, Amayo Bassey ’14

VSB, an accounting and international business double major, and Caroline Turpin ’14 VSB, a management information systems major with an accounting minor. Cheung and Turpin spent their semester break in Nicaragua, examining the ways in which ecotourism can be used to spur economic growth in a rural community. Bassey traveled to La Romana, Dominican Republic on a mission trip, accompanying nursing students to deliver healthcare to Haitian immigrants living and working in rural communities in the sugar cane fields. She also served as a volunteer in school programs, tutoring children at a local orphanage.

THE GOAL OF THE SCHOLARSHIP IS TO CREATE A SUSTAINABLE STREAM OF FINANCIAL RESOURCES TO SUPPORT STUDENTS WITH AN INTEREST IN INTERNATIONAL SERVICE PROJECTS.

IB Careers Activities Held

Once each semester, CGL organizes an event that allows business students to explore career options in the field of international business. In the fall, Center Faculty Director Jonathan Doh led a session on “Preparing for Careers in International Business (IB) and the IB Co-major and Minor,” sharing his personal experiences and that of colleagues that followed different global career paths. Bill Skinner ’14 VSB, president of the International Business Society and IB/finance co-major, and Kaitlyn Dormer ’14 VSB, president of Business without Borders and IB/marketing co-major, served as student panelists and discussed their international experiences, internships and IB coursework with their peers.

In the spring, CGL hosted Careers in IB “Speed Dating,” bringing together a small group of VSB students for intimate conversations with seasoned IB professionals from the CGL Advisory Council. Participating members included Steve DeRose ’76 VSB, former VP, Global Customer Excellence, Unilever; Arlene Driscoll ’82 VSB, global marketing consultant; Tom Henry ’81 VSB, partner, Credit & Incentives Network, PwC; and Kerry White, global director, BNY Mellon. Feedback from the students and alumni alike were overwhelmingly positive.

White House Honors Chiarello as a Champion of Change



NATURAL GAS
SUPPLIERS ARE NOW
CREATING DISTRIBUTION
NETWORKS IN MAJOR
U.S. PORTS.

On May 13, the White House honored eleven local heroes who are “Champions of Change” for their exemplary leadership to ensure that transportation facilities, services and jobs help individuals and their communities connect to 21st century opportunities. These individuals are leading the charge across the country building connectivity, strengthening transportation career pathways and making connections between transportation and economic growth.

Honorees included CGL’s Advisory Council member, Anthony Chiarello ’77 CLAS, president and CEO, TOTE. Chiarello has led TOTE to build the first liquefied natural gas (LNG) powered container ships in the world, and TOTE is the first maritime company in the U.S. to convert its entire fleet to natural gas. As a result of his vision and leadership, natural gas suppliers are now creating distribution networks in major U.S. ports, making gas available to all transportation modes in those markets. Natural gas powered ships will achieve emissions reductions far below even the world’s most stringent regulatory standards. These emissions reductions will have long-lasting and far-reaching positive effects on the health and safety of citizens along the U.S. coastline, particularly in Washington, Alaska, Florida and Puerto Rico where TOTE ships are part of the critical domestic

supply chain. As the adoption of natural gas fuel spreads, air emissions will be lowered along the coastline as part of the North American Emissions Control Area, and additional environmental benefits will accrue in ports, on roads and rail lines.

The Champions of Change program was created as an opportunity for the White House to feature individuals doing extraordinary things to empower and inspire members of their communities.

Cahill’s Term on District Export Council Renewed



Kim Cahill, director of the Center for Global Leadership, will continue to serve on the Mid-Atlantic District Export Council (DEC). The only representative from higher education in the region, Cahill’s term has been renewed for four more years.

The DEC, representing Pennsylvania, Delaware and New Jersey, is an organization whose members are drawn from U.S. industry and whose knowledge of international business provides a unique source of professional advice to help American firms compete and win business in the global marketplace. The DEC works closely with the U.S. Commercial Service offices in Philadelphia and South Central New Jersey, volunteering their time, energy and expertise to increase awareness

of export opportunities and export resources available to small and medium sized businesses. For over three decades, the Mid-Atlantic DEC has aided the expansion of local companies in entering new overseas markets and exporting for the first time, thus promoting the nation’s economic growth and creating new and higher-paying jobs for the business community.

Cahill commented, “Serving on the DEC allows me to connect international business education directly with global firms in our region and to contribute leadership experience in support of the nation’s joint industry/government export expansion effort.”

ACE International Leadership Lab Concludes Work

On March 28–30, the American Council on Education (ACE) peer review team visited Villanova University, concluding the two-year ACE Internationalization Laboratory. The project is an invitational learning community that assists participating institutions to develop a capacity, capability and strategy for comprehensive internationalization, which is infusing an international/intercultural dimension to all aspects of teaching, learning, research, service and outreach. While on campus, the peer review team met with the Villanova International Leadership Team, University leadership, Dean's Council and the Office of International Studies. The peer review team acknowledged that Villanova is clearly fortunate to have support for internationalization from many in the faculty and administration. However, the conversations about comprehensive internationalization need to continue to widen the base of support so that the University can effectively deliver what its vision, mission and strategic plan imply about internationalization. The team commented, "Villanova is well positioned to continue developing its work in comprehensive internationalization because it has all the key ingredients:

leadership, energy and emerging structures to support this work."

The initiative was chaired by Susan Mackey-Kallis, PhD, associate professor, communication, and led by the Villanova International Leadership Team including CGL's Kim Cahill and Jonathan Doh. Cahill chaired a subcommittee on internationalization, community engagement and global outreach and also served on the writing committee. Doh co-chaired the subcommittee on strategic international partnerships.

During the two-year program, Villanova's Internationalization Leadership Team conducted an audit and assessed existing international initiatives to develop a strategy for comprehensive internationalization aligned with the mission, to articulate specific goals and to assess progress with a particular focus on global student-learning outcomes.

Goals that emerged from the work of the International Leadership Team and seven subcommittees ranged from including internationalization in our vision statement and strategic plan to identifying global learning goals and assessment and defining criteria for strategic international partnerships.

The ACE peer review team noted that Villanova's Internationalization Laboratory Team has demonstrated that it can engage faculty members and influence faculty processes, and the University should continue this important work. Internationalization is a long-term project, requiring regular procedures for checking progress. By developing and continuing an intentional process, Villanova will make its balanced internationalization goals part of its everyday operations, continuing to reinforce its status as a distinguished and distinctive institution.



CGL Thanks Outgoing Research Associate



CGL thanks outgoing research associate Kaitlyn Dormer '14 VSB for her outstanding contribution to the center's programs and initiatives. Her Spanish language skills and previous experience in Latin America were particularly critical in the development of CGL's program in Panama. Dormer graduated with a double major in marketing and international business, and a minor in Latin American studies. She studied development in Argentina and completed an independent research project in which she investigated the economic impact of the provision of running water in an urban slum in Buenos Aires. With the understanding that water is a critical part of international development, Dormer continued her work through an interdisciplinary management, engineering and geography class. The course is based on the improvement of a gravity-driven

water system in a rural region of eastern Panama. During spring break of 2013, she traveled with the class to the project site to better understand the community needs and to build and expand a system that is sustainable and scalable. Dormer will begin her career as a participant in the Lutheran Volunteer Corps where she will be working on community development and outreach in the Chicago area. Dormer hopes to continue to study the theme of water and development and to find a career path in which she can utilize her business education to improve access to this necessary resource around the world.

Ron Cruse International Fellowship 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 University-wide 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 US, preferably involving business or other public or private organizations. There is a strong preference for destinations in the developing and emerging regions of the world. Students must be nominated by a departmental chairperson or center director to qualify and the program is administered by CGL.

Morgan Gruenewald '16 CLAS is a double major in political science and economics and is interested in pursuing a career in international development. She is looking forward to applying her Cruse Fellowship toward SIT's Development Studies program in Kampala, Uganda. 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 in the fall, Gruenewald hopes to assess barriers to healthcare delivery in refugee populations.

Michael Lamb '16 VSB is pursuing majors in finance and economics and minors in accounting and business analytics. Lamb will utilize his fellowship while working with a microfinance NGO in Punta Gorda, Belize. He will be assisting local entrepreneurs gain the capital they need through grants and loans in order to start their small businesses. He will continue to work with 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.

THESE AWARDS ARE INTENDED TO SUPPORT COMPELLING, UNIQUE AND POTENTIALLY TRANSFORMATIVE EXPERIENCES OUTSIDE OF THE U.S.



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 the generous philanthropy of Rammrath. This year, the scholarship supported four international students from Bolivia, Costa Rica, Vietnam and Nepal, six summer study abroad programs with embedded

internships in Shanghai, Madrid and London, and seven semester study abroad programs in China, Chile, Italy, Spain and the UK.

Once a year, Rammrath travels to campus to meet with the students in an intimate setting to personally 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, as well as providing a handwritten thank you note upon acceptance of the scholarship funding.

Center Leadership

The Center for Global Leadership is led by a faculty director, director, associate faculty director and program coordinator. The center 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**, Program Coordinator

2059 Bartley Hall | (610) 519-3906 | leadershipcenter@villanova.edu

CGL Welcomes New Members

- **Spencer Huston** '17 PA, Managing Director and Head of Capital Markets, Mitsubishi UFJ Securities
- **Mary E. Ogle** '09 MBA, Vice President, Global Marketing, Teva Pharmaceuticals
- **Bill McKeown** '85 VSB, audit partner, KPMG
- **John Muller** '87 VSB, '17 PA, '18 PA, Vice President/GM, Advantech Corporation
- **Charles F. Riceman**, Managing Director, Golub Capital
- **Bob Toohey** '17 PA, President Digital Media Services, Verizon Communications Inc.

CGL Thanks Departing Members

We would like to thank the following advisory council members for their years of work and dedication:

- **Aurelio Barria** '73 VSB, executive vice president, Motta-Internacional SA
- **Paul Colonna** '90 VSB, president & chief investment officer, fixed income, GE Asset Management
- **Bill Shockley** '83 VSB, partner, Tincum Capital Partners
- **Catin Vasquez** '73 CLAS, executive director, Latin America gas vertical, General Electric

Gracias, Merci, Danke, Xie-Xie, Shokran, Grazie

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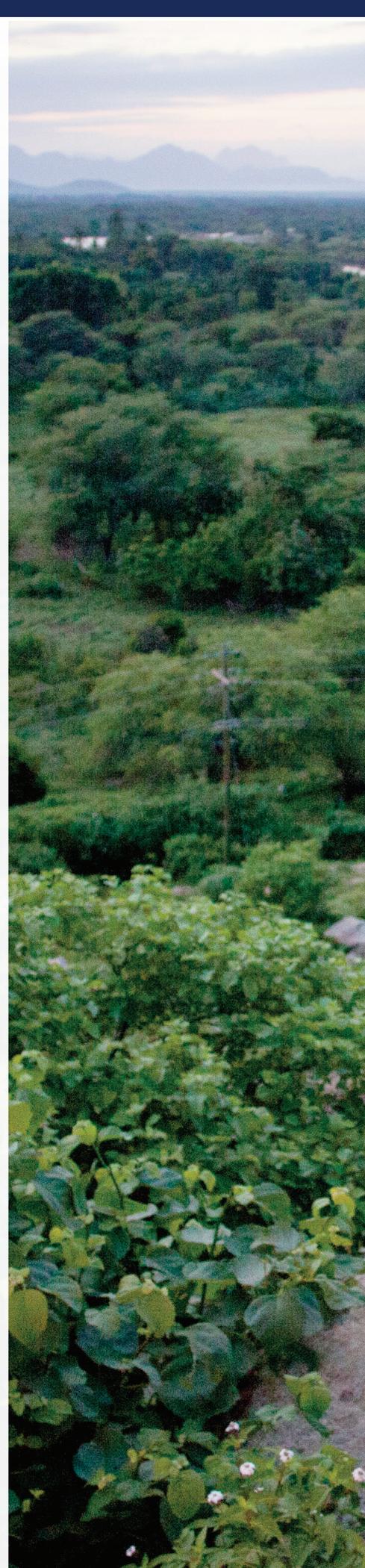
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- **Kimberly (Kim) A. Cahill**
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Unilever United States, Inc.
- **Jonathan P. Doh, PhD**
Faculty Director, CGL
Rammrath Chair in Intl. Business
Villanova School of Business
- **Arlene A. Driscoll** '82 VSB
Global Marketing Consultant
- **Richard (Rich) G. Heintzelman** '81 VSB
Executive VP and Head of Commercial
Wallenius Wilhelmsen Logistics America
- **Thomas (Tom) E. Henry** '81 VSB, '92 VLS
Partner
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President Digital Media Services
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Global Director
Strategic Product Delivery
and Commercialization
BNY Mellon

Associate Council Members

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Product Analyst,
Innovation and Strategic Partnerships
Visa, Inc.
- **Kaitlyn M. Mincer** '08 VSB, '13 MBA
Senior Auditor
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Center for Global Leadership | Bartley Hall 2059 | Villanova School of Business
800 Lancaster Avenue, Villanova PA 19085
(610) 519-3906 www.villanova.edu www.villanova.edu/CGL business.villanova.edu

