



Carlson School of Management

"I'm very proud that the Carlson School is one of the nation's most global schools of management. Our required international study experience changes students' lives by opening their eyes to new cultures, new ways of thinking, new approaches to solving problems, new languages, and so much more. Strong connections across the world are foundational to our University's and our state's values, and critical to peaceful, vibrant and prosperous communities. I know this and I feel this deeply because I was once an immigrant myself. I was welcomed. And that embrace changed the course of my life." **-Sri Zaheer, Dean, Carlson School of Management**

History of Curriculum Integration at the University of Minnesota

In the late 1990s, the University of Minnesota (UofM) began a pilot project to test new ways to integrate study abroad into the curriculum. It offered a model for interactions with other academic units. Meanwhile, the UofM leadership placed priority on providing international perspectives as part of the undergraduate experience. Past presidents Mark Yudof and Robert Bruininks enthusiastically supported study abroad as one way to integrate international perspectives into the curriculum. Over the last 20 years, undergraduate experience abroad participation has grown from 861 to over 3,000, and learning abroad as a percentage of degrees granted reached 35% in 2019.

Career Integration

In 2012, the Learning Abroad Center (LAC) developed a campus-wide committee to apply the methodology of curriculum integration to a specific focus on career planning. Once again, the LAC partnered with campus colleagues to further integrate studying abroad into career advising structures and articulated individual program outcomes while further assisting students in maximizing career reflection and opportunities on site.

History of Curriculum Integration in the Carlson School

"We at the Carlson School have enjoyed collaborating with the University of Minnesota Office of International Programs/GPS Alliance and the Learning Abroad Center for decades on the internationalization of teaching, learning, and scholarship. Our interdisciplinary expertise, experience, and engagement in the curriculum integration project has resulted in deepening connections, new and diverse ways of teaching and learning, and innovations in theory and practice. I'm especially proud of our sustained commitment to excellence, innovation, and continuous improvement in the midst of so much change and uncertainty over the years. We look forward to the next decades of working and growing together in the future." **-Anne D'Angelo, Assistant Dean, Global Initiatives**

Although the funding from the Bush Foundation Grant ran out long ago, the LAC and the Carlson School have built a sustainable model that speaks to the success of the innovations that are still part of our work. The Carlson School continues to collaborate with the LAC to integrate learning abroad into the undergraduate student experience.

The Carlson School was one of the original colleges involved with Curriculum Integration, starting with the Department of Education's Fund for the Improvement of Postsecondary Education (FIPSE) grant. The FIPSE pilot program was designed to enhance the articulation of study abroad programming with undergraduate-level major degree programs, as well as to disseminate successful practices and reforms to other major research universities.

The Carlson School of Management began its International Development office in the early '90s, building on a commitment to global management education and deep collaborations with business school partners around the world. Study abroad, curriculum development in post-Soviet countries, and subsequent offshore executive MBA programs were the foundation for the establishment of this dedicated unit. In 2006, Carlson established the first assistant dean of global initiatives in alignment with its associate dean of global initiatives as its key leaders in the school. It established an internationalization strategy,

priorities, and metrics shortly thereafter, and in 2007–2008, the Carlson faculty voted to establish the first-of-its-kind curricular requirement: Beginning with the class entering in fall 2008, an international experience would be required for all undergraduates graduating with a Carlson School major. Moreover, the full-time and part-time MBA students also established International Experience curricular requirements. Staffing, policy development, and business school and community partners gradually increased to meet student, faculty, and community needs. The office was renamed the Carlson Global Institute (CGI), and a \$10 million lead gift from the Carlson Family Foundation, with a significant annual amount dedicated to study abroad scholarships, solidified the school's long-standing commitment to global management education.

CGI has worked closely with colleagues in Internationalizing the Curriculum and Campus to support the development of Carlson faculty and improve interactions between domestic and international students in classrooms on campus. The long-standing relationship between CGI and the LAC supports undergraduate students to fulfill the International Experience in interdisciplinary ways and in more countries. CGI spearheaded coaching and mentoring students in interviewing and resume-writing with Carlson career centers and the LAC. These collaborations helped students better communicate what they learned while studying abroad, including appreciation of difference, tolerance of ambiguity, and self-awareness. CGI continues to leverage its expertise in intercultural and cultural competence to promote diverse perspectives and thoughts, both on campus and abroad.

Curriculum Integration Engagement

The following is an attempt to summarize our efforts with the Carlson School of Management over the last 20 years to both celebrate and reflect on the continued successes and engagement in learning abroad efforts at the UofM. As we continue to forge ahead, it is time to acknowledge the many campus collaborations that deserve to be recognized.

Undergraduate Student Participation in Learning Abroad

Carlson undergraduate abroad participation grew exponentially from 536 students in 1999–2000 to more than 990 in 2019. One key part of this growth in study abroad numbers was identifying and developing opportunities that would work well for Carlson students.

Carlson continues to make a serious commitment to send increasing numbers of its students abroad by continuing to develop programs and advising resources in partnership with the Learning Abroad Center.

Program Development & Opportunities Based on Curricular Needs

On-Site Program Engagement Opportunities

Since the late 1990s, the LAC has engaged more than 450 campus partners on program reviews, familiarization visits, and program development opportunities. Over 25 visits have included Carlson colleagues.

The college has made a priority of involving a broad range of staff in international opportunities including faculty, academic advisers, and career center professionals.

Since 2000, Carlson has offered instructor-led programs (undergraduate and graduate) in the following locations:

Argentina, Australia, Austria, Belgium, Brazil, Chile, China, Costa Rica, Cuba, Czech Republic, Denmark, France, Germany, Hungary, India, Ireland, Italy, New Zealand, Norway, Oman, Panama, Poland, Russia, Slovakia, South Africa, Spain, Sweden, Switzerland, Turkey, Ukraine, United Arab Emirates, United Kingdom, Uruguay

Instructor-led faculty and staff

Lori Abrams, Strategic Management & Entrepreneurship

Ravi Bapna, Information & Decision Sciences

David Bartlett, Marketing

Frank Beil, Accounting

Tom Belich, Channel Management & Distribution

Sid Benraouane, Work & Organizations

Mario Bognanno, Work & Organizations

Larry Bourgerie, Work & Organizations

Norm Bowie, Strategic Management & Entrepreneurship

Charlie Caliendo, Accounting

Tony Cui, Marketing

Stacy Doepner-Hove, Work & Organizations

Karen Donohue, Supply Chain & Operations

Mike Finch, Finance

Clayton Forester, Accounting
Bianca Frogner, International Business
Susanna Gibbons, Finance
Steve Goodyear, Marketing
Alok Gupta, Information & Decision Sciences
Rodney Heil, International Business
Michael Houston, Marketing
Steven Huchendorf, Supply Chain & Operations
Pinar Karaca-Mandic, Finance
Aamir Khan, Finance
William Li, Supply Chain & Operations
Kevin Linderman, Supply Chain & Operations
Jay Lipe, Marketing
Holly Littlefield, Strategic Management & Entrepreneurship
Barbara Loken, Marketing
Wendy Lutter, Marketing
Svjetlana Madzar, Strategic Management & Entrepreneurship
Ian Maitland, Strategic Management & Entrepreneurship
Alfie Marcus, Strategic Management & Entrepreneurship
John Marinovich, Marketing
John Mauriel, Strategic Management & Entrepreneurship
Phil Miller, Unknown
Michael Nolan, Strategic Management & Entrepreneurship
Toby Nord, Ventures Enterprise
Lisa Novack, Undergraduate Business Career Center
Tim Olson, Information & Decision Sciences
Rand Park, Strategic Management & Entrepreneurship
Dileep Rao, Technological Leadership
Kate Reigel, Supply Chain Management
Jerry Rinehart, Student Services
Alan Roline, Accounting
Bob Ruckert, Marketing
Soumya Sen, Information & Decision Sciences
Tim Smith, Bioproducts & Biosystems Engineering
Steve Spruth, Strategic Management & Entrepreneurship
Jon Stelzer, Marketing
Robert Strand, International Business

Mani Subramani, Information & Decision Sciences

Kevin Upton, Marketing

Julia Van Etten, Marketing

Rob Vellella, Work & Organizations

Connie Wanberg, Work & Organizations

Seth Werner, Marketing

Paul Vaaler, Strategic Management & Entrepreneurship

Steve Young, Strategic Management & Entrepreneurship

Mary Zellmer-Bruhn, Human Resources

LAC Program Development

Through site visits and multiple meetings, the LAC has worked with Carlson to identify additional program partners to fill gaps and curricular niches, many of which Carlson directly advises on and promotes to students. These include:

- Business in France
- DIS Study Abroad in Scandinavia
- Minnesota Studies in International Development (Ecuador, Senegal, Thailand)
- Study & Intern (Buenos Aires, London, Madrid, Sydney)

In addition, LAC and CGI have partnered on a set of joint programs that are co-branded and co-administered between the two units. This program model combines the curricular expertise and advising that CGI holds with the connections and infrastructure of LAC programs:

- Business in Barcelona
- Business in Dublin

Evolving relationships between Carlson faculty and staff and LAC staff have drawn upon deep knowledge of degree programs to create additional study abroad materials and plans.

Scholarships and Funding

Carlson Scholarships

The Carlson School of Management is finishing its 13th year of the International Experience as an essential component of its curriculum. Over the years, many benefactors have created funding for this curricular requirement out of a passion for transformative experiences abroad for both undergraduate and graduate students. Their generous gifts and commitments have made 417 awards possible with the establishment of

approximately 40 named funds. Most recently, the Carlson School has committed to awarding Need-Based Study Abroad scholarships to all eligible students upon admission, which helps students explore their International Experience options with the confidence of scholarship funds. Scholarships range from \$1,000 to Full-Tuition Abroad to help students better choose programs that fit their career and personal goals.

Learning Abroad Center Scholarships

CSOM students regularly receive funding from the Learning Abroad Center. Scholarships include the LAC Study Abroad Scholarship, Financial Need Scholarship, and Diversity Abroad Scholarship.

CSOM students are also eligible to apply for the innovative LAC Bridging Loan Program. “This program has made study abroad possible for underrepresented students and highlights a creative solution to an institutional economic barrier,” according to former Senior Vice President for Academic Affairs and Provost Karen Hanson. Since 2013, more than 240 UofM students have received funds to cover program deposits and flight booking costs. The funds enable students to pay for these pre-departure costs later with their financial aid package without added interest or fees. In addition, the UofM received an honorable mention for the 2015 Heiskell Award by the Institution of International Education (IIE).

Additional Engagement with LAC

Early curriculum integration efforts (2001–2002)

- Freshman/Sophomore Advising Group
- Major Advising Group
- Undergraduate Department & Discipline Representatives

Recent and past engagement

- Career Integration Partnership Group
- COVID-19 Advising Leads
- Financial Barriers Group
- Global Health Advising Collaborative
- LAC advisor training
- LAC scholarship reviewers
- Learning Abroad Center Advisory Committee (LACAC)
- Multicultural Study Abroad Group (MSAG)

Curriculum and Career Integration Presentations

"Business in Dublin."

2020–21 LAC Annual Meeting, Minneapolis, MN

Kate Terry, Co-Presenter

"10-Year Anniversary: Lessons from the Carlson International Experience Requirement."

2019 LAC Annual Meeting, Minneapolis, MN

Anne D'Angelo, Presenter

"Describe, Interpret, Evaluate: Using your program location as your classroom."

April 2019 Excellence in Leading Learning Abroad Series

Steve Spruth, Presenter

"Short-term Program, Long-term Impact: Career Integration In Instructor-led Programs."

February 2019 Excellence in Leading Learning Abroad Series

Lisa Novack, Co-Presenter

"Inclusion & Student Dynamics."

October 2018 Excellence in Leading Learning Abroad Series

Lauren Dickinson, Presenter

"#Alternative Facts: Dispelling the Myth that Short-Term Programs Do Not Have Career Development Value."

2018 Career Integration Conference, Washington, D.C.

Lisa Novack, Presenter

"Describe, Interpret, Evaluate: Using your program location as your classroom."

April 2018 Excellence in Leading Learning Abroad Series

Steve Spruth, Presenter

"Learning to Talk the Talk—Articulating Your Study Abroad Experience."

2016 Career Integration Conference, Boston, MA

Kirsten Canterbury, Co-Presenter

"Career Integration Workshops Onsite."

2015 Career Development Network, Minneapolis, MN

Katie Selby, Co-Presenter

“CLA Career Services Overview and Center Tour.”
2016 UofM Resident Staff Workshop, Minneapolis, MN
Katie Selby, Co-Presenter

“The University of Minnesota's Career Integration Initiative.”
2014 NAFSA Annual Conference, San Diego, CA
Katie Selby, Co-Presenter

“Medicine and Business: A Tale of Two Approaches.”
2014 Career Integration Conference, Minneapolis, MN
Katie Selby, Co-Presenter

“The Carlson International Experience Requirement.”
2012 University of Minnesota Internationalizing the Curriculum and Campus Conference,
Minneapolis, MN
Kirsten Canterbury and Jan O'Brien, Presenters

“Beyond Curriculum Integration: Collaborations Between Education Abroad and Career
Services.”
2011 University of Minnesota Internationalizing the Curriculum and Campus Conference,
Minneapolis, MN
Roxanne Rawson and Katie Selby, Presenters

“Site Visits: An Educational Tool.”
2004 Curriculum Integration Conference, Minneapolis
Laurie Slaughter, Co-Presenter

Publications

D'Angelo, A.M. and Pang, M. (2019). The intersection of education abroad and career readiness, and the role of international educator. In E. Brewer & A. Ogden (Eds). *Education Abroad and the undergraduate experience: Critical perspectives and approaches to integration with student learning and development*. Sterling, Va: Stylus Publishing LLC.

Alexejun, K. and D'Angelo, A. (2013). International Experience Required: Lessons from the Carlson School of Management. *Journal of International Education in Business*. 6(2), 80-94.

Novack, Lisa, and et al. (2020): "#Alternative Facts: Dispelling the Myth that Short-Term Programs Do Not Have Career Development Value" in Career Integration: in C. Anderson, J. Christian, K. Hindbjorgen, M. Johnson & M. Woolf, eds., Career Integration: Reviewing the Impact of Experience Abroad on Employment, Learning Abroad Center, University of Minnesota and CAPA International Education Publications, Boston, MA.

Starks, Jordan (2020): "Made in America: How One Small Word Made a Large Impact on My International Experience" in Career Integration: in C. Anderson, J. Christian, K. Hindbjorgen, M. Johnson & M. Woolf, eds., Career Integration: Reviewing the Impact of Experience Abroad on Employment, Learning Abroad Center, University of Minnesota and CAPA International Education Publications, Boston, MA.

Selby, Katie, et al. (2015): "Study Abroad Storytelling for Interviews," in Career Integration: in C. Anderson, J. Christian, K. Hindbjorgen, C. Jambor-Smith, M. Johnson & M. Woolf, eds., Career Integration: Reviewing the Impact of Experience Abroad on Employment, pps. 53-56, Learning Abroad Center, University of Minnesota and CAPA International Education Publications, Boston, MA.

Updated 28 January 2022 (developed August 2021)