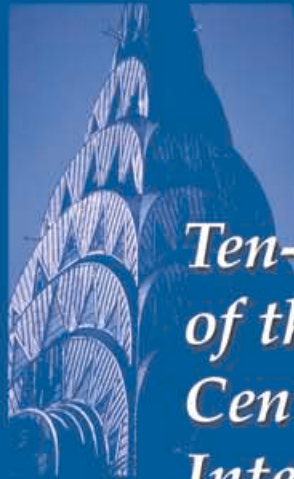


TAKING BUSINESS INTO THE 21ST CENTURY



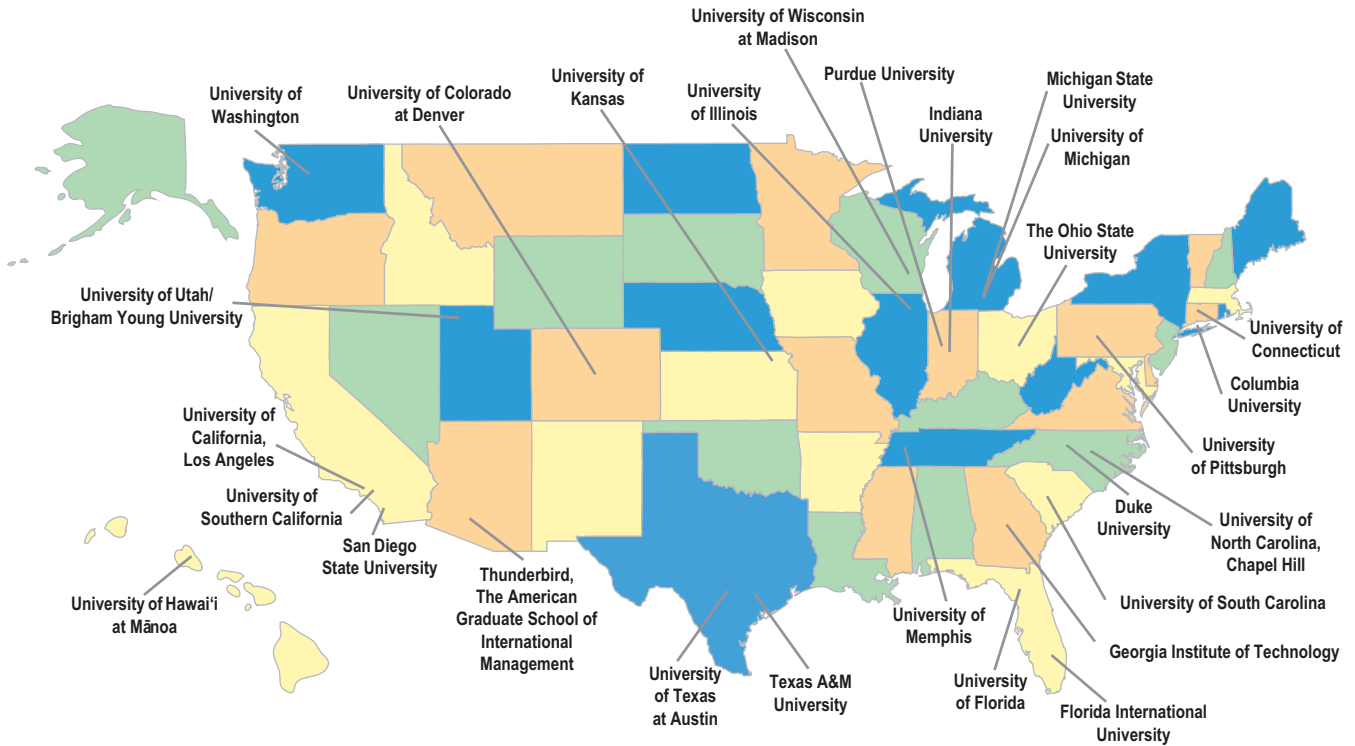
*Ten-Year Accomplishments
of the Title VI
Centers for
International
Business
Education (CIBERs)
1989-1999*



Funded by the U.S. Department of Education,
Centers for International Business Education
(CIBEs) Program



CIBER LOCATIONS



The Centers for International Business Education (CIBERs) were created under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation's capacity for international understanding and economic enterprise. Administered by the U.S. Department of Education under Title VI, Part B of the Higher Education Act of 1965, the CIBER program links the manpower and information needs of U.S. business with the international education, language training, and research capacities of universities across the U.S. 28 universities designated as centers serve as regional and national resources to businesses, students, and academics. Together, the CIBERs form a powerful network focused on improving American competitiveness and providing comprehensive services and programs that help U.S. businesses succeed in global markets.

CONTENTS



| | |
|---|-----------|
| CIBER LOCATIONS | 2 |
| EXECUTIVE SUMMARY | 4 |
| SCHOOLS AND CIBER PROGRAMS: | |
| INTERNATIONAL BUSINESS CURRICULUM DEVELOPMENT | 6 |
| University of South Carolina, Michigan State University | |
| <i>Internationally-focused Internships for Students</i> | 8 |
| San Diego State University, University of Hawai'i | |
| <i>Masters Degrees in International Business and Management</i> | 10 |
| Duke University, Thunderbird | |
| EDUCATIONAL OUTREACH & OVERSEAS TRAVEL PROGRAMS | 11 |
| Indiana University | |
| <i>Overseas Educational Travel Programs</i> | 13 |
| University of California-Los Angeles, University of Colorado at Denver | |
| RESEARCH | 15 |
| University of North Carolina, Florida International University, University of Wisconsin-Madison | |
| <i>Research, Consulting, Decision Support Services for Business, Industry, and Government</i> | 17 |
| University of Memphis, University of Washington | |
| LANGUAGE CURRICULUM & FACULTY DEVELOPMENT | 19 |
| The Ohio State University, Brigham Young University/University of Utah | |
| BUSINESS OUTREACH | 21 |
| <i>Conferences & Seminars</i> | 22 |
| Columbia University, University of Michigan, University of Southern California, Purdue University | |
| <i>International Executive Training Programs</i> | 25 |
| University of Pittsburgh, Texas A&M University | |
| <i>Newsletters, Bulletin Boards, Directories, Databases, and Other Information Resources for Business</i> | 27 |
| University of Connecticut, University of Florida, University of Kansas | |
| <i>Joint Ventures, Partnerships & Alliances with Business, Industry, Public & Private Sector Agencies; Outreach to Federal, State, & Local Government</i> | 29 |
| Georgia Institute of Technology, University of Illinois, University of Texas at Austin | |
| ADVISORY COUNCILS & BOARDS | 31 |
| CONCLUSION | 32 |
| CIBER CONTACT LIST | 33 |



EXECUTIVE SUMMARY

The Centers for International Business Education Program (CIBERs) was created under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation's capacity for international understanding and economic enterprise. Administered by the U.S. Department of Education under Title VI, Part B of the Higher Education Act of 1965, the CIBER program has successfully linked the manpower and information needs of U.S. business with the international education, language training, and research capacities of universities throughout the nation. This report highlights the ten years of accomplishments of the CIBER program, 1989-1999, and provides information on some aspects of each of the 28 CIBERs' operations.

Federal funding has been a fundamental element in the success of the CIBER program by providing the centers with the motivation and enthusiasm to: develop new knowledge; create innovative academic programs; offer relevant and useful business outreach activities; and engineer cooperative relationships that link university resources with business needs for addressing the challenges of a dynamic international environment. In 1989, with merely \$741,000 in total Federal funding, six of the country's leading universities were designated as CIBERs. In 1999 total funding had grown to \$7.9 million, enabling the designation of 28 centers throughout nation. The total Federal investment of \$66 million during this ten-year period has stimulated additional spending by universities and the private sector by roughly 160%. As regional and national resource centers, the CIBERs played a pivotal role in strengthening the ability of U.S. firms to compete successfully in the global marketplace, incorporated international content into curricula, and developed internationally-oriented interdisciplinary programs.

The programmatic requirements of the legislation mandate that every Center will provide a comprehensive array of services and that funded centers will:

1. Be national resources for the teaching of improved business techniques, strategies, and methodologies which emphasize the international context in which business is transacted;
2. Provide instruction in critical foreign languages and international fields needed to provide an understanding of the cultures and customs of United States trading partners;
3. Provide research and training in the international aspects of trade, commerce, and other fields of study;
4. Provide training to students enrolled in the institution or institutions in which a Center is located;
5. Serve as regional resources to local businesses by offering programs and providing research designed to meet the international training needs of such businesses; and
6. Serve other faculty, students, and institutions of higher education located within their region.

The programmatic requirements of the Act oblige each of the centers to develop a comprehensive set of activities congruent with the Act's mandates. By creatively developing a wide array of activities, the Centers capitalize upon their respective strengths while simultaneously responding to the unique needs of the business and educational communities each serves. Throughout these ten years, the CIBERs have responded positively to the Act's mandates in the following ways:

- Recruiting faculty from every state in the Union to learn more about the dynamics of international business and the means for coping with the challenges of the global marketplace.
- Creating innovative curricula that have exposed students to the subtleties of international business.
- Instilling U.S. managers with the skills and self-confidence needed for making the United States increasingly competitive in the global marketplace.

The diversity among the programmatic offerings of the centers has proven to be a rich resource for the CIBER network. CIBERs have drawn upon the network's collective to focus on faculty development, engage in business and educational outreach, and design innovative academic programs, courses, and activities.

As illustrated on the following pages, the CIBERs' activities can be categorized into five key areas:

International Business Curriculum Development

- Developing and integrating an international dimension into business courses
- Introducing a business dimension into foreign language courses
- Offering CIBER-sponsored overseas internship programs for students and faculty
- Developing innovative programs for teaching foreign languages

Educational Outreach

- Providing a national resource to other educational institutions for teaching international business techniques and methodologies
- Providing expertise, guidance, and training programs to other educational institutions wishing to internationalize their curricula
- Sponsoring faculty development programs focused on all major geographic regions of the world

Research

- Sponsoring research projects aimed at increasing the international competitiveness of American businesses engaged in global competition or research focused on those firms interested in gaining entry into international markets
- Exploring the linkages between emerging organizational and management practices and competitive advantages
- Providing practical answers to management challenges associated with international competition

Language Curriculum & Faculty Development

- Supporting programs designed to develop and introduce foreign commercial language courses into the foreign language curricula
- Sponsoring development programs for foreign language faculty from two- and four-year colleges and universities interested in integrating business content or course development into their courses

Business Outreach

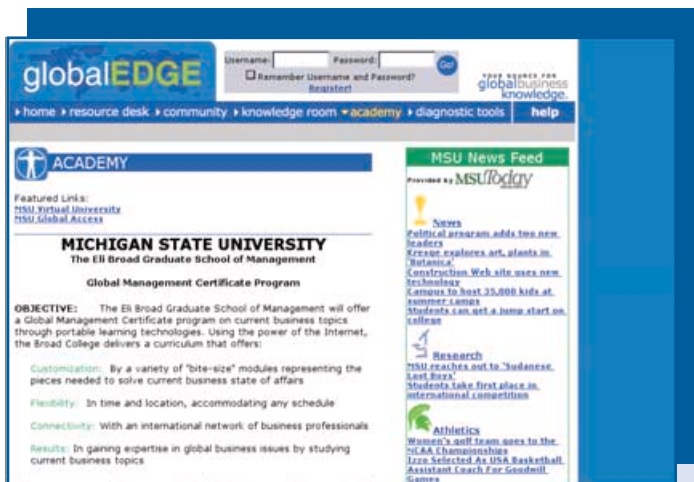
- Matching the core competencies of each CIBER with the needs of the communities being served
- Offering conferences on current international political and economic events, business and language skills and expertise that are vital to successful involvement in international markets
- Preparing university and college students with global awareness, and the sensitivity to cultural and international business skills expected by firms engaged in the global marketplace



INTERNATIONAL BUSINESS CURRICULUM DEVELOPMENT

Tomorrow's business leaders must learn to function with a global perspective. The Centers for International Business Education and Research have responded to this need with a variety of interdisciplinary programs that integrate foreign language training and international studies with business, finance, management communications systems, and other professional curricula. Additional programs provide business training for foreign language faculty and students, enabling a crossover of talents from both business and area studies. In addition, these efforts allow business and non-business students to learn about international business fundamentals as well as language and cultural issues.

CIBER-sponsored, overseas internship programs provide students and faculty with an effective platform for cross-cultural training, interdisciplinary studies, and cooperative learning in conjunction with experience in international business activities. Utilizing innovative curriculum research and programs, the CIBERs promise to push forward the frontiers of knowledge to make a lasting impact on the nation's human resources and international business capabilities.



Michigan State University

Michigan State University (MSU) has recently initiated a major thrust into virtual learning. MSU's Virtual University now incorporates some 60 courses and over 10 degree and certificate programs in a variety of topical areas. In harmony with this focus, MSU-CIBER works closely with the Deans' Office in The Eli Broad College of Business to offer certificate and degree granting web-based programs focused on international business.

The first one of these programs is The Global Management Certificate program, especially designed for aspiring managers and executives looking to enhance their knowledge in current business topics with a distinct global focus. By combining leading-edge research, thought, and best practices, the Global Management Certificate program prepares today's business leaders for the global economy. Program participants have the opportunity to access globalEDGE® (<http://globaledge.msu.edu>) the new global business knowledge web-portal MSU-CIBER has developed. By serving as a gateway to specialized knowledge on countries, cross-border business transactions, and cross-cultural management, globalEDGE® facilitates a virtual community of global business professionals where members communicate with each other, pose inquiries, and network for mutual benefit. globalEDGE® also incorporates web-driven global business diagnostic tools. These powerful tools have been developed by MSU-CIBER to reach out to the nationwide business community by assisting firms in the formulation of practical and systematic approaches for globalization of their organization. MSU-CIBER develops and disseminates these computer-aided diagnostic tools to assist international business executives in global market operations.

University of South Carolina

The University of South Carolina's Master of International Business Studies was created in direct response to the demands of business leaders who sought managers who could live and work in the emerging global environment. Graduates of the program not only learn technical business and management skills, they must also speak at least one foreign language fluently, and understand the nuances of culture in that country or region.

As part of the MIBS program, students spend up to six months in an overseas internship. The essential experience of the internship transforms what has been learned in the academic setting into marketable, practical business skills. As interns, MIBS students often work for American multinational firms abroad, providing an excellent, cost-effective source of temporary support during a busy period of the year, while gaining important international business experience. MIBS students also provide assistance to local South Carolina firms and organizations, such as the South Carolina Export Consortium and the Central Carolina Economic Development Alliance, bringing their international business training and experience to small businesses and non-profit companies. Using their international business knowledge, the resources of the university and the advice of faculty, MIBS students have organized trade missions abroad, developed export plans for small businesses, and conducted research to help South Carolina companies become more competitive in global markets.

10 YEARS OF CIBER

Over 332,943 students have taken the 12,000 courses with international business emphasis offered by CIBER-funded universities.

Over 2,100 international business courses have been created or upgraded.

50 new degrees and concentrations in international business have been developed.

Over 70,000 students have graduated from CIBER universities, many with degrees reflecting concentration in international business.

Approximately 41,000 CIBER graduates are expected to be working in internationally related positions 5 years after graduation.

Almost 22,000 students have participated in CIBER-sponsored internships, student exchanges and study abroad programs.

Internationally-focused Internships for Students

International internships offer students a unique opportunity to learn about international business “in the trenches.” During their internships, students not only learn about doing business in a foreign country, they hone their language skills and gain important insights into foreign cultures and customs that will be of value throughout their careers. Recruiters in multinational companies agree that an “in-country” experience is one of the most important qualifications for a student seeking an international business career.

The key to a successful international internship program is the proper matching of student educational goals and the sponsoring company’s expectations. Over 1,000 international student internships are provided each year at over 500 sponsoring corporate and government institutions. The CIBER program provides the important infrastructure needed for the administration of successful international internship programs at CIBER universities.

San Diego State University

The International Business and Economics Internship Program serves over 100 companies, networking organizations, and government agencies. Internship positions are with offices located in San Diego, as well as nationwide and outside the U.S. Dr. Renatte Adler, a Professor of Economics, leads the CIBER program for three semesters annually. Each year, 150 of SDSU’s International Business majors pursue the fulfillment of their internship requirement by engaging in an internship of at least 150 hours outside their university studies. Many students work closely with local small- to medium-sized firms on projects ranging from consultation/documentation on import/export transactions and financing, to demographic analysis of overseas markets, to the research and development of formal marketing plans for penetrating global markets. An average of 15% of these students choose to work at internships in other countries, many working in U.S. or Mexican firms operating just across the border in Mexico. In addition, International Business interns have been placed in positions in 30 nations worldwide, including Canada, Argentina, Chile, France, Spain, Germany, Japan, and the Republic of China.



Internships provide San Diego State University students an opportunity to learn from professionals in the business industry.

University of North Carolina

The University of North Carolina at Chapel Hill CIBER focuses on a broad array of international business teaching, research and outreach activities, many of which have been designed or redesigned to make intensive use of Internet-based technologies. Among those activities which, with CIBER support, have been redesigned to make use of the Internet is the MBA Student Exchange Program.

While many of the top-ranked MBA Programs in the U.S. are seeing a decline in the number of students participating in their exchange programs, the UNC Kenan-Flagler Business School is experiencing an increase. In academic year 1998-1999, 9% of the eligible MBA population (i.e., students in their second year) participated in an international exchange. In 1999-2000 the number increased to 10% and in 2000-2001 it climbed to 15% of a significantly larger second year class - a 63% increase in the absolute number of participants over the previous year.

A valuable tool, the UNC MBA Exchange Program website (<http://www.kenan-flagler.unc.edu/ip/Exchange/exchange.html>) helped build the Student Exchange Program. The site gives students detailed information on each partner institution such as location, term dates, amount of transfer credit, language of instruction, strong functional areas, student population demographics, etc. There are also sound bites from past exchange students that market their home school and virtual tours of some of the institutions. Students may view PowerPoint presentations on the program given by the Office of International Programs staff, and can download application and other necessary forms directly from the site. Similar pages, providing detailed information about the Kenan-Flagler Business School, are available for incoming exchange students from our partner schools. This CIBER-sponsored initiative has created better-educated students who are more aware of the specifics of the Student Exchange Program as well as of each individual partner institution.



Masters Degrees in International Business and Management

CIBERs offer a variety of Masters in International Management and MBA degrees with international content, as well as joint management and area studies masters degrees. Approximately half of these programs have an overseas component to give students an “in-country” experience. It is estimated that over 10,000 graduates are produced by such programs at CIBER universities nationwide. Approximately one-third of the graduates of these programs are placed in jobs at multinational companies with extensive global operations, helping U.S. industry be more competitive in the world economy.

Thunderbird

Thunderbird’s Executive Master of International Management (EMIM) program is a unique version of the Master of International Management (MIM) program in a format designed to complement participants’ work experiences and management careers. More than an Executive MBA (EMBA), this program produces international executives who not only have the full range of contemporary management skills, but who can function effectively in the global economy with cultural knowledge and language facility. Students enter the program each Fall, and remain with one group of classmates throughout the two-year program.

A one-week Mexico study period at the end of the first year and a ten-day international seminar during the second year are also included. Executive MIM candidates spend six trimesters completing the requirements for the MIM degree. Demanding active involvement, the EMIM program is based on the assumption that participants learn not only from the faculty, but also from each other. The diverse experience of participants gives rise to conflicting opinions, leading to lively debate and creation of a rich learning environment.

Duke University

The 19-month Global Executive MBA (GEMBA) Program is designed to prepare the future leaders of American multinational corporations to meet the challenges of global competition. The curriculum is designed to provide the most current thinking about global management. Coupled with state-of-the-art distance education, it features eleven weeks of intensive residential learning sessions based in North America, Western Europe, Asia, and South America. The program improves the global capability of managers through an internationally-focused business curriculum, networking with high potential executives from around the globe and provides the opportunity to use the most modern communications technologies.



Flags lining the Duke mallway.

EDUCATIONAL OUTREACH



Throughout the U.S., faculty development programs at CIBERs provide a national resource to other educational institutions for the teaching of improved international business techniques and methodologies. As can be seen in the CIBER location map on page 2, most CIBER-funded programs are housed at major universities. One of the primary benefits of the CIBER program is leveraging the international business resources at these major institutions to provide expertise and guidance for other educational institutions that wish to internationalize their curriculum.

CIBER faculty development programs are designed to bring the realities of the global marketplace into the classroom setting. Programs offered to faculty members of colleges and universities, community colleges, and secondary schools throughout the U.S. aim to enhance their ability to teach international issues and concepts to their students. Through faculty development programs focused on Asia, Europe and Latin America, hundreds of instructors have had the opportunity to observe businesses abroad and visit with foreign government economic development councils and embassies. These programs provide broad-scale preparation in political, economic, environmental, and social issues, enabling teachers to bring a solid understanding of the international business scene into their classrooms.

10 YEARS OF CIBER

CIBERs have offered over 600 internationalization workshops for faculty. Over 18,000 faculty and Ph.D. students have attended these workshops.

Over 2,000 faculty have participated in the 350 faculty development programs abroad.

Over 3.5 million students have benefited from improved international business education.

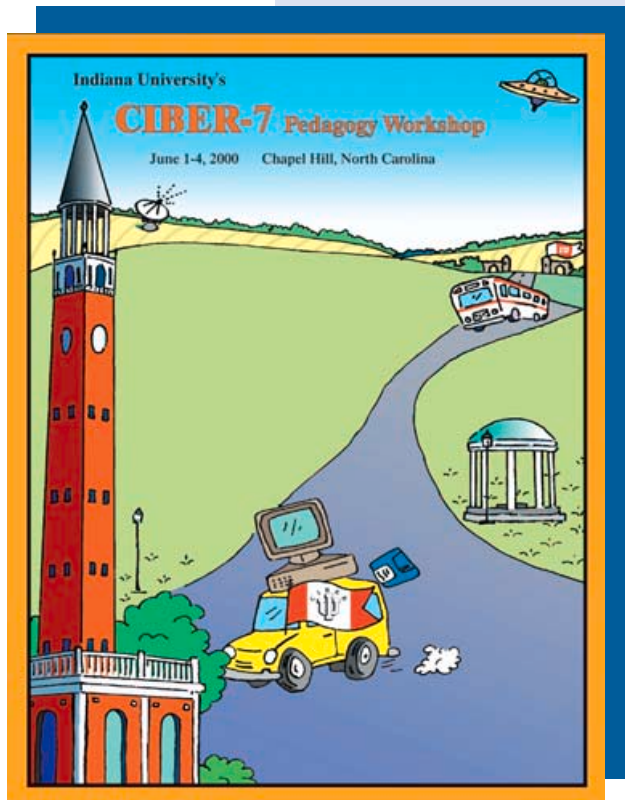
Indiana University

Over 60 faculty from 30 universities and colleges participated in the Indiana University CIBER's Seventh Annual Pedagogy Workshop in June, 2000. Co-sponsored by the University of North Carolina's CIBER, the four-day workshop presented a wealth of ideas and tools to enhance the international context of business classes everywhere. Presenters at the workshop consisted of faculty and administrators from Indiana University, University of North Carolina, University of Toledo, Michigan State University, and the College of William and Mary.

Session topics presented at the workshop included:

- Collaboration Across Borders: Teams of students at U.S. institutions and elsewhere in the world cooperate on class projects via video conferencing and the Internet.
- Case Workshop: This workshop focuses on how the case method can help teach the international aspects of business even when students lack international backgrounds.
- Distance Education: Reviews how IU's part-time MBA program utilizes distance education.
- Videoconference: The UNC and ITESM Partnership-Center for Innovation and Learning (CIL)-shared experiences. How an international faculty team co-develops courses.

- Virtual Teaming Experience in Cross-cultural Internet Project: Enhancing immersion experiences by incorporating technology and virtual teams in pre-departure sessions.
- Innovation, Technology, and Teaching: Using technological innovations to present cross-cultural Internet projects involving virtual teams with students from schools around the world.
- Internet and Materials Resource Update: The driver's seat on the information highway. Useful new sites and materials, as well as some old favorites, from this constantly changing area.
- Video and CDs-Tools for Teaching: Ideas and pointers for making the best use of Videos and CDs as powerful teaching tools.
- Simulations-Make it Real: How to enhance teaching by incorporating simulations into class structure.



2000 Pedagogy Workshop Poster.

Overseas Educational Travel Programs

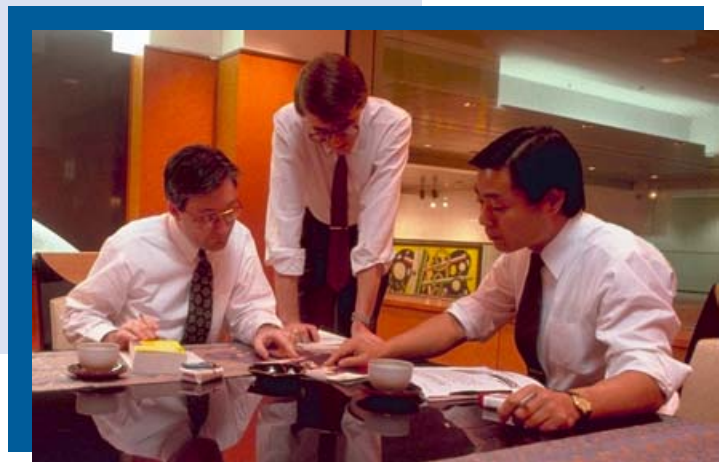
An important function of CIBER programs is to provide opportunities for students and professionals to travel abroad to experience and learn about international business issues first-hand. While participants generally pay the out-of-pocket travel costs for their trip, the CIBER program plays an important role in providing the expertise, coordination, and planning of site visits to embassies, factories, universities, and other business and government organizations. Over 25 overseas study programs are offered by CIBERs every year with over 500 participants.

University of California, Los Angeles

Since 1995, the Anderson School at UCLA, in partnership with Hughes Electronics Corporation, has participated in a unique executive exchange program with the People's Republic of China Ministry of Personnel. The UCLA U.S./China Executive Education Exchange program provides an opportunity for major U.S. corporations with business interests in China to learn first-hand the issues, challenges, and opportunities associated with conducting business in or with China.

In June of each year, through an agreement with China's Ministry of Personnel, 20 CEO-level general managers of China's large state-owned enterprises visit the U.S. for a three-week educational tour, which includes on-site exposure to American companies, as well as to a business management curriculum addressing finance, marketing, operations, business strategy, and information technology. In the following October, U.S.-sponsoring organizations send a delegation to China for three weeks of instruction and on-site visits, including visits to Chinese state-owned and joint-venture enterprises, and meetings with officials at government offices, universities, and research institutions.

In addition to acquiring knowledge and strategies to support their business objectives, delegates are immersed in the cultural aspects of the host country, fostering further understanding of the business issues they face.



The UCLA U.S./China Executive Education Program allows U.S. and Chinese businessmen to learn from each other.

University of Colorado at Denver

The University of Colorado at Denver CIBER's Global Advisory Board was established in 1994 as a forum to assemble senior executives for the purpose of addressing global business issues. The objective of the Board is to provide a better understanding of the issues faced by global businesses and how these issues impact company strategies and operations. Twice each year, the Board hosts a Global Executive Forum to address, in depth, important topics in global business and geopolitics. The Board suggests topics and the CIBER invites expert speakers to each forum. Generally held in Colorado, the proceedings are recorded, edited, and published as a Global Executive Forum Report widely available to faculty, students, and the business community in the U.S. and internationally.

The September 2000 Global Executive Forum held in Hong Kong featured Board Member, Hon. Ronald Arculli, recently retired member of the Hong Kong Legislative Council. He assisted as host and invited leaders of the Hong Kong business and government communities to brief the 40 attendees in eight sessions over two days.

Following Hong Kong, 36 of the delegates continued to China for travel to Shanghai, Chongqing, a Yangzi River cruise that included a visit to the Three Gorges Dam project, Wuhan, Xian and Beijing. Meetings during this phase included a visit to the General Motors joint venture in Shanghai and a briefing by the authorities in Pudong where \$30 billion of infrastructure investment has transformed an obsolete industrial district into a world class development of the future. The group also attended briefings by the US Consul General (Shanghai) and Embassy (Beijing). In these cities the group experienced firsthand the rapid development in these areas, spoke with local citizens and business people about changes in their lives, and were able to match what they had been reading in business and trade journals with what they were seeing. They also used faculty resource people as "experts-in-residence" during the trip to answer questions and provide perspectives on the many changes.



Foggy morning view of the Three Gorges Dam Project.

RESEARCH



CIBER research activities examine international economic trends, explore emerging organizational practices and address the links between management practices and competitive advantage. CIBER-sponsored research projects promote the international competitiveness of American businesses and firms, including those not currently active in international trade. The projects explore global business issues on a wide range of topics through overseas field work, providing practical answers to the management challenges posed by international competition. Research results are disseminated through publications, executive training programs, integrated curricula, and innovative management information systems and networks. With state-of-the-art information, American businesses can identify practical new approaches for managing complex organizations and align the organization's resources, information, power, and rewards to maximize performance throughout the company.

University of Hawai'i

The University of Hawai'i-sponsored MBA field study program combines innovative international business curriculum with outreach to local businesses. The goals of this project are two-fold: (1) to expose business students to the international business environment and provide them with the opportunity to conduct hands-on research; and (2) to provide the Hawai'i business community with current trends about promising export markets and tourism markets. Two groups of MBA students have been sent to Asia since this program was launched in 1999. The first group studied the retail behavior of Japanese consumers and the second studied the Japanese healthcare industry and the prospects for "healthcare tourism" in Hawai'i.

Each field study team consists of 3-5 students and a faculty adviser. Prior to the field study, the selected students spend several weeks studying analytical and marketing research tools, as well as conducting a needs assessment through meetings with the sponsoring businesses in Honolulu. The trip itself, lasting approximately three weeks, consists of meetings with business executives, government officials, academics, media executives, and consulting firms. The students also spend time walking through shopping districts, malls and department stores, interviewing and observing consumers. Upon their return to Hawai'i, the students are expected to compile and publish a comprehensive report, and present their findings at community forums, such as the Retail Merchants of Hawai'i Association.

The tremendous success of the field study projects have encouraged the development of similar programs to study market trends in other regions and industries. The UH CIBER will continue to provide support as the project expands to China, Korea, and other areas.

10 YEARS OF CIBER

Over 2,400 international business faculty and Ph.D. research projects have been supported by CIBER funding.

Over 1,600 working papers have been published.

Research results were disseminated in over 380 research conferences sponsored by CIBER programs nationwide.

Florida International University

One of the most difficult problems facing American multinationals is finding and retaining qualified personnel for their overseas operations. CIBER-sponsored research at Florida International University has been recognized by the American Society for Competitiveness as the 1997 Board of Trustees Award winner for Innovation in International Research Methodology. The research is the product of a multinational, multicultural consortium of scholars from over 50 countries organized by Professor Mary Ann Van Glinow to analyze "Best Practices in International Human Resource Management." The consortium, described in the *Academy of Management Journal*, 1995 (Teagarden et al.), has collected data from around the world and is one of a handful of academic research teams worldwide using the same research instrument to probe issues in international human resource management.

University of Wisconsin - Madison

Spring 2001 featured the inaugural Eagleburger Forum at UW-Madison. This annual public affairs program was created to advance the development of a world affairs consciousness and global connectedness among Wisconsin citizens and the business community. This first Forum focused on the topics of globalization and global equality.

Lawrence S. Eagleburger, for whom the Forum is named, capped a brilliant 30-year State Department career when he was named Secretary of State in 1992. Currently, he is Chairman of the International Commission on Holocaust Era Insurance Claims in Washington, D.C. He is also senior foreign policy advisor for the Washington D.C. firm Baker, Donelson, Bearman and Caldwell. Mr. Eagleburger received his B.S. and M.S. from the University of Wisconsin-Madison.

Forum panelists included:

- Brazilian politician, *Ciro Gomes*, who previously served as Finance Minister and who is widely expected to become a 2002 presidential candidate.
- Economist *Carlos Heredia* who is Director General of Special Urban Development Projects in the cabinet of Mexico City Governor, *Andres Manuel Lopez-Obrador*.
- *Thea Lee*, AFL-CIO Assistant Director for International Economics.
- *Thomas Niles*, President of the U.S. Council for International Business.
- President of the *Doris Duke Charitable Foundation* and former Undersecretary of State for Economic, Business and Agricultural Affairs, *Joan Spero*.

The event was co-sponsored by the International Institute of UW-Madison, the Center for International Business Education and Research (CIBER), and the Center for World Affairs and the Global Economy (WAGE).



Thomas Niles, a featured panelist.

Research, Consulting, Decision Support Services for Business, Industry, and Government

CIBER schools provide businesses and industries with faculty research, a valuable yet often overlooked service. The knowledge base that faculty gain from CIBER-sponsored research provides a permanent resource capacity for the university to draw upon and is brought back into the classroom, into executive training programs, and other activities.

In addition to faculty-initiated projects, which are often published in practitioner-oriented as well as academic journals, many CIBERs sponsor research and consulting projects specifically for business and community groups. This contribution increases as universities play a larger role in the economic development initiatives of their communities. Since CIBERs have many direct connections with their respective business communities and across their home campus, they serve as “supra-organizations” which improve the capacity of other organizations and provide a liaison that brings to the community the expertise of sciences, engineering, medicine, and other technical resources of the university.

University of Memphis

The Robert Wang Center for International Business provides a full array of international education and research services to meet the needs of local businesses. The University of Memphis CIBER organizes and sponsors activities for companies of all sizes in a wide variety of industries by using programs centered on custom language classes, placement of International MBA student interns, specialty conferences and briefings, facilitation of meetings with visiting foreign executives, and custom global leadership training programs. These activities have not only benefited the participating companies through tangible research, employee training, and networking, but also the University and its students. Programs designed for such powerhouse companies as Federal Express have helped deepen the University’s relationships with these firms which has led to the funding of world-class research facilities including the FedEx Center for Cycle Time Research and a state-of-the-art Emerging Technology Complex being developed in partnership with the College of Business.

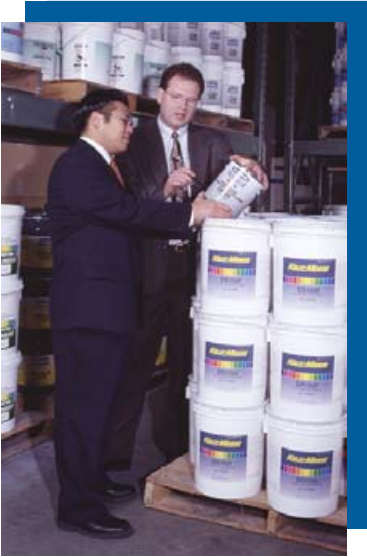
Memphis CIBER has developed a partnership with the Tennessee Association of Business to target small- and medium-sized companies and help them become more globally competitive. This program, which includes a management track and an employee track, develops specific competencies and leadership skills. The program’s training modules will be delivered at several locations across the state and via the Internet and CD-Rom. By forging partnerships with industry, the Memphis CIBER serves the needs of companies ranging from the smallest entrepreneur to Fortune 500 firms.



The University of Memphis CIBER strives to forge partnerships with Memphis Area Firms.

University of Washington

The Education for the Global Entrepreneur (EDGE) program, sponsored in part by the University of Washington CIBER, makes research, education, and analytical assistance available to local businesses to enhance their competitiveness and profitability in the international business arena. The program provides business school students with hands-on opportunities for learning international business practices by conducting relevant, real-world projects with local companies that are engaged in international business. Teams of students work on specific projects for companies, presenting their findings in written and oral reports to the company.



Kelly-Moore Paints is just one of the clients that have looked into expanding their international markets with the help of student consulting teams from the University of Washington EDGE Program.

Other students complete company projects during overseas study, conducting on-the-ground research for Washington businesses. Companies assisted by EDGE projects include both product and service firms ranging in size from less than \$1 million in annual sales to Fortune 500 companies. EDGE export studies encompass a wide range of products including industrial chemicals, building products, contact biocides, aquaculture net pens, and sports equipment. Projects may cover a variety of export related issues, including selection of most viable foreign markets, entry strategy, search and screening of joint venture partners, and evaluations of existing international operations and distribution channels. Since 1992, the EDGE program has assisted more than 100 companies in over 140 separate international business projects completed by over 400 students.

CIBER programs also offer a valuable service to business through the work of students in international business project classes conducting research or providing solutions for actual businesses in their local communities. These programs are particularly valuable for small- and medium-sized businesses that may be considering their first international business venture and may not be able to afford the services of an international consulting firm. Groups of students, supervised by faculty, provide valuable research and advice for these companies. Businesses sometimes pay the out-of-pocket costs for these projects or contribute modest amounts to cover the administration of the program. The average fee or charge for a CIBER-sponsored research project was \$2,000.

The projects provide a valuable learning experience for students with an estimated more than 800 students each year participating in these international business project classes. The result is the development of an applied training class that provides the students with a real world situation for learning and that also benefits businesses, not only through direct research results, but also through access to students who are better prepared for the transition from the university to the workplace.

LANGUAGE CURRICULUM & FACULTY DEVELOPMENT



While foreign language study was well developed at most major universities prior to the inception of the CIBER program, too few language courses included the business and commercial content that would enable students to transact business in the international arena. The CIBER program provides an important component of foreign language curriculum and faculty development by supporting the development of commercial language courses and offering faculty workshops for language and area studies instructors to help them integrate business content and vocabulary into their courses.

The Ohio State University

“Teaching the Business and Professional Student: Fundamentals and Methodologies to Assist the Foreign Language Professional” is a two-day workshop designed to help foreign language faculty incorporate business components into their language curriculum and courses. The program is aimed at language faculty who are interested in learning more about business concepts and the ways in which business students are often taught. The participants learn about how business curricula are constructed; about the newest trends in learning for professional students; how to understand and teach using the case method; how to integrate business concepts and pedagogy into the language classroom; and about how the business environment varies from culture to culture.

10 YEARS OF CIBER

Over 3,613 commercial language courses have been taught at CIBER universities, with over 53,000 students enrolled.

Over 5,200 language faculty have participated in over 200 internationalization business language workshops.

Over 1.2 million students have benefited from enhanced commercial foreign language instruction at universities across the U.S.

Brigham Young University/ University of Utah

In today's highly interdependent and competitive international business environment, an increasing demand exists for knowledgeable managers capable of conducting business in a foreign language. Because the supply of such managers falls short of the demand both at home and abroad, the need for education in foreign business languages at universities and colleges is higher than ever before.

To meet this growing challenge, the Brigham Young University-University of Utah CIBER and the Utah Asian Studies Consortium (UCON) offers a two-day workshop designed to enhance teaching skills in Asian business languages and knowledge in the basics of international business. The workshop is intended for university and college professors and instructors of Mandarin Chinese, Japanese, and Korean who are interested in or are already offering business language courses. The workshop provides a forum for free exchange of ideas and information. Workshop seminars are chaired by faculty experienced in Chinese, Japanese, and Korean languages and who have successfully developed language courses with a business component. Business professionals who have experience conducting business in Asia, sometimes in a foreign language, are guest lecturers at the workshop.



Examples of some of the languages CIBERs teach and use.

BUSINESS OUTREACH



CIBERs help American business meet the challenges of competing in the global marketplace by offering greater local expertise and educational opportunities. CIBERs provide a broad scope of services, including conferences on current international economic events, evening and summer programs to enhance international business and language skills, and access to information and expertise that are vital to expansion into foreign markets. By linking universities, businesses, and organizations such as state and local departments of economic development, CIBERs increase and promote the nation's capacity for international understanding and economic enterprise.

Each CIBER's outreach programs are tailored to match their core competencies with the needs of their communities. CIBERs also provide support to other colleges and universities in their regions and work with agencies, industry, and community groups to develop programs and find resources to improve the global competitiveness of companies in their communities and regions.

In addition to the direct contact that CIBERs have with businesses and community organizations, there is a multiplier effect from the many programs offered by CIBER universities. As major research universities, one of the primary ways that CIBERs serve the needs of businesses is through preparing degree students with a global awareness and knowledge of international business issues. In addition to these degree programs for students, CIBERs offer training and seminars for business executives. CIBERs also form alliances and partnerships with a variety of organizations to stretch their available resources and to reach a broader constituency.

The average CIBER works with about 200 businesses a year and some CIBERs in large metropolitan areas work with 300 to 700 companies every year. Projected across the nationwide CIBER network, this results in over 5,000 businesses that benefit annually from CIBER conferences, seminars, training programs and other services designed to improve their competitiveness in global markets.

10 YEARS OF CIBER

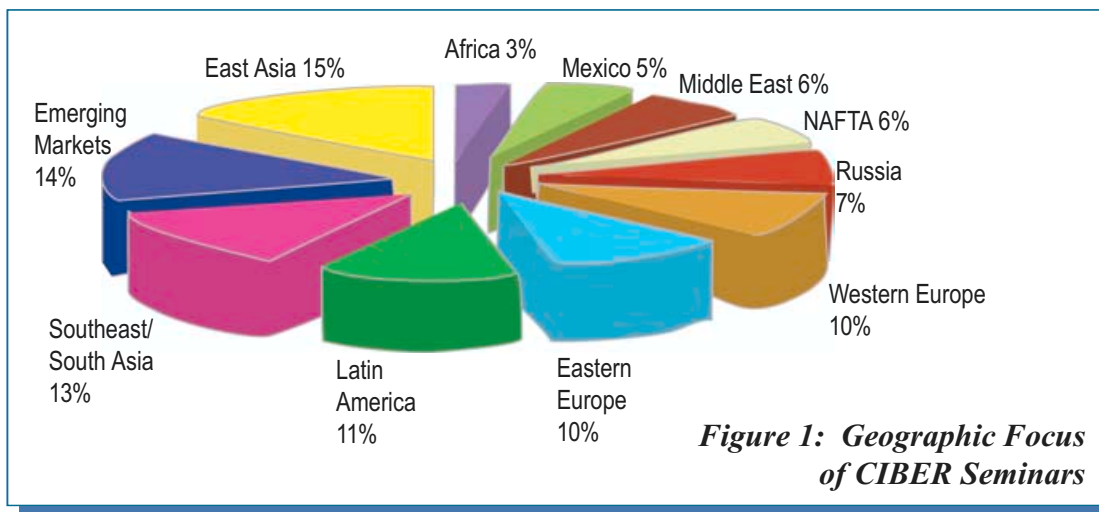
Over 2,600 workshops and seminars were held for regional international business communities. Over 70,000 participants have attended the workshops.

Over 56,000 executives participated in the 12,000 training programs that include an international business component.

Numerous newsletters, bulletin boards, and other information media were sent to thousands of businesses annually to keep them abreast of international business trends and available university resources.

Conferences & Seminars

Every CIBER sponsors an average of 14 conferences and seminars for business annually, resulting in an estimated 390 seminars nationwide across the CIBER network. An estimated 20,000 to 30,000 managers throughout the U.S. participate in these CIBER conferences and seminars each year. The broad range of expertise at CIBER universities allows the network to offer coverage of events and issues happening throughout the globe. **Figure 1** illustrates the balanced and comprehensive geographic coverage that CIBER seminars encompass. In addition to focusing on specific geographic regions, CIBER seminars bring attention to new opportunities in international trade, such as through NAFTA and the U.S. Department of Commerce designated “Big Emerging Markets” for the future.



Chuck Pettis, President of Brand-Solutions, Inc., a renowned expert on branding for technology companies, speaks with a participant at the 2000 Conference on Brand Valuations.

Columbia University

The CIBER at Columbia University sponsors an annual research conference on International Valuation. Each year, this event brings together corporate executives, policy makers, faculty and doctoral students to discuss the complex issue of determining the value of international projects.

Led by CIBER Director Robert Hodrick, the 1999 conference focused on issues in equity research, with featured speakers from Duke, Yale and CIBC Oppenheimer. The 2000 conference on brand valuations, led by Columbia Marketing Professor Bernd Schmitt, featured brand strategists from prominent branding companies such as Interbrand and Brand-Solutions, Inc. The 2001 conference on global equity analysis, led by Columbia Accounting Professors Stephen Penman and Trevor Harris, featured numerous speakers from academia and the corporate community, including the International Accounting Standards Board.

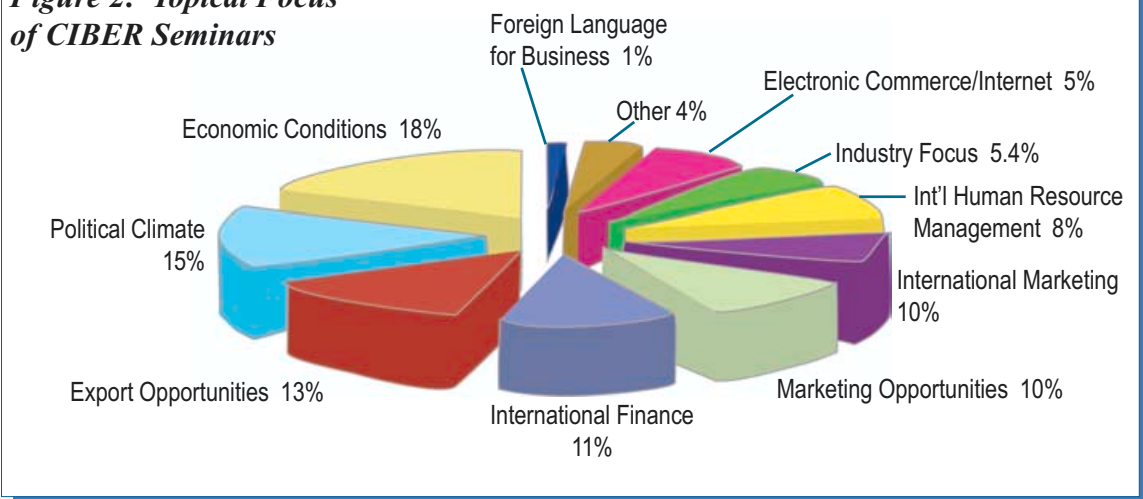
University of Michigan

The University of Michigan Business School's Center for International Business Education and Research has been successful in the development and implementation of a wide array of programs designed to promote the international competitiveness of American business. Since 1995, the Center has organized and offered the Asian Automotive Conference, which has been attended by more than 450 automotive executives, representing over 200 firms. The conference is the only one in North America that covers the industry for the entire region of emerging Asia, including India, greater China, Korea, and all of Southeast Asia.

The key to the success of this program has been close collaboration with the Office for the Study of Automotive Transportation (OSAT), based in the University's College of Engineering. OSAT specializes in programs for the automotive industry and has been a valuable source of knowledge and advice on the industry and its needs.

The conference is offered annually in Dearborn, Michigan - home to the American automotive industry.

Figure 2: Topical Focus of CIBER Seminars



With regard to topics, CIBER seminars address a wide range of issues affecting international business. Figure 2 shows that about 35% of CIBER seminars present information on the political and economic conditions affecting international business. An additional 13% focus on export opportunities for American businesses. The remaining half of CIBER seminars are specifically targeted to special issues such as e-commerce and international marketing, international finance and human resource management.

To leverage the effectiveness of these programs, CIBERs often partner with other state, federal and local agencies. Over 40% of CIBER seminars were co-sponsored by local Chambers of Commerce, state or regional economic development agencies, district export councils, industry trade associations or world trade centers. By working together with local agencies, CIBER seminars bring the resources of the nation's best universities to bear for the benefit of American business.

University of Southern California

The annual Asia/Pacific Business Outlook Conference, which is co-sponsored by the University of Southern California and the U.S. Department of Commerce, attracts a nationwide group of about 300 American managers who operate throughout the Asia/Pacific region. The conference provides a unique mixture of over 100 academic, business, and government experts to advise a diverse audience of American firms on how to become more competitive in the dynamic Asia/Pacific marketplace. U.S. Department of Commerce Secretary William Daley calls the conference, "... a premier event for American business executives seeking to better understand the consequences of the dramatic changes that are occurring throughout the Asia-Pacific region." President Bill Clinton stated, "[The] Asia/Pacific Business Conference can help to provide companies with a competitive edge in the international market, particularly in the Asia-Pacific region." Support by the Marshall School of Business's CIBEAR helps make this conference possible.



Awilda R. Marquez, Assistant Secretary of Commerce and Director General, U.S. and Foreign Commercial Service and David Baskerville, President, Baskerville International Limited.

“*The CIBER provides a linkage between the business community and faculty expertise on international activities/issues. CIBER supports the local business community by focusing resources, program activities and publicity on the impact of international trade on the regional and national economy. Their research, undergraduate and graduate classes and programs help develop students who are versed in international business into the labor pool. Overall, the CIBER has increased the knowledge for both business and students about international business.***”**

*~ Jon M. Christoffersen
Chairman & CEO
Diversified Forest Products
Seattle, Washington*

Purdue University

Purdue University's CIBER participates in Purdue's state-wide Technical Assistance Program (TAP). TAP engages graduate students and faculty in the provision of valuable consulting services to Indiana manufacturers. TAP is housed in the Schools of Engineering and many cases hinge on technical engineering expertise.

As a centerpiece of CIBER's business outreach, CIBER consultants (advanced MBA students) work with TAP-client firms on issues related to international business - from sorting through the EU's CE mark directives to mastering Korean negotiation practices. Another developing component of CIBER's outreach to Midwestern firms involves the provision of up-to-date online resources for every international market. This approach allows CIBER consultants to provide clients with the means to acquire critical information independently rather than relying on external assistance.

International Executive Training Programs

For more comprehensive and in-depth international business training, many CIBERs offer executive training classes for corporate clients. These programs range from half-day to two-week or longer seminars for middle and top managers in a broad cross-section of industries. The willingness of corporate customers to fund part of the cost of the seminars lends credence to their value to the business community. The average seminar fee is \$7500 and over 4000 managers each year are estimated to participate in executive programs featuring an international business focus offered by CIBERs each year.

About 15-percent of CIBER executive training programs offer an overseas component, allowing executives the opportunity to experience an international culture and business environment firsthand. While the direct cost of these programs is paid by the corporate customer, an essential element of the CIBER program is aimed at maintaining the expertise and intellectual capacity of faculty needed to provide such training.

University of Pittsburgh

The International Research Course is a required component of the Executive MBA (EMBA) program at the Katz School at the University of Pittsburgh. In the research course, the executives take a ten-day trip to one of four locations: Asia, Latin America, Eastern Europe, or Western Europe. This regional focus corresponds to the University's four Area Studies National Resource Centers. A faculty member who has been meeting with the groups for three months prior to the trip accompanies each group. On the trip, the executives, working individually or in small groups, pursue an international research project. These projects vary by location and the interests of the executives. In 2001, the Asian trip visited Bangkok, Ho Chi Minh City, and Singapore; the Latin American trip visited Sao Paulo, Buenos Aires, and Santiago; the group that went to West Europe went to Stockholm and Rome; and the East Europe group visited Budapest, Prague, and Bratislava. Each trip is designed by the faculty member to take advantage of their personal expertise, University resources, and the opportunities and issues in the region. For example, in 2001, one focus in Latin America was the automobile industry. In Brazil, the executives visited an automobile retail dealership, a Ford manufacturing plant, and Timkin, a Ford supplier. Although the participants or their companies pay for their trips, the CIBER provides the financial and organizational support that makes the trips possible. The CIBER provides support for guest speakers, foreign site arrangements, survival language and cultural training for participants, and the costs associated with faculty and administrative staff participation. The International Research Course is routinely evaluated as one of the best parts of the nationally ranked EMBA program at Katz.

“The CIBER has impacted the Community by promoting the use of the University as a resource for the business community, such as publishing the “Western Pennsylvania International Business Newsletter” and the Internet home page “Western Pennsylvania International BusinessNet” which is a joint venture of the CIBER and the Western Pennsylvania District Export Council. One key service that the CIBER brings to the business community is access to information, such as bringing in speakers on timely topics. These speakers would not be available from other organizations. In the opinion of the US Department of Commerce District Office, the CIBER is an invaluable service to the region’s business community by bringing them information and speakers they would not have access to.”

*~ Ted Arnn
US Department of Commerce
Export Assistance Center*

Texas A&M University

The Global Market Series: Export Certificate Program, sponsored in part by the Texas A&M University CIBER and the Dallas International Small Business Development Center (SBDC), is an educational series designed to help small- and mid-sized businesses (SMEs) expand into international markets. SMEs often note a lack of understanding and information as a major reason for not pursuing overseas business. The Global Market Series, taught twice a year, provides companies new to exporting with a structured program to help them gain a foundation in international trade. The program includes nine seminars: Keys to Market Research; Market Entry & Pricing Strategies; Strategies for Service Exporters; Legal Aspects of International Trade; Documentation & Transportation; International Regulatory Environment; International Methods of Payment; Trade Finance; and Managing Cultural Differences. The seminars are held at the Dallas World Trade Center and taught by a team of 25 international experts and professionals. A U.S. Department of Commerce Export Certificate is granted to participants completing the program. Since 1994, the Global Market Series has had over 60 companies per year attend the program.



BMW Assembly Plant in Mexico City, Mexico

“ The CIBER has been a major sponsor of our international trade seminar and events. The outreach of these programs is great and includes a database that contains over 3000 companies involved in trade in Texas. Our partnership with the university is of great benefit to the SBDC program and extends our outreach and increases our credibility. We are able to bring in quality speakers and our materials are first rate. Thanks to the CIBER partnership, we have brought in commercial officers and CEOs to train our companies.”

*~ Beth Huddleston, Director
International Small Business
Development Center
Dallas, Texas*

Newsletters, Bulletin Boards, Directories, Databases, and Other Information Resources for Business

One of the most valuable outreach activities of CIBER programs includes the publication of fresh information on international business issues. CIBERs provide newsletters, searchable databases, and other resources that businesses can use to develop their international business planning and transactions. CIBER-furnished web sites report over 500,000 combined hits per year, with a median of 2,500 hits per site.



University of Florida

The annual publication, **Latin American Business Environment**, is one of the signature University of Florida CIBER programs for state, regional, and national businesses. It provides a comprehensive examination of business conditions in Latin America, a 33-country region comprising a global market of nearly 500,000,000 inhabitants.

The 50-page report combines text and tables to track socioeconomic trends and analyze recent developments that currently shape the outlook for Latin American Markets. Within the context of the report, the business environment consists of government policies regulating economics and business, global and regional external impacts on Latin America and internal Latin American economic, social and political conditions.

University of Connecticut

The University of Connecticut's *Global Marketing on the Internet Conference* has been a unique program that offers businesses in the Northeast valuable information about creating a presence in cyberspace. Organized annually in April at two different locations in the state, Hartford and Stamford, the conference emphasizes that having innovative products or services is often not enough to ensure success in today's highly competitive and educated marketplace. Choosing the right channel to communicate the message is critical.

Does the Internet represent the greatest marketing channel of all time? It has been argued that businesses which are quick to capitalize on Internet marketing opportunities gain the competitive edge. However, the question is: How can this new technology be transformed into a profitable business reality? The early stages of any new technology are marked by diverse approaches, ambiguity over which design or standard will prevail, and uncertainty about customer, competitors, and marketing costs and concepts. This conference probes these issues. Since 1996, over 1,000 businessmen and women have attended the conference.



University of Kansas

The KU CIBER's International Business Resource Connection (IBRC) is an award-winning storehouse of information providing over 4,600 web links to help companies identify and develop international business opportunities. Its seven key areas include a Business Resources section, which links users to exchange rates, translations, trade consultants, and world news; plus a Trade Leads section, where businesses will find places to start marketing their products.



For overseas buyers, the Midwest Trade database describes hundreds of Midwestern companies that do business abroad. A Frequently Asked Questions section shows how the information on the site can be put to practical use. To help users make the most of their searches, the site offers reviews of the web sites to which it is linked.

In its most recent review of top sites on the World Wide Web, Lycos ranked the IBRC as the top-rated site in the international business category. Started with funding from a Business and International Education Grant from the U.S. Department of Education, the IBRC is now partly supported by a grant from the Ewing Kauffman Foundation. As an integral part of the KU CIBER, the IBRC (<http://www.ibrc.bschool.ukans.edu/>) is continually updated and improved, making it a must-see web site for companies interested in international business.

EXAMPLES OF CIBER PUBLICATIONS AND BUSINESS RESOURCES

Brigham Young University/University of Utah: International Business Webpage
<http://marriottschool.byu.edu/ciber/>

Columbia University: CIBER Working Paper Series
<http://sipa.columbia.edu/cibe.html>

Indiana University: International Teaching Resources for Business
<http://pacioli.bus.indiana.edu/ciber/ciber.htm>

The Ohio State University: OHTRADENET Bulletin Board
<http://fisher.osu.edu/international/ciber/>

Texas A&M University: NAFTAweb
<http://cibs.tamu.edu/>

University of Colorado at Denver: Global Advisory Forum Report
http://www.cudenver.edu/inst_intl_bus/main.html

University of Pittsburgh: International Business Center
<http://www.pitt.edu/~ibcmod/>

University of Washington: Directory of International Trade Resources
<http://depts.washington.edu/ciberweb/>

Joint Ventures, Partnerships, and Alliances with Business, Industry, Public and Private Sector Agencies; Outreach to Federal, State, and Local Government

CIBERs often partner with other industry, government, or business organizations to provide conferences, seminars and work on advocacy efforts to promote international business expertise among U.S. businesses. Frequently CIBER directors or their business school deans are members of the board for these organizations, providing close coordination of efforts and resources for the benefit of American business.

With some of the nation's foremost experts on international business and trade, CIBER universities play a vital role in informing federal, state, and local agencies and officials on international business issues.

Georgia Institute of Technology

The CIBER at the Georgia Institute of Technology focuses its efforts on improving the global competitiveness of selected U.S. technology-intensive industries. Housed in the Dupree College of Management, the GT CIBER works in close cooperation with Georgia Tech's Colleges of Engineering and Computing to deliver innovative interdisciplinary programs. Each year, the GT CIBER sponsors about twelve seminars such as "Global Logistics and International Trade," "ISO14000 Environmental Management Systems - Comparing USA and Japan," and "Competing in the Japanese Technology Market in the Twenty-First Century." By partnering with local industry groups and economic development agencies, the seminars reach a variety of professionals in high-technology industries such as advanced manufacturing, information and software, environmental engineering, and telecommunications. GT CIBER also provides innovative research services for industry, such as the Global Technology Opportunities Analysis (TOA), which provides unique intelligence on emerging research and technology potentials in target markets. The specially developed software package scans international electronic databases for technical information, such as patent analyses and R&D literature, which can help provide insight into an effective international business plan for specific technologies. Research publications, such as *Japan's Technical Standards: Implications for Global Trade and Competitiveness*, provide analysis for professionals in manufacturing, quality, and operations management as well as executives concerned with the technical and legal aspect of trade in Japan. The CIBER has also sponsored a Foreign Languages for Business and Technology program and offers instruction in French, German, Japanese, Chinese or Spanish to provide the proficiency necessary to function in a professional setting in the U.S. and abroad. Through this unique array of programs, the GT CIBER serves as a national resource on the technological dimensions of international competitiveness.

EXAMPLES OF CIBER OUTREACH TO GOVERNMENT AGENCIES

Participation in task forces/committees

Testimony for legislative body

Testimony for regulatory agency

Briefings for government officials

Training seminars

Research studies and reports

Consulting projects

Databases

Newsletters

University of Illinois

The CIBER at the University of Illinois at Urbana-Champaign, in conjunction with the Illinois Department of Commerce and Community Affairs, has established an International Trade Center (ITC) to provide current and potential exporters with the information and expertise needed to increase international sales.

One of the ITC's primary services is individual counseling for businesses. Special emphasis is placed on developing an international marketing plan tailored to a company's goals and resources. Staff members of the ITC can also assist with market research, including all aspects of the export process, from assessing a product's export potential to researching and finding foreign buyers. The ITC has access to several on-line international sales opportunity services and maintains a library of international trade reference books, periodicals, and software. The Center can provide information on export mechanics, country and market specifics, and industry-related materials.



Executive Forum on E-Business Education jointly sponsored by the Illinois, Indiana, and Texas A&M CIBERs.

Special events sponsored by the ITC include international trade seminars and workshops led by professionals in the industry. Such programs are targeted to companies that are new-to-export or new-to-market. The ITC also hosts breakfast meetings featuring speakers and topics of specific current interest to exporters, and half-day or full-day sessions to focus on key strategic or operational issues related to developing and maintaining a successful international business presence.

University of Texas at Austin

The CIBER at the University of Texas at Austin joined forces with three District Export Councils and four Small Business Development Centers to enact legislation in Texas to facilitate international business in the state. The Texas International Trade Initiative worked together as a coalition of groups in business and education to facilitate the passage of legislation beneficial to the State's export and educational communities. Through a broad-based effort to gather input from businesses throughout the state, the coalition formulated 17 proposals, which were eventually reduced to eight legislative initiatives that the coalition then drafted and shepherded through the legislative process. Eventually three initiatives were enacted:

- Enabling small businesses to use video-conferencing facilities at the University of Texas to develop export contacts
- Facilitating study abroad and student exchange opportunities for Texas students
- Proclaiming the importance of international business-related topics to education.

The coalition also provided input on ways in which the legislature could support international trade activities in the state. This initiative is a model of a strategic partnership between education and business working together to affect public policy.

ADVISORY COUNCILS & BOARDS



CIBER Advisory Boards serve as an important link between the resources of the university and the business community. Every CIBER has a statutory advisory board that meets at least once a year. CIBER advisory boards have an average of 25 members with approximately half from the business community.

Essential to the program, CIBER advisory boards provide advice from the business community to the university about new and revised curriculum and academic programs. In addition, CIBER advisory boards provide feedback on the quality and efficiency of existing programs and help develop strategies for expanding CIBER programs to meet the needs of the community.

Many CIBER schools have other advisory boards and councils that are important forums for universities to interact with the business community. While these boards represent key resources of input to the universities, many CIBERs indicate that an important purpose of these other boards is to create a mechanism for university faculty and experts to provide high-level briefings to the business community.

TOP FIVE ACTIVITIES OF CIBER ADVISORY BOARDS:

1. Provide business advice to the university for new or revised curriculum and academic programs.
2. Give feedback from the business community to the university regarding the quality and effectiveness of existing business curriculum and programs.
3. Identify additional services and activities to be provided by the CIBER.
4. Serve as an interchange of information between faculty/ university and business community/government members.
5. Develop strategies for obtaining financial support for CIBER.



CONCLUSION

Today's global marketplace presents monumental challenges for American companies and their managers. It also offers exciting opportunities. The Centers for International Business Education (CIBERs) Program funded under Title VI of the Higher Education Act enhances our nation's capabilities in the international arena, providing needed support for businesses entering foreign markets, expanding existing training business programs, and undertaking new research efforts that improve our understanding of other cultures and our effectiveness in competing in international markets. The impact of the CIBER program is much greater than simply the sum of the separate CIBER activities. Through cooperation among CIBERs and joint efforts among CIBERs and other institutions, and through a national communications network, great synergies are attained that serve to effectively leverage the positive effects of the education, research and outreach activities made possible by the CIBER program.

Without the funding support that universities receive through the CIBER program, many of these activities would not be implemented. Federal funding has provided the seed money needed to defray the start up costs of programs and has provided an incentive for the creation of initiatives linking various parts of the campus with the community and establishing networks among CIBER and non-CIBER schools.

The CIBER program has provided a focus on international education emphasizing the economic consequences of globalization and offering some practical solutions to improve business competitiveness within this environment.

The positive results of CIBER programs appear in a number of ways:

- Faculty of every state in the union now know more about the subtleties of conducting business in international contexts;
- Innovative curricula address the most important dimensions of America's competitiveness;
- U.S. managers operate with a greater understanding of a globally competitive firm.

The CIBER program is a unique resource for innovative education, research and outreach to serve a growing constituency with new, multidisciplinary approaches to meet the challenges of a dynamic international environment.

CIBER CONTACT LIST



CIBER Web: <http://ciber.centers.purdue.edu/index.html>

Purdue University CIBER maintains the CIBER Web by electronically linking the CIBER grantees.

Every year, a number of CIBER sites host Faculty Development in International Business Education Programs. Information covered at these events can be found through the CIBER Web located at:

<http://ciber.centers.purdue.edu/faculty/FDIB.html>.

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lib_research.xml/ciber.xml/ciber.xml](http://www.t-bird.edu/xp/Thunderbird/about_us.xml/lib_research.xml/ciber.xml/ciber.xml)

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http://www.cudenver.edu/inst_intl_bus/main.html

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View of Diamond Head and the University of Hawai'i campus.

*This report compiled and produced by the
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Survey of 10-year data compiled by the University of Texas at Austin CIBER.