



Center for Global Business and Government  
Tuck School of Business at Dartmouth

# Annual Report

2012-2013 Academic Year



CENTER FOR  
GLOBAL BUSINESS  
AND GOVERNMENT



## MISSION

Established in 2012, the Center for Global Business and Government at Tuck is dedicated to programs and activities that prepare business leaders to better understand, shape, and succeed in the dynamic interactions between business and government in the global economy.

Areas of focus:

- **MBA enrichment** - organizing on-campus and travel programs that highlight current global business and economic trends.
- **Executive engagement** – working with senior executives and policy makers, facilitating projects and briefings, and developing relevant papers and reports.

## MOTIVATION

“National governments that once stood between the market and billions of their citizens today play deep and shifting roles in the global economy via institutions such as monetary and fiscal authorities, state-owned enterprises, and sovereign wealth funds. The leaders of global businesses and national governments struggle to understand each other’s goals, constraints, and methods, and we will work to address this mutual lack of understanding.”

*Matthew Slaughter  
Faculty Director, Center for Global Business and Government  
the Signal Companies Professor of Management  
Associate Dean for Faculty  
Tuck School of Business at Dartmouth*



CENTER FOR  
**GLOBAL BUSINESS  
AND GOVERNMENT**

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# ***A look at our first year***

As we celebrate our first anniversary, we look back on a very busy academic year. We launched the Center for Global Business and Government knowing that it would take time and energy for our new mission to permeate the Tuck community. One of our basic goals was to introduce the concept to Tuck students that business and government are inextricably linked in the global economy.

Throughout the year, we had many conversations about who we want to engage and how best to reach them.

Broadly, we established that our aim was to be a resource for the Tuck MBA community and to senior executives around the world in the global business, economy, and public policy arenas. In the long term, we want to establish the CGBG as a leader in this area and a become significant voice in how this work is carried out in the MBA community.

Our programs throughout the past year supported our mission and promoted the importance of the global business/government connection. We enjoyed tremendous support from the Tuck Office of Communications to help spread the word of our new center and its mission.

This report outlines our programs and progress during our first year. Our next academic year will bring new projects and more robust programming. We all know there's a great deal of work to be done to prepare business leaders and help policy makers succeed together in the global economy.

-Matthew Slaughter  
June 28, 2013



## **CENTER LEADERSHIP**

### **Faculty Director**

Matthew Slaughter, the Signal Companies' Professor  
of Management, Associate Dean for Faculty

### **Executive Director**

Lisa Miller



# Enriching the MBA Experience

## GLOBAL INSIGHTS DISTINGUISHED SPEAKER SERIES

**FOCUS ON LEADERSHIP** The Global Insights Distinguished Speaker Series features senior executives and global leaders interacting with the Tuck community to foster dialogue on issues at the intersection of business and government. In addition to a public talk, guests often spent time with small groups of Tuck students ensuring that time spent at Tuck is maximized to benefit many members of our community.

Thanks to a generous gift from Bernt Killingstad T'86, starting in September 2013 the speaker series will be named the Killingstad Global Insights Series.

Talks during the 2012-13 academic year:

- October 9, 2012 - Fred Hochberg, Chairman & President, Export-Import Bank of the United States
- January 9, 2013 - Cynthia Carroll, CEO, Anglo American (co-hosted with Tuck's Center for Business and Society)
- January 10, 2013 - Tom Arnold T'91, Head of Americas, Real Estate, Abu Dhabi Investment Authority and Tuck School of Business MBA Advisory Board Member
- February 5, 2013 - James Quigley, CEO Emeritus, Deloitte LLP
- February 14, 2013 - Jose Fernandez D'77, Assistant Secretary of State for Economic and Business Affairs, U.S. Department of State
- April 9, 2013 - Former U.S. Senator Judd Gregg, Co-chair, Campaign to Fix the Debt, and CEO, Securities Industry and Financial Markets Association (SIFMA)
- April 15, 2013 - Maria Otero, Former Under Secretary for Civilian Security, Democracy, and Human Rights, U.S. Department of State (co-hosted with Tuck's Center for Business and Society)
- April 16, 2013 - Former N.H. Governor John Lynch, the Perkins Bass Distinguished Visitor at the Rockefeller Center at Dartmouth College
- May 15, 2013 - Peter Diamond, Prof. Emeritus at MIT, and one of three economists awarded The Sveriges Riksbank Prize in Economic Sciences in Memory of Alfred Nobel in 2010 (co-hosted with the Rockefeller Center at Dartmouth College)



*From top left to bottom right: Jose Fernandez, Cynthia Carroll, John Lynch, Judd Gregg, James Quigley, Tom Arnold.*



## LEARNING EXPEDITIONS

**FIRST-HAND GLOBAL EXPERIENCES** Learning Expeditions, half-term elective courses, take students around the world, often to emerging markets, to gain first-hand knowledge of different aspects of the global economy.

Learning Expeditions offered last year:

- December 2012 to India with Professor Anant Sundaram
- March 2013 to Japan with Professor Paul Argenti
- March 2013 to China with Professor Peter Golder
- March 2013 to South Africa with Professor Phil Stocken
- March 2013 to Israel with Professor Adam Kleinbaum

*The Center also coordinated the exchange program with IE University Business School in Madrid Spain. Tuck welcomed 15 students from IE in October 2012, and in March 2013, 10 Tuck students studied in Spain for a week.*



**Bottom left to top right:** Anglo American Landau Colliery Opencast Mine in South Africa, Better Place in Israel, Vodafone in India, visiting a rural village in China, at Mizuno Corporation in Japan.



## MBA FELLOWS PROGRAM

**CONNECTING WITH STUDENTS** The Center's MBA Fellows are outstanding second-year students who work on a research project with a faculty member, host and interview CGBG guest speakers, and advise on Center-organized events and programs.

During the 2012-2013 academic year, the following were all MBA Fellows for the CGBG (all T'13 and all pictured at left): Christel Bouvron, Kaia Dekker, Laura French, Chandan Layak, Tomas Garcia Moreno, Andrew Olaleye, Uttara Sukumar, Wenbin (Max) Tang, and Qiaolan (Nancy) Zhuo.



## SPECIAL EVENTS

**DIVE DEEP INTO TOPICS ON INTEREST** The Center worked during the academic year with several student groups to help them focus on specific topics of interest and share those interests with the Tuck community.

### ***World Views Forum***, April 8, 2013

This event offered a relaxed, discussion-based atmosphere where students talked with John Replogle D'88, CEO of Seventh Generation. The goal was to explore different world views to both learn from and challenge ideas and opinions.

### ***Africa Highlight Week***, April 22-25, 2013

Panel 1 - A Venture in Africa: Foreign companies investing in Africa's growth

Akin Sawyerr, T'03, Managing Director Feleman  
John Kornet Jr, D'67 T'69, Founder & Managing Editor of  
Frontier Markets Compendium  
Shaka Kariuki, Partner and Co-Chief Investment Officer,  
Kuramo Capital

Moderated by Tom Naughton D'89, T'96, Exec. Director,  
Center for Private Equity & Entrepreneurship

Panel 2 - Rooted in Africa: African-based businesses and entrepreneurs making their mark on the continent

David "Skip" Smith Jr. T'72, Dean, Baze University, Nigeria  
Abubakar Suleiman, Chief Financial Officer at Sterling Bank  
Robert Bennett D'69, Corporate Attorney and Consultant  
specializing in African government affairs

Moderated by Phil Stocken, Professor of Accounting

Keynote - The Power of One Billion Consumers

Dr. Osamuyimen "Uyi" Stewart, Chief Scientist, IBM  
Research Laboratory, Africa



### ***Latin America Highlight Week***, May 6-9, 2013

Panel 1 – Hispanics and Latinos doing business in the U.S.

Alejandro Lizcano T'07, Regional Sales Director Northeast &  
Midwest, Telefonica

Caio Rossoni, Vice President, Portfolio Manager, Global  
Asset Allocation, Itaú USA Asset Management

Alvaro Gomez-Muro, Project CEO, Ferrovial - Trinity  
Infrastructure, LLC

Moderated by Thomas Lawton, Professor of Business  
Administration, Tuck School of Business

Panel 2 – The Hispanic impact on U.S. politics

Ted Alden, the Bernard L. Schwartz Senior Fellow, Council  
for Foreign Relations

Linda Fowler, the Frank J. Reagan '09 Chair in Policy  
Studies, prof. of government, Dartmouth College

Moderated by Matthew Slaughter, Tuck School of  
Business at Dartmouth

Keynote – How Business Can Transform a Country: Peru, a  
Case Study

Carlos Rodriguez-Pastor Jr. T'88, Chairman of the  
Board, Intercorp Financial Services Inc., Peru

Tuck Tails – Be Latin for a Moment



## LEADERSHIP IN THE GLOBAL ECONOMY

**PRACTICAL LEARNING WITH A LEADING EXPERT** The Leadership in the Global Economy course for second-year students embodies the spirit of the CGBG mission.

Taught by Professor Matthew Slaughter, who is also the faculty director of the Center, the course requires students to use real-life issues and prepare mock congressional testimony with the students playing the part of CEOs and industry experts. This unconventional format helps students understand how to tell their stories in the best way possible—brief, to the point, and, above all else, convincingly. This is a valuable talent for global business leaders who need to operate amidst increasingly present governments of many countries.

The course draws directly from Slaughter's experiences. From 2005 to 2007, he served on the Council of Economic Advisers for then-President George W. Bush. In this Senate-confirmed position he held the international portfolio, advising the President, the Cabinet, and many others on issues including international trade and investment, currency and energy markets, and the competitiveness of the U.S. economy. He has also been affiliated with the Federal Reserve Board, the International Monetary Fund, the World Bank, the National Academy of Sciences, the McKinsey Global Institute, the Institute for International Economics, and the Department of Labor.

Slaughter also frequently testifies before the U.S. Congress and regularly contributes op-eds to *The Financial Times*, *The New York Times*, *The Wall Street Journal*, and *The Washington Post*; his ideas are regularly featured in these outlets and others. He is a guest on many TV and radio programs such as CNBC's Squawk Box, PBS's NewsHour, and NPR's Morning Edition and all Things Considered. For many years he has consulted both to individual firms and also to industry organizations that support dialogue on issues of international trade, investment, and taxation.

Throughout his career, Slaughter has learned first-hand that policy makers and business leaders don't always understand each other's point of view, and with his expertise in this area, numerous Tuck students will benefit and have a leg up as they start their careers.





# Engaging Alums, Executives, and Policy Makers

## SLAUGHTER & REES REPORT

**LEVERAGING EXPERTISE** Through a partnership with Matthew Rees at Geonomica, we launched the Slaughter & Rees Report aimed at an executive audience. The SRR is a weekly email newsletter offering analysis of current business and policy news, usually in a global context. The SRR debuted on March 4, 2013, and there are currently more than 1,900 subscribers, including global business leaders, policy makers, and journalists.



## TUCK C-LEVEL BRIEFINGS

**VALUABLE BUSINESS/GOVERNMENT CONTACTS** While conceived in the 2012-2013 academic year, the C-Level Briefings Program will begin in earnest during the 2013-2014 academic year. These research and analysis projects involve small teams of CGBG MBA Fellows working with global executives and government leaders on projects that bridge the gap of understanding between business and government policy. The Tuck C-Level Briefings will contain content coming from leaders and intended for leaders, facilitated by the Tuck CGBG.

## SENIOR FELLOWS

**STRATEGIC PARTNERS** Senior Fellows associated with the CGBG contribute professional expertise and connections to the world of business and policy. They work with the Center on a variety of projects, including C-Level Briefings (see previous page for description). This year the Center welcomed four Senior Fellows:

### **Peter Fisher**

Peter Fisher was most recently the senior managing director and head of BlackRock Fixed Income Portfolio Management. Prior to joining BlackRock in 2004, Fisher served from 2001 to 2003 as Under Secretary of the U.S. Treasury for Domestic Finance, and before that, he spent 15 years at the Federal Reserve Bank of New York.

### **Judd Gregg**

Judd Gregg served as a U.S. Senator from 1993 to 2011 (R-N.H.) and was Chairman of the Senate Budget Committee. Gregg previously served as Governor of New Hampshire (1989-1993) and as a U.S. Representative (1981-1989). He is a national leader on fiscal policy and a respected voice on health care, economic, and financial regulatory issues. Gregg is currently CEO of the Securities Industry and Financial Markets Association (SIFMA), one of Wall Street's largest lobbying trade associations. He also works with Campaign to Fix the Debt, a non-partisan effort to address the growing federal debt.

### **John Lynch**

John Lynch served as the 80th Governor of the State of New Hampshire (2005-2013). During his business career, Lynch served as director of admissions at Harvard Business School and president of The Lynch Group, a business consulting firm in Manchester, N.H. Lynch also served as CEO of Knoll Inc., a national furniture manufacturer, where he transformed the company previously losing \$50 million a year, to making profits of nearly \$240 million yearly.

### **Matthew Rees**

Matthew Rees, a former journalist, is the founder of the consulting firm Geonomica and FT Newsmine, a weekly brief of financial market facts and figures produced in collaboration with the *Financial Times*. Rees has served as a speechwriter for President Bush; the National Security Adviser Condoleezza Rice; and the U.S. Trade Representative Robert Zoellick. He also served as a speechwriter and senior adviser for the Chairman of the Securities and Exchange Commission William Donaldson, and assisted Henry Paulson with his maiden speeches as Secretary of the Treasury.





### Feature Stories on the Tuck Website

- Slaughter Leads Tuck's New Center for Global Business and Government (August 2012)
- Getting On with Governments, Globally; New Center focuses on the intersection of business and government (December 2012)
- Anglo American CEO Cynthia Carroll Highlights Risk Management in Tuck Talk (January 2013)
- At Abu Dhabi's Sovereign Wealth Fund, Investing for the Long, Long Term with Tom Arnold T'91 (January 2013)
- What All Successful Companies Have in Common; Worker passion is one key says former Deloitte CEO James Quigley (February 2013)
- U.S. Companies Losing Out on Infrastructure Jobs in Emerging Markets, says Jose Fernandez D'77 (February 2013)
- Former Senate Budget Chairman Judd Gregg Optimistic About Debt Reduction (April 2013)
- Former N.H. Governor John Lynch Sees Leadership Parallels Between Government and Business (April 2013)
- Latin America Week Highlights Tuck's Global View (May 2013)
- Nobel Laureate in Economics Peter Diamond Talks Unemployment and Debt (May 2013)

### Select Media Mentions

- June 26, 2012 - How Skilled Immigrants Create Jobs (Wall Street Journal Opinion)
- November 4, 2012 - Schools widen their political horizons (Financial Times)
- December 4, 2012 - Companies Expanding Overseas Create U.S. Jobs, Study Says (Bloomberg)
- January 11, 2013 - Debt Ceiling Must be Raised (Fox Business)
- January 24, 2013 - Exports Sagging? Try Some Free Trade (Wall Street Journal Opinion)
- May 7, 2013 - How High-Tech Workers Fit Into Immigration Reform (On Point, WBUR Radio)
- May 23, 2013 - Wall Street's High Hopes for Fed (CNBC Closing Bell)
- May 30, 2013 - In Bangladesh, the Slow, Tragic March to a Better Life (Wall Street Journal)
- June 9, 2013 - Taxes Help Shape Multinational Companies (Washington Post)
- June 19, 2013 - BlackRock's Peter Fisher to Take Dartmouth Teaching Role (Bloomberg News)
- June 24, 2013 - Microsoft, Merck, Adobe Unite To Change Tax Code (Bloomberg News)
- June 24, 2013 - Slaughter and Rees Report is Recommended Reading (Washington Wire blog, Wall Street Journal)

### Blog Posts

- September 10, 2012 – My Summer Internship in Nigeria
- September 26, 2012 - Prepping for the Learning Expedition to India
- October 16, 2012 - Welcome IE Business School Students
- November 26, 2012 - Five Numbers Facing the Global Economy
- December 4, 2012 - In India for the Learning Expedition
- December 10, 2012 - American Companies and Global Supply Networks
- March 21, 2013 - Culture: Israel Learning Expedition
- March 25, 2013 - Country of Contrasts: South Africa Learning Expedition
- April 1, 2013 - Business: Israel Learning Expedition
- May 6, 2013 - Tuck Global Consultancy in Rwanda
- May 7, 2013 - What can I learn about global business in 10 days?
- May 13, 2013 - Tuck Global Consultancy in Johannesburg, South Africa

### Videos

- The New Center for Global Business and Government
- Global Business Perspectives: Fred Hochberg
- Global Business Perspectives: Cynthia Carroll
- Global Business Perspectives: João Luiz de Medeiros
- Global Business Perspectives: Daniel St. Martin T'02
- 2013 Learning Expedition to Israel
- 2013 Learning Expedition to Japan
- Global MBA Perspectives: Nicholas Jameson T'13
- Global MBA Perspectives: Christopher Pearson-Smith T'13
- Global MBA Perspectives: Ali Bachani T'14
- Global MBA Perspectives: Ellen Cory T'14
- Global MBA Perspectives: Merritt Patridge T'13



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