



Global & Experiential Education Annual Report 2020



Table of Contents

Executive Director Message	1
Introduction	2
<i>Our Mission</i>	2
<i>Global & Experiential Education Team</i>	2
<i>Timeline for AY20</i>	3
Retrospective	4
Program Locations Across 2015 - 2020	5
<i>21 Consulting Abroad Programs in:</i>	5
<i>30 Short-Term Study Away Programs in:</i>	5
AY20 By The Numbers	6
<i>Who are our students?</i>	6
Major Highlights	8
<i>International Student Engagement</i>	8
<i>Experiential Learning</i>	11
<i>Partnerships and Collaborations</i>	17
Undergraduate Engagement	19
<i>Highlight #1: Global Bachelor's Program</i>	19
<i>Highlight #2: Fall Business Program</i>	20
Student Leadership	21
<i>2020 Student Academic Assistants</i>	21
Alumni Engagement	22
<i>Experiential Learning</i>	22
<i>Entrepreneurship Goes Global</i>	24
<i>Student Administrative Assistants</i>	24
<i>Consulting Abroad Program (CAP) Kick-Off</i>	25
<i>CAP Panel Presentations Day</i>	26

Executive Director Message



Global & Experiential Education has just celebrated its 12 year anniversary. Now well into a decade after its founding we continue to achieve excellence, competing shoulder to shoulder with the best in business education globally, and living our shared institutional values of integrity, collaboration, respect, excellence, openness, diversity, and courage.

Some will likely look back at 2019-2020 as a year of adversity, but I hope this report also serves as a reminder of our many great accomplishments. In AY20 we expanded and deepened global partnerships, meaningfully engaged our global alumni, and crafted signature opportunities for student learning and development

We have much to celebrate:

- Expanded our Business & Society Series to offer twice as many offerings and provide more options for students.
- Signed a formal agreement to partner with the Grenoble Ecole de Management (GEM) in their transcontinental program.
- Augmented and equally distributed our project-based learning courses to offer at least one course during the winter, spring and summer terms.
- Developed and executed academic continuity strategies for all short-term study away programs and international student activities in response to COVID-19.

This report will demonstrate that some of our longest running initiatives continue to evolve to adjust to the needs of our students and the marketplace, while new activities created avenues to engage new actors and expand the impact of our work.

None of this would be possible without the dedication of a committed team of staff, faculty, global partners, and student leaders who never let adversity limit our possibilities.

As we look ahead, we carry with us the spirit of innovation that has brought us great success and look forward to your partnership in the journey forward.

Sincerely,

A handwritten signature in black ink, appearing to read 'B. Andriano'. The signature is stylized and fluid, with a long horizontal line extending to the right.

Dr. Bryan Andriano
Executive Director

Introduction

Global and Experiential Education (G&EE) is the nexus for international opportunities and initiatives in the GW School of Business (GWSB) and supports global business education through a broad portfolio of global study, experiential education and international student services.

Programs are comprehensively and independently run within GWSB and present unique opportunities for students to add a global or experiential perspective to their degrees.

Our Mission

G&EE supports four primary areas: international student services, overseas study, experiential education programs (domestic and international), and advocacy and collaboration related to global and experiential initiatives. The department serves as a locus for collaboration and connectivity within GWSB, across the campus, and around the world.

The broad scope of G&EE's activity reflects a commitment on behalf of GWSB to not only make good on our institutional aim of preparing managers for the global workforce but also to do so in a manner that is collaborative and integrated across student populations, sectors of business and society, and academic disciplines.

The programs and activities sponsored through G&EE serve students at all levels of study in the School of Business: undergraduate, graduate and Ph.D. G&EE supports and connects faculty to innovative pedagogy and global perspectives to assist in dynamic teaching, research, and service to the School and their field of expertise.

Global & Experiential Education Team



Bryan Andriano, Ph.D.
Executive Director



Sarah LaRosa
Assistant Director



Bradley Miner
Program Manager



Jeff DeLaitsch
Program Associate



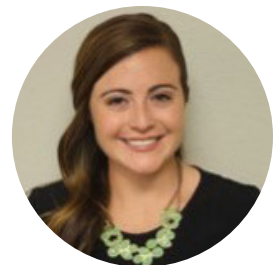
Marie Balo-Lou
Program Coordinator



Laura Landaw
Program Assistant

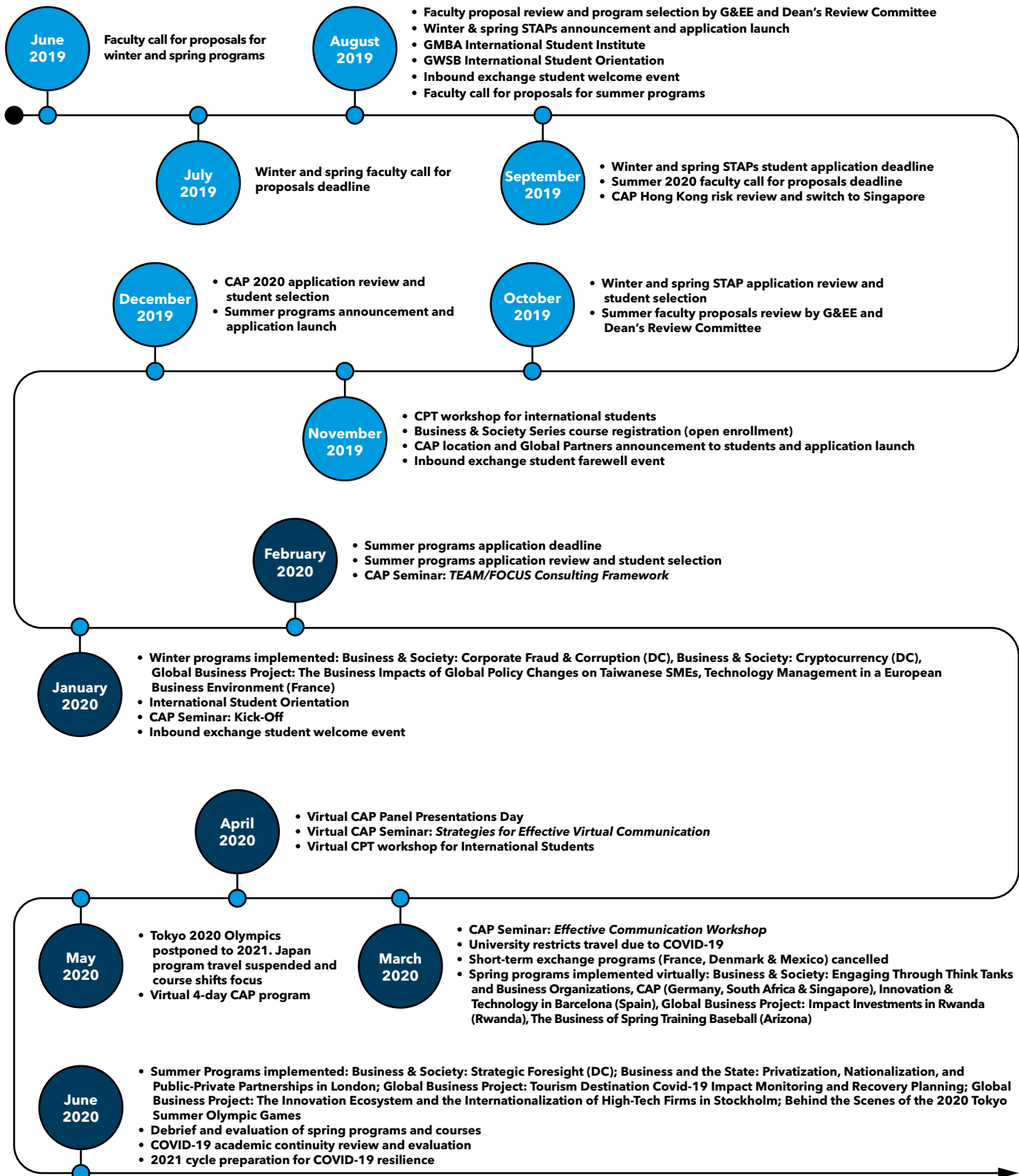


Xujia Liu
Program Assistant



Nicole Carney
Program Assistant

Timeline for AY20



Retrospective

G&EE has extensive experience successfully implementing high quality virtual, domestic, and global programs, many of which are project-based. In the last five years, G&EE facilitated over 50 programs and courses serving over 1,500 students. Some milestones include:

The 10 Year Consulting Abroad Program (CAP) Celebration January '19, gathering current students, alumni, faculty and partners to celebrate the milestone



Formalized exchange agreements with 21 partners



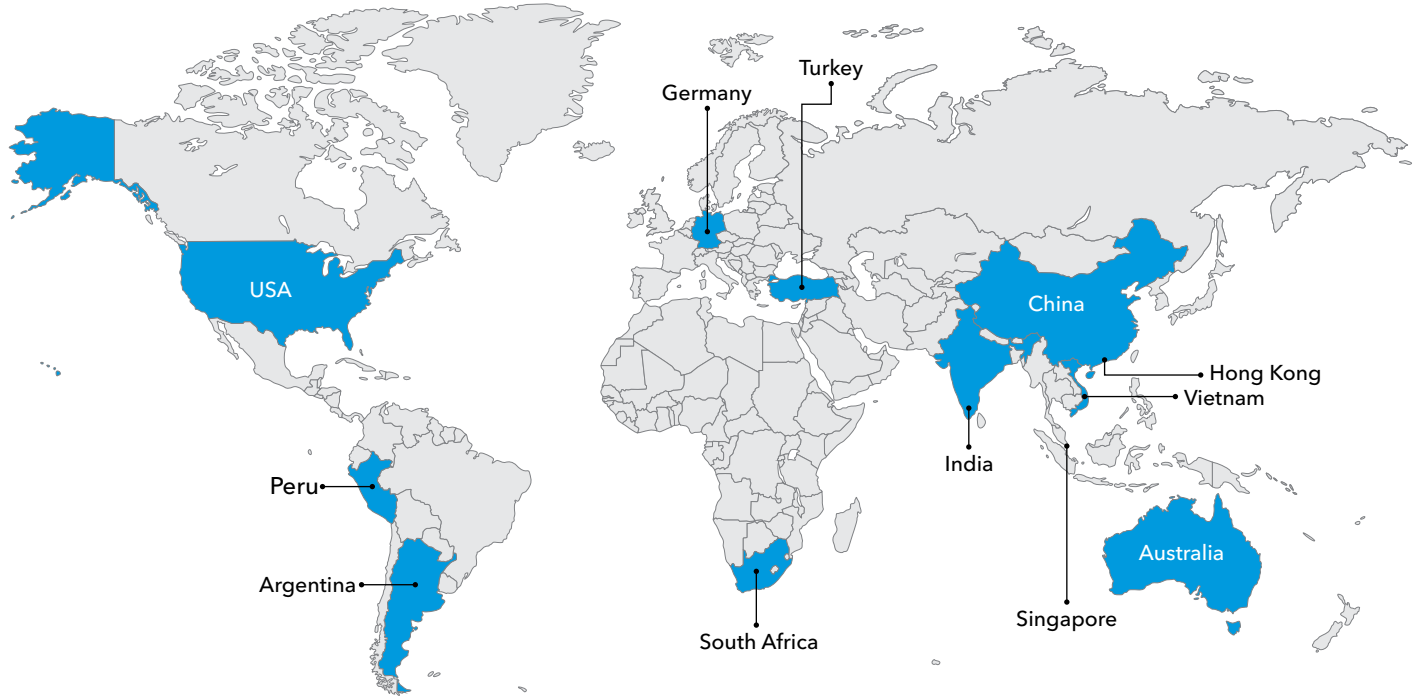
Offered 101 scholarships to support students studying abroad

G&EE prides itself in delivering outstanding and diverse opportunities to students and is committed to developing meaningful partnerships with institutions and companies around the world, partnering with faculty, and fostering interdisciplinary relationships between GW departments and schools. This report presents G&EE's 2019-20 activity including international student services, overseas study, experiential learning programs and partnerships and collaborations.

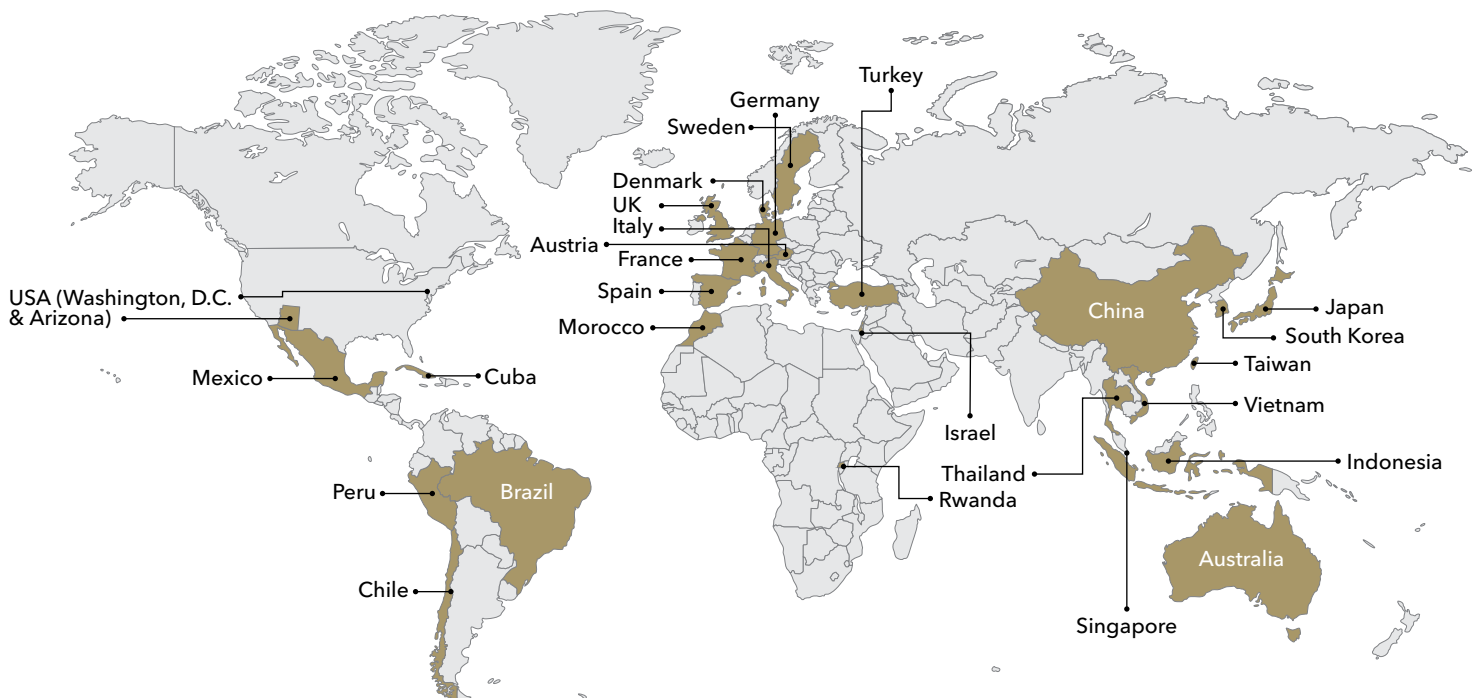


Program Locations Across 2015 - 2020

21 Consulting Abroad Programs in:



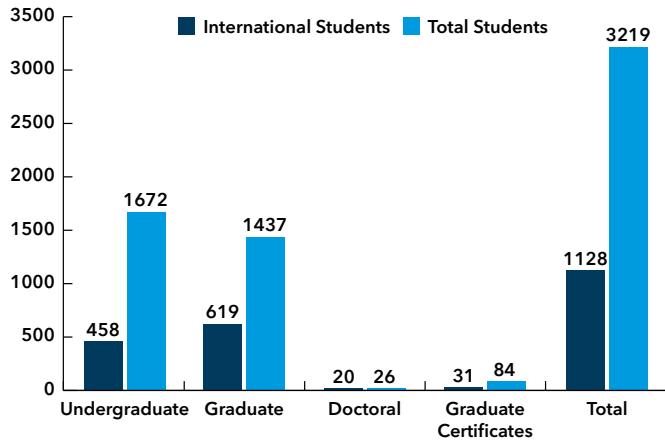
30 Short-Term Study Away Programs in:



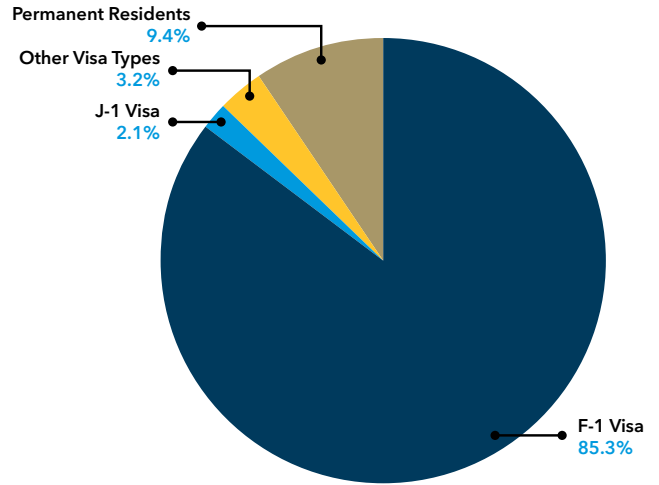
AY20 By The Numbers

Who are our students?

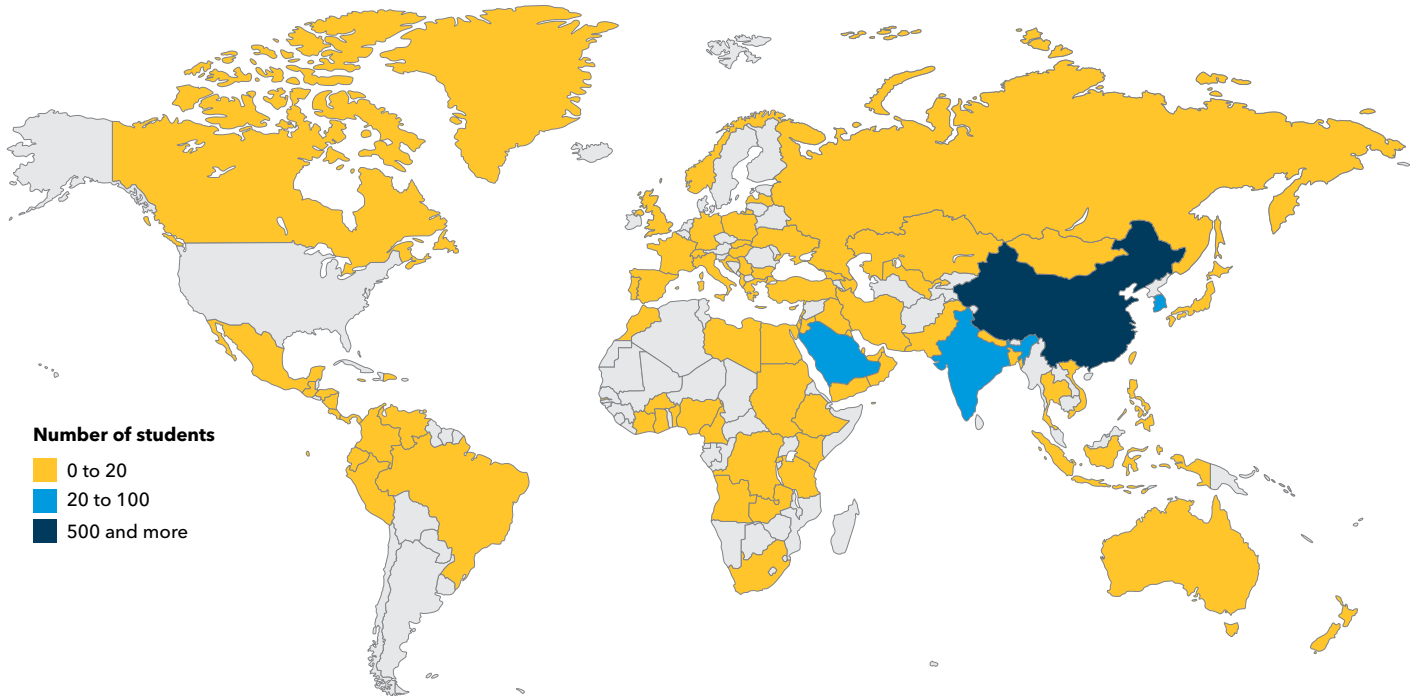
GWSB Student Population



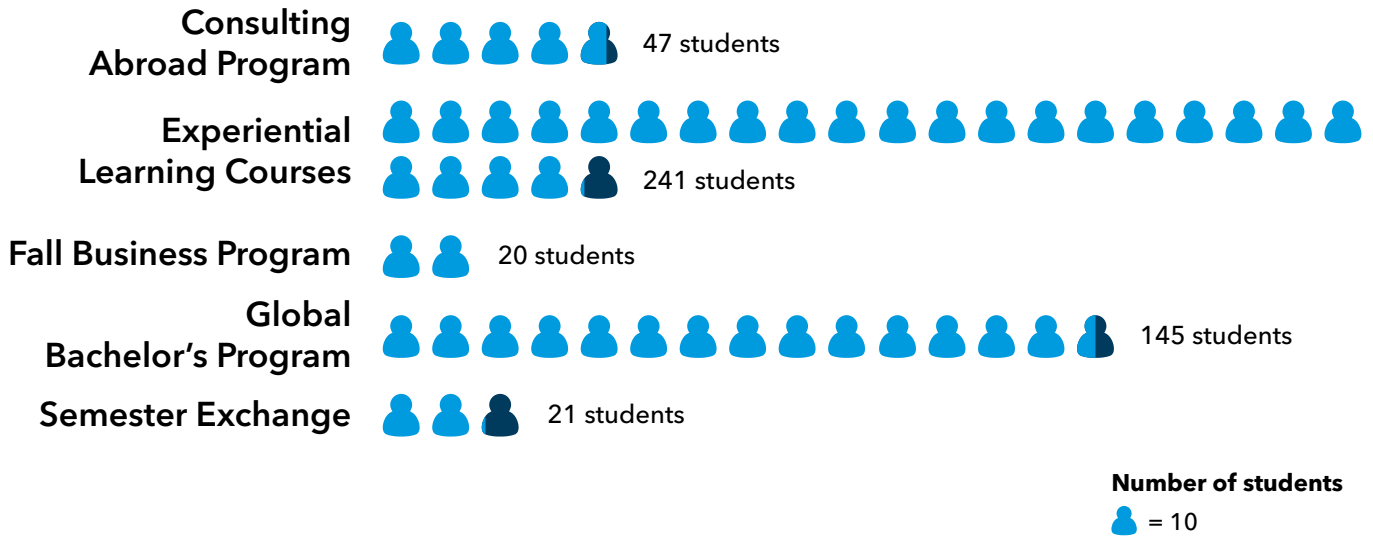
Our International Community



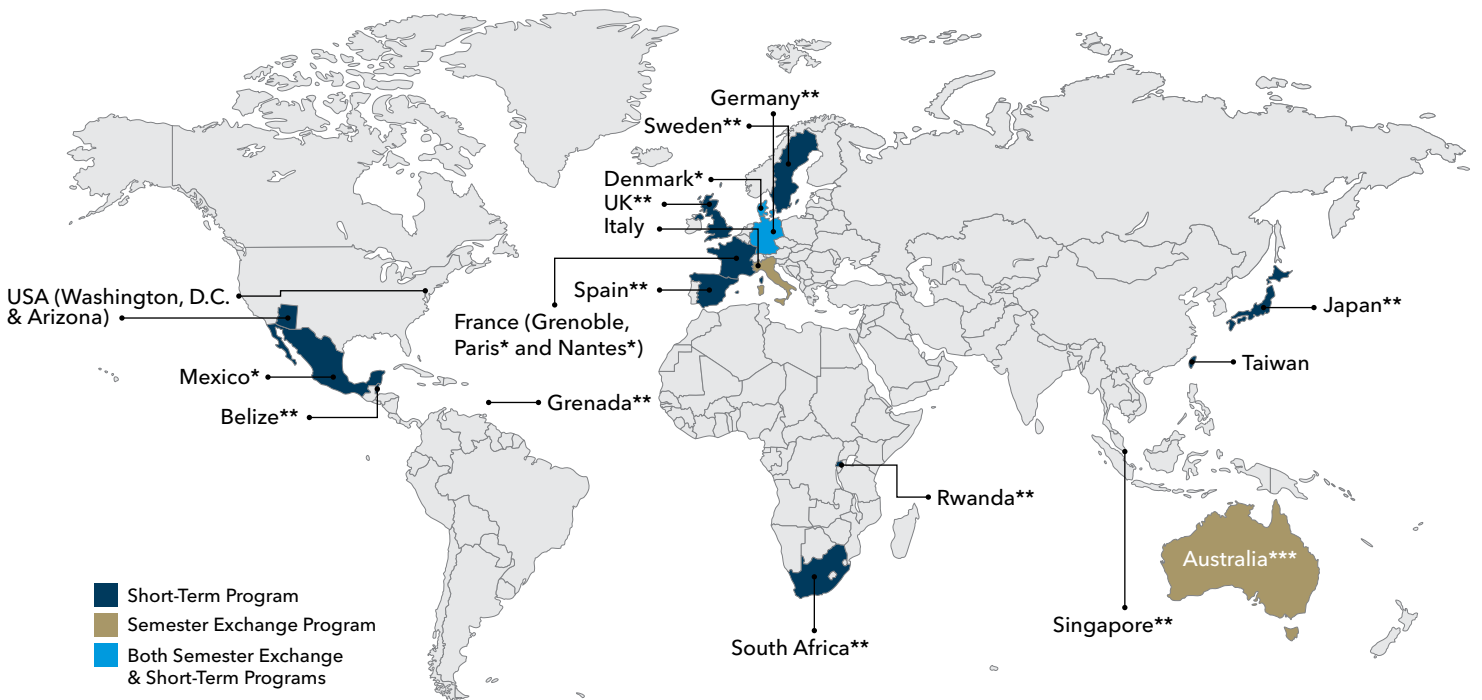
Our international students were from 91 countries



Number of students served across all programs



Program Locations



* Program was cancelled one day before departure because of COVID-19 Global Pandemic travel restrictions.

** Program travel portion had to be cancelled due to COVID-19, but still carried on virtually.

*** Students had to return to the US prematurely because of COVID-19 travel restrictions.

Major Highlights

International Student Engagement

Highlight #1: International Student Services

G&EE supports both incoming and current graduate international students through processing I-20/DS-2019 visa application documents, advising, hosting orientations and workshops catering to their needs and helping students with Curricular Practical Training (CPT) authorization process.

- **Visa processing:** 263 GWSB students were issued I-20/DS 2019 in fall 2019 and 95 in spring 2020.
- **GMBA International Student Institute:** A week-long orientation for first year International GBAs designed to showcase relevant resources, offices, and communities. Through their participation this year, international students explored DC, learned about academic resources and academic integrity, worked with Career Services, and developed relationships to help ease their transition to DC.
- **Specialized Master's Student Orientation:** In the fall and spring G&EE hosted International Student Institute, a one-day orientation for Specialized Masters students. 210 students attended in fall 2019 and 54 attended in spring 2020. This orientation is designed to expose students to GWSB academic standards, relevant offices, resources and culture of the US and GWSB classroom.
- **Activities:** Each semester G&EE hosted a "Thriving in the USA" workshop led by Julia Gasper-Bates, co-founder and president of Intercultural Alliances. This workshop is designed to help international students navigate U.S. work culture and help them to unpack their learning from experiences in CPT.

Highlight: The Student Experience



Participants in the Spring International Student Institute working together to create as many lego duck combinations as they can.



Members met with Graduate Admission Team representatives, during an International Student Advisory Board meeting.



Students exploring the DC monuments together during the GMBA International Student Institute.

Highlight: Student Voices

"The introduction is super great! It helps me understand more about my degree program and school academic system and culture. I appreciate all of your preparation, efforts and support. Thank you!"

- International student

"I am an exchange student and I already have had the orientation and really enjoyed and got valuable information out of it and the team is really helpful and explain every single doubt and go out of their way to help so I would not have changed one thing. I know you need feedback to make it better but I really think you guys did a great job!"

- Exchange student

"Thank you all for a great week! I feel like it was very beneficial from start to end. I really felt taken care of as an international student and that we are being well prepared, well coached. Unfortunately I can't come up with a specific area to be improved during this week. It was a great prep with all the info that's necessary for international students."

- International student

Highlight #2: International Student Advisory Board (ISAB)

The International Student Advisory Board (ISAB)'s goals are to:

- Improve the international graduate student experience and encourage a sense of community at the GW School of Business from orientation through graduation;
- Serve as a forum for GWSB international graduate students to voice issues, concerns, and praise;
- Encourage collaboration with faculty, staff, and students to ensure a positive experience for all GWSB international graduate students.

ISAB members serve as advisors to G&EE regarding orientation, programming and issues of significance to the graduate international student experience. Members also provide feedback to other offices upon request. The board consists of one student representing each of GWSB's graduate programs with significant international student communities. This year, the board consisted of eight international students who met monthly to address topics related to the international student experience including admissions, orientation, career services, cultural programming and COVID-19 support and resources.

In addition to these activities, this year ISAB provided extensive guidance to revise and revamp G&EE's I-20 processing web page. The board conducted a cross-comparison of websites across the country and ultimately recommended changes to make it more user friendly. As a result, the new web page was developed with improved I-20 content for future students.

Highlight: ISAB Members

Sooyong Son, GMBA



Arosha Chung, MACCY



Hao Ni, MSBA



Alejandro Barba Quiroga, MSF



Mina Panahi, MSIST



Bing Xia, MSPM



Aaquib Shaju, MSSM



Dinete Kollanur, MTA

Highlight #3: Curricular Practical Training (CPT)

Over the course of the year, international students who participate in internships are required to obtain a Curricular Practical Training (CPT) authorization, which gives them the ability to work in the United States. In AY20, G&EE assisted 95 students in this process who went on to gain professional experience at the 71 companies and organizations listed below:

AARP	Chemonics	DNE & Associates, PLLC
Graham Personnel Services	Kshetra PBC	National Cherry Blossom Festival
RWR Advisory Group	Synergy Consultants & CPAs	Wendroff & Associates
Amazon	Collins Aerospace	DoubleTree by Hilton Crystal City
Han Group LLC	L&J Biosciences	Next Level 30
RyanSharkey	Synthetic Biologics, Inc.	Whetstone Swim Team
American Airlines	Combined Properties	DSQuorum LLC
ID Tech	Leadership Greater Washington	Nithio
Save the Children	Think Design Inc	WISH
Amtrak	Data Society	FHI360 (Family Health International)
Innowave Technologies LLC	Legal Services Corporation	PCAOB
Saya Life	Thomson Reuters	World Bank
Angel Heart and Soul Dentistry	DC Jazz Festival	Full Measure
International Finance Corporation	Madison Marquette	PowerUp Technology Inc
Seventy2 Capital Wealth Management	Toal Murray Day & Lalor CPAs & Consultants	Worldshine Group
Applied Materials	DHG, LLP	GEN
International Monetary Fund	Management Systems International	Prospect College
Sirius XM	Tower Bridge International Group	Worldshine Home
Ben Hoss Group Inc.	Dixon Hughes Goodman LLP	Goldin Group LLC
John F. Kennedy Center for the Performing Arts	Marriott	RedPeg Marketing
SME Finance Forum	Water Works Fund	Youth Public Charter School
CBM	DKT International	RMDS Lab
Klausner Co.	MPOWER Financing	Zuora
Sunrise Senior Living, LLC	Welldoc Inc	

Highlight: Student and Employer Voices

"This internship was very valuable. I got to apply many concepts that I learned in the classroom in my degree. The relationship with the supervisor and other coworkers was very open and friendly."

- Student employee

"The GWSB student was one of the best interns I have had in many years and I wish all interns were as good. He was punctual, polite, diligent in his work, willing to learn new skills and always looking for ways to improve existing processes."

"We have had great success with GWSB students. Our past three interns have been GWSB master's students."

- Employer

Experiential Learning

Highlight #1: Business & Society Series Expansion

The Business & Society Series examines the broad societal arena in which business operates with particular attention to its political, economic and cultural environments. Students enrolled in these courses examine the relationships businesses establish with government agencies, multilateral organizations, macroeconomic institutions, and nongovernmental organizations. Drawing on the vast networks in DC, these courses bring students into close contact with major organizations and associations through experiences, including visits and guest lectures.

With increasing popularity and demand over the years, Business & Society Series offerings expanded from two in previous academic years, to three last year, and four this year. The Cryptocurrency and Corporate Fraud and Corruption courses took place simultaneously over the winter break in January, Engaging Through Think Tanks and Business Organizations took place virtually during spring break in March and Strategic Foresight took place virtually in June.

These courses are intentionally taught by faculty with diverse expertise to incorporate multiple perspectives through a variety of speakers, site visits and business visits. The course connects students with the rich resources of the nation's capital by dividing course time between instruction on the GW campus and, when possible, onsite learning in the field.

2020 Business & Society Series Faculty Leaders

Corporate Fraud & Corruption



Kirsten Martin, Ph.D.
Associate Professor of Strategic Management & Public Policy

Cryptocurrency



Prof. Bonnie Pierce
Visiting Assistant Professor of International Business

Engaging Through Think Tanks and Business Organizations



Prof. Abdullah Akyuz
Professorial Lecturer of International Business
President, Momentum LLC

Strategic Foresight



Prof. Thomas Debass
Professorial Lecturer of Strategic Management & Public Policy
Acting Special Representative for Global Partnerships, U.S. Department of State

Highlight: The Student Experience

"Given the nature of the course and the concepts we learned about digital currency and its evolution and future state, it was critical that this course was hosted in Washington, D.C. Professor Pierce organized a well-thought course that incorporated leaders from the SEC, Federal Reserve Bank and private sector. Every class and activity was engaging, thoughtful and challenged us to think critically and with creativity."

- Cryptocurrency participant

"I would definitely recommend this course to my classmates! This course brings into perspective what is dishonesty, fraud, bribery, then explores how it starts, how it grows, how to stop it and how to deter it. You get to hear from subject matter experts, meet amazing people, and collaborate with GW classmates. Because the length of the course is short, the pace is fast, but you get a lot in a short time. For online / distance students, it gives you an opportunity to visit GW's Campus and Washington D.C. This course is worth taking!"

- Corporate Fraud and Corruption participant

The class needs to be part of the official MBA curriculum. A class that helps students learn how the dynamics of strategizing and understanding how foresight is applicable to multiple industries is important.

- Strategic Foresight participant

"I would recommend the MBA program require this course. It is a very unique mindset and some may say it is a soft skill but it puts into perspective the frameworks we have applied across courses, such as in Strategic Management."

- Strategic Foresight participant

"If GWU wants to improve in its Business School rankings; courses such as this one will take it to the top."

- Strategic Foresight participant

"I appreciate the effort made by all parties to have this class switch to an online format. As a full-time student graduating May, I relied on taking this course to meet my credit requirement (and I also wanted to take it out of interest). That being said, given the extenuating circumstances that this pandemic has created, I feel that the professor did a great job in switching everything."

- Engaging through Think Tanks and Business Organizations participant

Highlight #2: Project-based Partnerships and COVID-19 Academic Continuity

Courses in the Global Business Project series offer students the opportunity to work directly with real-world business challenges presented by companies from across the globe.

Highlight: Faculty Leaders for 2020 Elective Mobility Programs



Nam Pham, Ph.D.
Professorial Lecturer of International Business

Taiwan - Global Business Project: The Business Impacts of Global Policy Changes on Taiwanese SMEs '20



Reid Click, Ph.D.
Associate Professor of International Business

Rwanda* - Global Business Project: Impact Investment in Rwanda '20



Mary Granger, Ph.D.
Professor Emerita of Information Systems & Technology Management

Spain* - Innovation and Technology in Barcelona '20



Prof. Mark Hyman
Assistant Teaching Professor of Management

Arizona* - The Business of Spring Training Baseball '20



Anna Helm, Ph.D.
Associate Professor of International Business

Sweden* - Global Business Project: The Innovation Ecosystem and the Internationalization of High-Tech Firms in Stockholm



Robert Weiner, Ph.D.
Professor of International Business

United Kingdom* - Business and the State: Privatization, Nationalization and Public-Private Partnerships in London



Prof. Seleni Matus
Professorial Lecturer of Tourism Studies

Belize & Grenada* - Global Business Project: Tourism Destination COVID-19 Impact Monitoring and Recovery Planning



Lisa Neirotti, Ph.D.
Associate Professor of Sport Management

Japan* - Behind the Scenes of the 2020 Tokyo Summer Olympics Games in Tokyo

* Travel did not occur due to COVID-19; courses still ran virtually.

2020 Global Business Projects: Project-based Learning in Action

With the spread of COVID-19, the university made the difficult but necessary decision to suspend all non-essential travel beginning March 5, 2020. As a result, all spring break programs, scheduled to depart within a week of the announcement, transitioned to virtual experiences.

Although travel did not occur, G&EE partnered with lead faculty to ensure all programs and their rich opportunities for student learning and network development continued. G&EE staff, faculty directors and global partners were able to work together to ensure academic continuity for students by shifting to virtual formats for all impacted courses. The Spain, Rwanda, Arizona, United Kingdom, Sweden, and Japan programs all shifted to online instruction preserving the core learning objectives. Additionally, the Belize & Grenada program, initially planned to take place in Kazakhstan, shifted both location and partner organizations in order to provide students a meaningful virtual learning experience to students.

Program: Business Impacts of Global Policy Changes on SMEs in Taiwan

Global Partners and Projects:

Taikkiso Co., Ltd is one of the largest and oldest industrial rotating equipment solution providers and a sole distributing agent for many world class pumps/compressor manufacturers. In addition to rotating equipment, Taikkiso is also a local distributor for Nikkiso's Nobel prized UVC-LED. Many of these quality products have been widely used in Taiwan for more than 40 years in the field of petrochemicals, chemicals, oil refinery, synthetic fibers, steel, nuclear plant, semiconductor and sea water de-sodium projects. Apart from the engineering services, Taikkiso also has a group of certified technical supervisors to provide troubleshooting, overhaul, installation and commissioning for clients.

- **Industry:** Manufacturing
- **Project Descriptions:** 1. Develop a 12-month digital marketing strategy including evaluating Taikkiso's existing branding materials, identifying and analyzing competitors in other markets, and designing a detailed implementation plan. 2. Develop a 12-month business development plan for a vertical integrated e-commerce startup, including an in-depth market study, additional market segments identification, and pricing strategy.

Wilson Education Institution is one of the largest private kindergarten schools in Taiwan. They operate kindergartens and after-school programs that provide children a safe and healthy environment for learning and growth. As of 2019, they operate 28 kindergartens, 14 after-schools and one daycare center in Taiwan along with several kindergartens and after-school programs in China. Wilson Education Institution owns a publishing company, which provides learning materials for children from K to 15. They also publish digital learning materials in Taiwan and China.

- **Industry:** Education
- **Project Description:** Develop a 12-month business growth plan to help Wilson Education Institute prepare to go public in 2021 including researching similar private educational companies in the United States, assessing the impacts of public policy and demographic changes, conducting a pro forma comparison, and developing a marketing strategy.

Program: Impact Investment in Rwanda

Global Partners and Projects:

Aser Capital LLC is a certified Woman-Owned Small Business global impact investing consultancy whose founding partner and associates share cumulatively over 65 years of experience across capital markets, impact investing, development, structuring and portfolio management experience in Latin America, the US, and Africa. In the last three years, ASER Capital has worked on over 56 loans across 13 countries and brought impact investor commitments to 26 deals totaling USD 370 million. ASER Capital associates have consulted the Inter-American Development Bank (IDB), Overseas Private Investment Corporation (OPIC), the International Labour Organization (ILO), the Multilateral Investment Fund (MIF), MFX Currency Solutions, and two start-up impact investment funds helping the Missing Middle "graduating" early stage transition companies to be "bankable". ASER Capital works with partners and clients that share the same passion for making a positive social and environmental impact.

Catalytique Foundation ("CF") is a nonprofit that provides Education and Financial Inclusion for Small and Growing Businesses (SGBs) across East, Central and West Africa. The CF team is focused on bridging the substantial education and funding gaps across East, Central and West Africa. With underlying expertise in over 55 emerging market countries and over 50 years of cumulative experience in African development and policy advisory, CF is comprised of a wide range of development professionals who have worked with the Inter-American Development Bank (IDB), the Overseas Private Investment Corporation (OPIC), MFX (Currency Solutions for Impact), the International Labour Organization (ILO), the Multilateral Investment Fund (MIF), the World Bank (WB), the African Economic Research Consortium (AERC) and Shelter Afrique. Crafting and executing an effective and sustainable strategy for small to medium sized growing enterprises (SMEs) in Africa requires flexibility, commitment, and the ability to move across public and private sectors, with a clear vision of what "impact at scale" might look like for SMEs with significant growth potential. The Catalytique team has been designed to meet those requirements and has both the passion for the vision and the commitment to execute.

Program: The Innovation Ecosystem and the Internationalization of High-Tech Firms in Stockholm

Global Partners and Projects:

Growster is an early stage startup with a vision to enable companies to start, build and grow a sustainable business guided by a state-of-the-art financial companion. Growster uses analytical models based on near real-time company data to help clients with making financial decisions through customized dashboards, visual presentations and real time messages that enable an understanding of growth metrics and risk mitigating measures. The company is now in the phase of investigating customer needs in addition to technical pathways.

- **Industry:** Financial Technology
- **Project Description:** Growster is looking for a clear and detailed report of opportunities and challenges in the US market. In particular, the report should examine local and governmental regulatory conditions that differ between states. Growster is also interested in understanding its competitors and possible sources of data streams in order to design an effective market entry strategy.

MTEK Industry AB develops software defined products and solutions for automation and digitalization of manufacturing. The company is currently deploying solutions in Sweden, Romania, Estonia, and working with several multinational companies headquartered in Sweden, Canada, Finland, Norway, and the United States.

- **Industry:** Technology
- **Project Description:** MTEK Industry AB wants to set up operations in North America to access talent and build connections with businesses, academia, and investors. Given different centers of gravity of these "pools" of stakeholders and state-specific characteristics e.g. tax incentives, MTEK Industry AB is looking for an actionable U.S. market entry plan including geography, scale, cost-benefit analysis, competitor analysis, as well as partnership opportunities.

Norna is a Swedish advanced analytics AI start-up operating in the intersection of analytics, technology, and design to improve the performance of retailers and enable competition against tech giants. Norna is an international Team of AI scientists, designers, products managers, and engineers with a mission to disrupt the retail industry. Founded in 2018, the company has garnered interests from several large tech companies. At present, the company has IBM as its technology partner and McKinsey as its industry and investor partner.

- **Industry:** AI
- **Project Description:** Norna is looking for a U.S. market entry plan for its first product, Veriscope. Veriscope is an unparalleled, real-time software as a service (SaaS) program that tracks and finds the right price for each individual product of a retailer's product line.

Program: Tourism Destination COVID-19 Impact Monitoring and Recovery Planning in Belize & Grenada

Global Partners and Projects:

Belize Ministry of Tourism & Civil Aviation is a government entity that provides leadership, strategic direction, good governance and oversight on all matters relating to the development of tourism and civil aviation for and on behalf of the Government of Belize. In this capacity, the Ministry is expected to ensure that tax revenues are efficiently utilized to support national development priorities as determined by the legislature as well as enhance transparency and accountability in the overall governance of the sectors it represents.

- **Industry:** Tourism
- **Project Description:** While Belize has enjoyed a relatively low number of COVID-19 cases, the tourism industry has been heavily impacted by the pandemic. As the Belize Ministry of Tourism navigates this unprecedented situation, the organization's primary challenges include: assessing and quantifying the effects of the pandemic's impact on the industry, examining the impacts on the general and operational indicators measuring tourism development under the guidance of the 2030 National Sustainable Tourism Master Plan, and developing a sustainable recovery strategy that honors the Ministry's commitment to optimizing leadership, sustainability and the competitiveness of Belize as a tourism destination.

Grenada Tourism Authority (GTA) is the National Tourism Organisation of Grenada, responsible for the development of the tourism sector through destination management and marketing. GTA is a statutory corporation of the Government of Grenada established under the 2013 Grenada Tourism Authority Act.

- **Industry:** Tourism
- **Project Description:** Grenada is preparing a post-COVID-19 tourism reopening protocol. It is vital for Grenada to establish consumer confidence, and protect the health and safety of visitors and local residents during the reopening of tourism. Grenada is also assessing the current circumstances of businesses in Grenada, and ecommerce solutions that could be implemented as post-COVID protocols. They require an analysis of how health and safety protocols align with target market expectations, and how to communicate this information to these groups.

Highlight: Student Experience

"Taiwan is a developed country with a rich history. Many firms operate internationally out of the country and the experience working with the clients and meeting with professionals was outstanding."

- Taiwan program participant

"I would like to take this opportunity to thank Dr. Mary Granger for this class. This was, without a doubt, one of the most challenging semesters in recent memory. The prospect to do the STAP in Barcelona was extremely exciting for the opportunity to learn from Spanish entrepreneurs- I had been looking forward to it since October! Who knew then that life would have such surprise for us. Despite all the challenges and unknowns, you created a new engaging class, bringing accomplished and helpful speakers to assist with our projects. I am grateful for your dedication to our learning and for the support provided."

- Spain program participant

"Although I wasn't able to go to Arizona knowing what we would have accomplished there I would highly recommend this course. Even with the abrupt changes that had to be made the professor was still able to make the course interesting and fun and open us up to different members of the MLB community."

- Arizona program participant

"I would recommend [this program] because it gives you an intimate look at the sports world that you cannot get any other way."

- Arizona program participant

"I highly recommend this course. It gives you an opportunity to learn what is impact investing, to gain exposure to an emerging market, and be able to work with a real consulting firm to provide beneficial insights and recommendations for future investments."

- Rwanda program participant

"While the course did not go as planned, I appreciate that work that the faculty and staff put into ensuring that the course could still be completed."

- Rwanda program participant

"I would definitely recommend this course. It's practical, relevant, insightful and very eye opening.... I appreciated how responsive the G&EE team was in addressing the matter [of mobility being cancelled due to COVID-19]. I was so glad that Bryan and Brad joined our class discussion immediately following the university announcement. The team demonstrated a high standard of care and went above and beyond in providing support and guidance when needed."

- Rwanda program participant.

Highlight #3: Consulting Abroad Program (CAP) Programming, Collaborations and COVID-19 Pivot

In order to deliver the highest quality experiential learning experience for our MBA students, G&EE partners with several companies and organizations with compelling time-bound business challenges. These partnerships are purposely varied in terms of industries and project themes to complement students' diverse backgrounds and career goals as much as possible. This year, G&EE partnered with 12 companies across Germany, Singapore and South Africa to provide rich project-based learning experiences for the GMBA class of '21. The partners included SMEs as well as nonprofit and Fortune500 companies, and featured a wide range of industries including finance, education, technology, real estate, healthcare, hospitality, and food & beverage. Project themes included human capital management, marketing, strategy, market expansion, and CSR strategy development.

Every year, G&EE plans varied activities relevant to the CAP projects including topical seminars like cross-cultural communication, workshops like story-boarding as well as site visits relevant to project themes. Pictured below are photos from the February CAP embassy visits.

Germany	Singapore	South Africa
CAREERFOUNDRY	APEX 新加坡 亚太交易所	cenfri
mitte	Marriott INTERNATIONAL	DARLING - SWEET -
pwc	PUNDI	Discovery
Qunomedical	VC GROWTH PARTNERS LIMITED	LulaLend



CAP Germany

The class pictured with Dr. Ursina Krumpholz, 1st Secretary, Economic Department



CAP South Africa

The class pictured with Malose Letsoalo, Economic Counselor



CAP Singapore

The class pictured with Han Yang Lau, Political First Secretary and Nura Azman, Information First Secretary

Highlight: Faculty Leaders for CAP Spring 2020



Anna Helm, Ph.D.
Associate Professor of
International Business
Germany



Yun Zhang, Ph.D.
Associate Professor
of Accountancy
Singapore



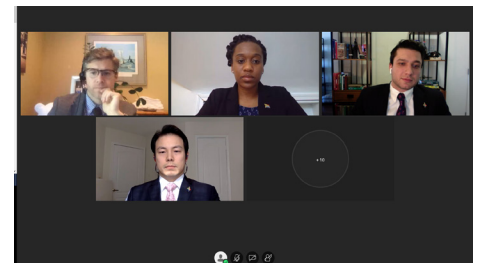
David Halliday, Ph.D.
Teaching Assistant Professor
of Strategic Management
& Public Policy
South Africa

The impact of COVID-19 resulted in three major programmatic adjustments:

- The second half of the semester shifted to online instruction including class time and seminars. Dr. Sharon Hill, Associate Professor of Management, facilitated a “Strategies for Effective Virtual Collaboration” virtual workshop to help students engage effectively in fully virtual teams.
- The Panel Presentations, which are an opportunity for students to present their recommendations to a panel of external evaluators specializing in those industries and topics and receive critical feedback, took place online. As virtual presentations are often more challenging than in-person, students also received targeted feedback on their performance from professional public speaking coaches.
- The two week overseas portion of the programs transitioned to a four day intensive virtual experience during which Pundi X, Darling Sweet & PwC hosted the class for virtual business visits. Despite the cancellation of the overseas portion of the program, the Global Partners remained committed to students through the end of the semester.



Team PwC practicing their final virtual presentation



Team Darling Sweet moments before their final presentation.

Partnerships and Collaborations

Highlight #1: GEM Transcontinental Program Launch

We continue to advance our goal of being a truly international institution by going out into the world and bringing the world to GWSB. In February of 2020, G&EE signed a formal agreement to partner with the Grenoble Ecole de Management (GEM), a prominent French university and long-term partner of GWSB, as a participant in GEM's transcontinental program. Under the terms of the accord, GWSB and GEM will jointly offer a semester-long program for a minimum of 20 students with coursework from both institutions, including classes taught by visiting GEM faculty.

GWSB joins a number of well-known universities around the globe as a host for the program. The transcontinental program is available to GEM's Master in Management (Grande Ecole Program) students, who may elect to study at one of GEM's international partners – which now includes a geopolitics track at GWSB. Students will apply in spring 2021 and we will host the first cohort of 20+ GEM students and two visiting faculty in spring 2022.



Associate Dean of Graduate Programs (GWSB), Liesl Riddle, and Martin Zahner, Associate Dean and Director of International Affairs (GEM) shake after signing a Letter of Intent for the transcontinental program.



Associate Dean of Graduate Programs (GWSB), Liesl Riddle, Martin Zahner, Associate Dean and Director of International Affairs (GEM), and the G&EE team at the signing ceremony for the transcontinental program.

Highlight #2: Collaboration with The F. David Fowler Career Center

G&EE works closely with the Fowler Career Center for an inclusive student experience in several ways including:

- **Inbound Exchanges:** Exchange students are coded as "non-degree students" when admitted into GW, which makes it harder for them to fully take advantage of the Fowler Center. G&EE works with the center to provide a seamless experience for exchange students by helping them meet with career coaches, participate in career related workshops and support their internship search based on their specific visa requirements.
- **International Student Services:** G&EE collaborates with the career center for various international student events and programs such as inviting career center colleagues to participate in International Student orientations to speak about their efforts and programs. G&EE also serves as a resource for career coaches regarding complicated international student work status concerns.
- **Consulting Abroad Program (CAP):** G&EE worked with Fowler to ensure GMBA's had adequate support in developing their professional bios, using the exercise as a way to reflect on accomplishments and expertise, identify career goals, as well as provide a strong first impression to prospective employers e.g. CAP Global Partner Organizations. G&EE invited Fowler career coaches to present at the January 2020 CAP Kick-Off to ensure GMBA's maximized the career benefits of their experience. G&EE also drafted language on CAP project descriptions for easy reference for career coaches to ensure students' CAP experiences are consistently highlighted clearly as relevant professional experience on their resumes and LinkedIn profiles.

Highlight #3: CIBER Workshop: Hypothesis-driven Problem Solving

For over a decade, G&EE has collaborated with the Center for International Business Education and Research (CIBER) to strengthen opportunities for international business. This year CIBER cosponsored a series of workshops led by Dr. Paul Friga for students and faculty on the TEAM FOCUS framework. The event featured a working lunch with CAP faculty leaders, G&EE and CIBER staff and Dr. Friga followed by a working lunch with GBAs, providing them with an overview of the TEAM FOCUS model and practical strategies for overcoming common challenges through each phase. During this session each CAP team worked closely with Dr. Friga to develop and refine their project scope and direction. In addition to the afternoon MBA session, all GWU students had an opportunity to participate in an evening TEAM FOCUS framework with Dr. Friga.



Dr. Friga addressing the MBA students and CAP Faculty Leaders.



Dr. Friga reviewing the TEAM FOCUS framework.

Undergraduate Engagement

Highlight #1: Global Bachelor's Program

The GW Global Bachelor's Program is an undergraduate experience designed to make study abroad the centerpiece of a students' undergraduate degree. The program gathers top students from the Columbian College of Arts and Sciences (CCAS), Elliott School of International Affairs (ESIA) and the School of Business who spend multiple semesters abroad as part of their studies. The goal of the program is for students to develop cross-cultural communication skills by exploring, learning and adapting to diverse social, cultural and academic situations in multiple foreign countries; and broaden their international perspectives.

The program consists of two cohorts: one travels to Belfast, UK in the fall of their sophomore year and the other one travels to Shanghai* in the spring of their sophomore year. Students, then, get to select an international experience in two locations of their choice for two terms.

The program is administered through the Office for Study Abroad in coordination with ESIA, CCAS and GWSB.

* The Shanghai 2020 cohort was relocated to Wellington, New Zealand because of COVID-19 travel restrictions.

Global Bachelor's Program Faculty Leaders



Bryan Andriano, Ph.D.
Executive Director
Global & Experiential Education
School of Business



Lisa Stephenson, Ph.D.
Associate Dean
Elliott School of International Affairs



Steve Suranovic, Ph.D.
Professor of Economics
& International Affairs
Columbian College of Arts & Sciences
Elliott School of International Affairs

Student Highlight: Max Leo, BBA '21



"The Global Bachelor's Program allowed me to explore my academic, professional and personal interests while also exploring a wide range of amazing places. While in Shanghai, I was able to learn more about Chinese culture and the incredible natural beauty held within its borders. While in Mumbai, I interned for a real estate developer and was able to combine my two concentrations: International Business and Real Estate. While in Milan, I was able to explore my interest in fashion by taking classes on luxury marketing and interning/modeling for a luxury menswear company. These opportunities have taught me so much and also gave me an awesome group of lifelong friends."

Highlight #2: Fall Business Program

Sciences Po-Paris ranks among the finest institutions in the fields of humanities and social sciences and is the home of the Fall Business Program. The program is specifically designed for undergraduate business majors and minors, which includes core and elective business studies courses taught entirely in English and coupled with site visits to important French and American companies as well as multinationals. Some of the companies students have visited include: Banque de France, GE, Four Seasons Hotel George V, L’Oreal, Merrill-Lynch, Moet et Chandon, Pfizer, Pullman Hotels and TBWA Worldwide.

Highlight: Fall Business Program Faculty Leaders



Patrick McHugh, Ph.D.
Associate Professor of Management



David Halliday, Ph.D.
Teaching Assistant Professor of
Strategic Management & Public Policy



Marilyn Liebrez Himes, Ph.D.
Associate Professor Emeritus of Global
Marketing



Highlight: Student Experience

"I was profoundly impacted intellectually and professionally from my time in Paris; the pace of life there was much slower in a purposeful way. The culture heavily emphasizes work-life balance, long meals, and lots of walking. While in Paris, I had time to reflect on what was really important to me: a between academic and work-life balance.

I met some people that had perspective unlike anyone I had met even to this day. From conversations with these people, I had the chance to reflect and reevaluate a lot of cornerstone beliefs that I had always held but never questioned. I explored a passion for philosophy, and started prioritizing putting people first in business.

Because of this experience, I added philosophy minor to my degree and I also switched from finance to international business. The second switch was part of the large realization of the interconnectedness of the world, and the necessity to take an international perspective in business. These changes were the foundation for who I am and what I value today: more interpersonal relationships, time to reflect on the nuances in life, and take time to pursue my passions."

- Spencer Bracey GWSB BBA '20

Student Leadership

The success of G&EE programs depends on Student Academic Assistants who provide critical administrative, logistical, technical and on the ground support. These leadership opportunities also provide meaningful opportunities for students and alumni to expand their knowledge and develop professional experience.

2020 Student Academic Assistants



Ashley Bayana
MBA '19

Business & Society:
Corporate Fraud and
Corruption



Micheal Bonfatto
MBA '20

Consulting Abroad Program:
South Africa



Christophe De Montille
MBA '21

Global Business Project:
Impact Investment in Rwanda



Nicole Fitchett
MBA '20

Spain - Innovation and
Technology in Barcelona



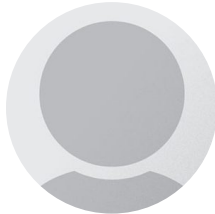
Preethy Janarthanam
MTA '19

Japan - Behind the Scenes
of the 2020 Tokyo Summer
Olympics Games



Dionne Lewis-Jones
MTA '21

Belize & Grenada: Global
Business Project: Tourism
Destination COVID-19
Impact Monitoring and
Recovery Planning



Li Liang
Ph.D. '23

United Kingdom - Business
and the State: Privatization,
Nationalization, and Public-
Private Partnership in London



Maya Nourken
MBA '20

Business & Society:
Corporate Fraud
and Corruption



Drew Otto
MBA '20

Consulting Abroad
Program: Germany

Global Business Project: The
Innovation Ecosystem and
the Internationalization of
High-Tech Firms in Stockholm



Jonathan Prete
BBA '21

Arizona - The Business of
Spring Training Baseball



Fatoumata Savane
MA Applied Economics '20

Business & Society: Engaging Through Think
Tanks and Business Organizations

Business & Society: Strategic Foresight



Aaron Steele
MBA '20

Consulting Abroad Program: Singapore



McKenzie Steele
MBA '19

Global Business Project:
The Business Impacts of Global Policy
Changes on Tawainese SMEs

Alumni Engagement

In AY20, G&EE collaborated with 16 GWSB alumni on a range of activities highlighted below. In addition to supporting student learning and career development, these collaborations provided meaningful ways for alumni to connect with and give back to their alma mater.

Experiential Learning

G&EE facilitated student projects with four GW alumni including both virtual and global experiential courses. These unique collaborations allowed students to develop their expertise and apply what they learned in the classroom to real-world business challenges while providing valuable insights into their business.

Virtual project with Ken Rehmann, MBA '96, CFO, Asia Pacific - Marriott International (Hong Kong)

IBUS 6401 International Business Strategy taught by Dr. Laura D'Antonio

Students developed a recommendation for how Marriott International can close the 300-hotel gap in the Asia Pacific Students region between their 2025 target and their current run rate. Once students developed an understanding of opportunities and strategies, each team developed an in-depth analysis of various segments including franchising, select service, leisure, as well as future consumer behavior in the wake of COVID-19.



Global Business Project with Paul Chen, MBA '19, Taikkiso Co., Ltd.

SMPP 6290 Global Business Project: The Business Impacts of Global Policy Changes on Taiwanese SMEs taught by Dr. Nam Pham



One team developed a 12-month digital marketing strategy. The project evaluated Taikkoso's existing branding materials, identified and analyzed competitors in other markets, and designed an implementation plan and schedule.

Another team developed a 12-month business development plan for a vertical integrated e-commerce startup. This included conducting an in-depth market study, identifying additional market segments for additional clients resulting from diversion trade from China to Taiwan, and revising their pricing strategy.



The alumni dinner January 6, 2020 provided an opportunity for current GWSB students and alumni in Taiwan to connect.



The Taikkiso Co., Ltd. team poses with their client Paul Chen (MBA '19) after presenting their findings and recommendations.

Global Business Project with Tom Wang, MBA '19, Wilson Education Institution

The team developed a 12-month business growth plan to help Wilson Education Institute prepare to go public in 2021 including researching similar private educational companies in the United States, assessing the impacts of public policy and demographic changes, conducting a pro forma comparison, and developing a comprehensive marketing strategy.

**TSTD 6260 Tourism Economics taught by Dr. Linda Ambrosie****Virtual project with Ken Chaletzky, BBA '71, Co-Owner at Salt Cay Divers (Turks & Caicos)**

Students developed a recommendation for the island of Salt Cay regarding which type of tourism investment is best suited to attract permanent residents, protect the island's fragile ecosystem and showcase its unique history.

**TSTD 6282-60 The Business of Spring Training Baseball taught by Mark Hyman**

- Jerry Reinsdorf '57, Owner at Chicago White Sox
- Theodore Dwor '16, Accounting Coordinator at Washington Nationals
- Spencer Fogel '16, Coordinator, Florida Baseball Operations at Pittsburgh Pirates

This program was designed to offer insights into the economics and social impact of Major League Baseball spring training in Phoenix, Arizona- home of the Cactus League. The course covered the profitability of spring training games, the public investment decisions factored into facility projects, and the changing demographics of fans amid tailwinds such as advanced data metrics and sports betting. Although students were unable to travel due to COVID-19, they continued conducting interviews online with key MLB stakeholders to contribute to their ongoing research including GWSB alumnus and Chicago White Sox Owner Jerry Reinsdorf '57 who was interviewed by students as part of the class' oral history contemporary research project: [How Covid-10 Shook the Cactus League: Baseball Insiders and Government Officials Share Their Thoughts on Arizona's Lost Spring](#). Spencer Fogel '16 and Theodore Dwor '16 who both participated in a similar course led by Professor Hyman in Florida in 2016 also spoke with students about their careers.



Entrepreneurship Goes Global

As part of the GW October Entrepreneurship Week, G&EE hosted an Entrepreneurship Goes Global event October 2, 2019 which included a panel highlighting G&EE programs focused on innovation and entrepreneurship. The panel consisted of three current students as well as alumna Ashley Bayana (Winokurzew) (MBA '19) who participated in entrepreneurship-themed G&EE programs in Israel, France and Spain during her time at GWSB.



Sarah LaRosa, Assistant Director of G&EE leading the Entrepreneurship Goes Global panel event.

Student Administrative Assistants

G&EE hired alumni to serve as Student Academic Assistants (SAAs) for two courses this year. Ashley Bayana, Administrative Services Manager at Alexandria Economic Development Partnership supported the Business & Society Cryptocurrency course. McKenzie Steele, Global Enablement Program Coordinator at Adobe supported Global Business Project: Taiwan program. This experience put into practice GWSB's commitment to providing alumni with lifelong learning opportunities while also creating networking opportunities between current students and young alumni.

Consulting Abroad Program (CAP) Kick-Off

G&EE invited three Global MBA alumni to participate in a panel discussion at the January 13, 2020 CAP Kick-Off to help prepare students for their CAP experience and hone their networking skills.

- Iola Anyan, Global MBA '16, Associate Director, Structured Finance & Insurance at U.S. International Development Finance Corporation
- Jay Nester, Global MBA '18, Senior Strategy Consultant at Deloitte
- Patrick Legendre, Global MBA '15, Managing Consultant at IBM

This is the second year that Iola Anyan and Patrick Legendre participated in this event.

In addition to speaking on the Alumni Panel, Jay Nester, also facilitated a Storyboarding & Effective Presentations Workshop for the first year Global MBAs. Jay visited campus to deliver a similar workshop for the GMBAs the previous year.



CAP Kick-Off Panel (Jay Nester, Patrick Legendre, Iola Anyan (L-R); and moderator, Sarah LaRosa (G&EE))



Jay Nester facilitating the Storyboarding and Effective Presentations Workshop.

CAP Panel Presentations Day

G&EE facilitated a virtual panel presentation day on Monday, April 20 to help teams prepare for their virtual presentations to their Global Partners in Germany, Singapore and South Africa. The students presented preliminary recommendations to a panel of expert evaluators including embassy officials, consultants, faculty, and public speaking coaches. These evaluators, including seven GWSB alumni, provided each team with targeted feedback on their content, process, results and delivery.

Evaluator **Iola Anyan**, Global MBA '16, noted that "although the students will not get to travel to Germany, I truly believe that these are high-quality projects that will give them a solid experience to draw upon long after grad school is over. Their willingness to execute a professional and solid presentation in the midst of a crisis is admirable and speaks to everyone's integrity."

Evaluators also reflected on their time as students participating in this transformational experience. **Morgan Marshall**, MBA '15, Senior Manager of HR Consulting at Hilton, said of her participation, "It was such a wonderful experience getting to interact with current students, and very nostalgic to learn about their CAP projects. All of the teams did a really great job and I'm excited for them to give their final presentation to their clients. I hope they receive as much reward and value from the experience as I did."

	<p>Brianna Pyfrom GMBA '11 Association of Medical Colleges</p>		<p>Iola Anyan ESIA MA '16 GMBA '16 U.S. International Development Finance Corporation</p>	
		<p>Jay Nester GMBA '18 Deloitte</p>		<p>Hannah Messerli MTA '90 World Bank</p>
	<p>Morgan Marshall GMBA '15 Hilton</p>		<p>Johnathan Fluitt MBA '14 PwC</p>	



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