

New Initiatives and Themes 2010-2014



**Centers for International Business
Education and Research**



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Introduction

The Centers for International Business Education (CIBER) program was created in 1988 and funded in 1989 by the U.S. Department of Education under Title VI of the Higher Education Act. Designed to complement the language and area studies programs in the National Defense Education Act of 1958, the CIBER program was established amid growing concerns in the U.S. about the erosion of American competitiveness in the global economy and at a time of resurgent economies in Japan, the Asian Tigers, and Western Europe. The goal of CIBER was to promote U.S. competitiveness in the global economy by increasing the international skills of U.S. businesses and the American workforce, and by enhancing the global awareness of the American public.

A report covering 20 years of CIBER accomplishments is posted on CIBERweb. A new group of 33 CIBERs was selected for Fiscal Years 2010 -14 as the result of a national competition held in fall 2009. The new CIBERs include 30 that had competed successfully in prior funding cycles and three new grantees: Georgia State University, the University of Miami, and the University of Minnesota. The total amount of federal funds awarded was \$12,757,000 per year, with each grant requiring a 100% match of institutional funds.

The 2010 -14 proposals are filled with new themes, new degree programs and innovative projects that respond to changing needs in higher education and the global marketplace. For example, *American Competitiveness: Forum on Rethinking Business Education* is a broad and ambitious initiative led by the Duke CIBER in collaboration with those at Florida International, Purdue, UNC, Pennsylvania, and Washington that aims to renew international business education in the highly global and interconnected 21st century. The last major study of internationalization at American business schools was completed in the 1980s. The goal of this new project is to encourage business schools to break away from existing curricula and certification models, rethink doctoral training, and encourage and reward scholarly efforts resulting in applied collaborations among disciplines, institutions, and companies.

Several CIBER schools are adding Global Executive MBA programs in the new grant cycle. While CIBER universities already offer myriad degrees in international fields of study, these new programs will serve targeted audiences with opportunities for additional specialization. Some CIBERs are combining undergraduate, MA and professional degree programs with Certificate programs that add an additional dimension of training to the degree programs. Others add international and cross-cultural perspectives to new or existing degree programs. Still others will begin more specialized degree programs that focus on international health care, agribusiness, global entrepreneurship, global energy management, and security and conflict resolution.

President Obama's National Export Initiative (NEI) proposed the establishment of an Export Promotion Cabinet and sets a national goal of doubling exports and the creating two million U.S. jobs over the next five years. In response, the CIBERs will increase their outreach efforts to expand the global knowledge of US companies and assist them in exporting their goods and services. The CIBERs have a rich history of working closely with the U.S. Department of Commerce, the local District Export Councils, and private sector business associations in their outreach initiatives to the business community. Slated for development over the next four years are new educational programs that focus on climate change and sustainable resource conservation, information and communications technology, and improved delivery of global health and other services.

To assure that business school faculty have the training and experience they need to prepare students for 21st century global business, CIBERs have developed a cost-effective way to offer about 40 Faculty Development in International Business (FDIB) Programs each year. Participating faculty –

often from non-CIBER schools – gain first-hand knowledge of how business is conducted in a particular region of the world and have the opportunity to network with overseas counterparts. Faculty participants are then able to integrate global examples into the courses they teach, develop new teaching interests and develop new research themes. Working together in a number of different collaborations that reflect the strengths of the participating institutions, CIBERs are able to cover key emerging market regions of the world – Africa, Asia, Eastern Europe, Latin America, the Middle East, and Russia--as well as the always important major markets of Western Europe. Information about FDIB programs is posted on CIBERweb.

Since this funding cycle featured invitational priorities that focused on critical foreign languages and extending the reach of CIBER program to more Minority Serving Institutions, many new initiatives in these areas can be found among those planned for the next 4 years. Foreign language instruction, especially as it relates to the teaching of foreign languages for special purposes has been an important part of the CIBER mandate since the program's inception. When the Department of Education solicited the 2010 -14 applications we announced an invitational priority for projects that focused on language instruction in any of the 78 Less Commonly Taught Languages (LCTLs) appearing on the U.S. Department of Education's critical languages list. All 33 CIBERs responded to this priority. In 2008-09 courses in 20 business LCTLs were offered; that number will rise to 31 in the new funding cycle. These languages represent an estimated 4.7 billion speakers across the globe. New CIBER initiatives include programs that develop higher levels of proficiency in LCTL such as Chinese or Arabic, new courses that focus on Business Turkish and Business Korean, case competitions held in foreign languages such as Portuguese, and entire programs that develop foreign language skills and cultural competency for regions such as South Asia, Africa and the Middle East. Finally, the annual CIBER Business Language Conference will continue to offer foreign language teachers the opportunity to develop best practices and new curricula for professional students.

The second invitational priority for the 2010-14 competition focused on outreach activities to Minority Serving Institutions (e.g. Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Tribally-Controlled Colleges). As national resource centers, CIBERS will provide support to MSIs seeking to enhance the international dimensions of business education at their institutions. CIBERs will assist with curriculum development in international business at these institutions and fund research and professional development for faculty at the MSIs. In addition, many CIBERs have extended their efforts to include more community colleges and high schools.

For the last 20 years, CIBERs created at universities across the country have been the catalyst for the internationalization of U.S. business schools and the pioneers in developing international professional education that spanned the disciplines of higher education. Still there is more to be done. Every four years, proposals are sought to address new challenges in the international business arena. Abstracts of the 33 new CIBER projects from the most recent competition can be found on CIBERweb. In the pages that follow, you will find a brief profile of significant new initiatives at each of the 33 CIBERs. These four years of programmatic activities provide myriad ways to improve international business education, research and practice, enabling U.S. firms to meet the challenges and opportunities of the increasingly competitive global environment. Please feel free to contact the individual CIBERs for more information about the programs discussed in this publication; their websites can be found on the last page of this booklet.

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Brigham Young University CIBER

New Themes

- Support for Tribal Colleges and Universities and HBCUs
- Ethics, Social Responsibility, and Sustainability
- Global Technology and Intellectual Property
- International Entrepreneurship
- Minority Serving Institutions
- Business Cases in Foreign Languages

New Major Initiatives

Curriculum:

MBA/Chinese Flagship Program

Students with strong Mandarin Chinese language skills will be able to apply for the new MBA/Chinese Flagship Program. Students will be required to complete the International Business Minor and Global Management Certificate in the MBA program, advanced Chinese language coursework at BYU and in Nanjing, China, and an 8 months internship in China.

Global Business and Literacy Minor

The 21-credit minor will include six credits (two courses) of upper division modern civilization and literature, 15 credits (four courses) of general business and international business courses, and an advanced ACTFL level in oral proficiency in a foreign language.

International Business, Law, and Engineering in China

The Marriott School, Law School, and College of Engineering will create a project-based class on global competitiveness issues in China using students fluent in Mandarin Chinese teamed up with graduate students from Nanjing University. The project-based class will use teleconferencing to link together students from the two universities. The project will result in a scholarly paper that can be submitted to BYU Law School's *International Law & Management Review*.

Nanjing University Short-term Study Abroad

BYU CIBER will partner with the BYU Fulton College of Engineering and Technology to send students to Nanjing University to study global competitiveness in manufacturing. Students will visit local factories and take courses in international business and global manufacturing, Chinese business culture, and Chinese language.

Language:

Business Cases in Arabic and Portuguese

BYU CIBER will develop these cases in partnership with UT Austin, the BYU National Middle East Language Resource Center, and EASP FGVSP in Brazil.

International Negotiations in Chinese and Portuguese

BYU CIBER will collaborate with UT Austin CIBER to develop video materials in Chinese and Portuguese, which will allow intermediate and advanced learners to observe executives in role-play negotiations.

Foreign Language Certificate for Non-Language Majors

A 9-credit certificate with classes in advanced language, upper division civilization, and upper division literature. ACTFL required.

Research:

Physical and Virtual Library on International Business Ethics Research

The library will include cases, videos, articles, and other teaching materials and will be accessible to faculty members.

Outreach:

Annual Conference in Teaching International Business Ethics

BYU CIBER will partner with the Business Ethics Group to host a conference on teaching international business ethics utilizing top professors nationally who will present ethical content to faculty and doctoral students.

Conferences and Graduate Seminars on Corporate Social Responsibility

The conference and seminars will focus on best practices that international businesses are implementing to encourage social innovation, social entrepreneurship, and environmental sustainability.

Conference on Global Dimensions of Technology and Intellectual Property Protection

The conference will be held in partnership with the Center for Entrepreneurship and Technology, the Law School, and the College of Engineering and Technology, and it will involve students, academics, and practitioners.

International Financial Reporting Conference

The BYU CIBER and the University of Miami will co-sponsor an International Financial Reporting academic conference that will deal with key issues surrounding the global financial crisis. Topics will cross a variety of disciplines, including accounting, finance, and economics. The outcome will be a series of papers for publication in field-specific journals.

High School Business Language Competition

Three-person teams of heritage and non-heritage students will develop a business plan to market a product supplied by a corporate sponsor to the Hispanic community. All presentations and marketing materials will be in Spanish.

Minority Serving Initiatives

Internationalization of Minority Serving Institutions

University of Colorado at Denver and BYU CIBERs will co-sponsor several joint initiatives with the American Indian Higher Education Consortium (AIHEC), including participation in the Rocky Mountain CIBER Consortium, FDIB grants, and course development. In addition, BYU has joined the HBCU initiative at the University of Memphis and will take leadership in working with Jackson State University to internationalize their business program.



2010-14



Columbia University CIBER

New Themes

In the coming cycle, the Columbia CIBER will support course work and research in four new thematic areas 1) Corporate Governance/Ethics; 2) Sustainability 3) Research and Business Education in the Global Financial Services Sector Research in response to the Crisis; and 4) Marketing of a Nation.

Columbia University possesses a great comparative advantage in providing students with timely material focused on the recent global financial crisis. Given Columbia's close proximity to Wall Street and strong relationships with leaders of top financial institutions, faculty and students have first-hand access to practitioners who played key roles in the events surrounding the global crisis as they unfolded and who now share their stories in classrooms on Columbia's campus. The faculty teaching courses and conducting research are among the many Columbia faculty consistently interviewed and featured in national and international mainstream media, sharing their thoughts and insights on the crisis, financial policy, and economic recovery.

In light of the national and global focus placed on corporate governance practices and ethics as underlying causes of the financial crisis, the CIBER will partner with the Sanford C. Bernstein & Co. Center for Leadership and Ethics to co-produce new international cases. These cases will highlight the perspective of governance in various countries as well as the mortgage loan situation and the impact on banks worldwide and to conduct a multi-year research project. The Bernstein Center is the umbrella for leadership and ethics activities at Columbia Business School and an active forum for thought-leadership for teaching and research on the ethics and governance challenges confronting the current and next generation of global business leaders. Case studies developed will be integrated into core and advanced level courses, and will provide opportunities for students to discuss difficult global corporate governance situations and prepare them to lead global institutions throughout their careers.

In partnership with the Social Enterprise Program, the CIBER will support research projects on the topics of sustainability, energy markets, and greening operations. Columbia students and faculty share a passion for sustainability and corporate social responsibility, as displayed by the rapid growth of the Social Enterprise Program at Columbia Business School. Results will be disseminated to non-profits, NGOs, and business practitioners who can implement the new ideas to benefit their organizations and constituents.

In collaboration with the Center on Global Brand Leadership, the CIBER will support a multi-year, cross-comparative research project examining nations and their brands on the global stage to derive a positive attitude and behavior change toward their brands. Areas of inquiry will include global marketing strategies, global brand development and the management of a nation's reputation. The research will consider perceptions of a nation, which can vary widely depending on the political, security and economic environments, as well as on the perceiver's demographics, psychographics, political convictions, nationality, geography, religion, age and background. Research results will be disseminated through publications and forums, and will provide valuable insights for U.S. business

and government leaders on branding strategies and communicating and positioning the nation globally.

New Major Initiatives

The Columbia CIBER will enhance the MBA curriculum by supporting new courses and revised case materials in response to the global financial crisis; three classes are already planned as new or significantly revised courses in response to the crisis. The goal is bifold: a) challenge students and faculty to envision the future of the global financial services industry in the wake of the crisis, and b) address the origins of the crisis and what distinguishes successful and unsuccessful outcomes for firms in a crisis. Coursework will focus on regulation and the changing role of government in business, financial institutions and the role they play, as well as global factors and implications on the economic climate. New cases will also be developed specifically in the areas of international corporate governance and business ethics.

The CIBER will expand the number of international case studies available for use by the faculty of Columbia Business School with emphasis on the core curriculum. The CIBER will also support the implementation of an online platform to host multimedia international cases, creating one repository for faculty and students to view video and other supporting files.

The CIBER will award language study grants for language training in less commonly taught languages to alumni in New York looking to gain skills that can further support and advance their careers.

The CIBER will support multi-year research projects across the disciplines mentioned above: sustainability, corporate governance, global financial services, and marketing of the U.S. brand in collaboration with faculty and research centers across the School. Upon completion of each project, results will be disseminated to the business and academic communities through publications and events with the faculty members.

In collaboration with Columbia Business School's Center for Entrepreneurship, the CIBER will support education on international business topics to participants in the Columbia Community Business Program (CCBP). CCBP supports the growth and development of businesses and not-for-profit organizations in Upper Manhattan, offering entrepreneurial education and professionally facilitated peer learning.

Minority Serving Initiative

This fall, in collaboration with Hostos Community College, the CIBER will recruit Columbia Business School faculty to design and deliver the first Case Study Workshop to international business faculty at City University of New York (CUNY) community colleges, many of which are minority serving institutions eligible to receive Title V assistance. The workshops will teach community college faculty how to write, teach, and integrate cases into their syllabi and curricula, providing faculty with lessons they can immediately implement in their classrooms and teaching notes to help them do so. The CIBER will also cover case licensing fees for one semester following the workshop to facilitate the integration of these cases into their courses.



THE CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH

Duke University CIBER

New Themes

Duke CIBER's theme for the 2010-14 CIBER grant renewal proposal is entitled "**Advancing American Competitiveness: Globalization of Innovation and Global Competence.**" The proposal reflects Duke CIBER's efforts to align itself programmatically with Duke University internationalization initiatives, including the "Global Duke" quality enhancement program led by Duke University President Richard H. Broadhead. As part of this new globalization strategy, The Fuqua School of Business launched in fall 2009 an ambitious global MBA program, the Cross-Continent MBA (CCMBA). Students in this visionary program receive direct teaching and training in six world regions, including Russia, India, and China.

To support this and other efforts, the CIBER will broadly expand two key programs, producing applicable tools and research to raise foreign language and faculty competency, U.S. business competitiveness, and global preparedness. First, the InterCultural Edge (ICE) program has become synonymous with Duke CIBER. Launched in 2004, ICE assesses the cross-cultural communications effectiveness of participants and provides guidance for skills improvements. Now used in each Fuqua degree program, CIBER will begin to nationally certify ICE trainers so that students, faculty, and business people across the U.S. may also participate. The second landmark program, the Offshoring Research Network (ORN) will continue to add to its valuable business database, now totaling input from more than 2000 firms, and investigate the globalization of innovation and its many ramifications for American competitiveness.

New Major Initiatives

Global Competency: Globalization efforts at Duke, and in particular at Fuqua, have created a foundation for rethinking the boundaries of business education in a world where new economies are driving increased global interdependence. Dean Blair Sheppard's vision for Fuqua focuses on graduating students with global competency in all of its degree programs. CIBER programs, and the restructuring of all Fuqua programs and initiatives, would be defined by this main theme. In Dean Sheppard's view, as one of the "senior" CIBERs in the U.S., the Duke CIBER would need to make every effort to push forward with a set of new and exciting programs, based on its historical role in supporting and leading international education development. Duke faculty would deliver program content, with knowledge and expertise of their own academic disciplines and in the context of the diverse economic, institutional, and cultural fabric of the different regions where programs would be implemented.

Believing the opportunity to live, study, and work within a global environment is the best way to achieve global competency, the CIBER looks forward to building on past experience with experiential immersion programs. First, the CIBER will support the professional development of faculty members in acquiring specific expertise within a particular regional context to support the new Cross-Continent MBA (CCMBA), the Global Executive MBA (GEMBA), the Weekend Executive MBA (WEMBA), and the full-time MBA program. The goal is to help faculty acquire deep regional functional and cross-cultural competency across disciplines. Fuqua faculty will need a deeper understanding of the regions where they will teach, as that knowledge impacts the study and practices of their own academic disciplines. ICE is now an integral element at Fuqua for the training of individual global competency and is being rolled out to all co-sponsoring CIBERs this year.

Another key strategy to developing MBA students' global competence is to expand the menu of immersion options for students in all MBA programs through the new Global Academic Travel Experience (GATE), Global Consulting Practicum (GCP), Global Business Program (GBP), and case competition.

Duke CIBER will be involved with the development of content for international concentrations of the Duke MMS. The international concentration of the Duke MMS will involve immersion residencies abroad adapted from the GATE and GCP courses.

American Competitiveness: Forum on Rethinking Business Education: This is a broad, ambitious initiative aimed at renewing business education to better align the capabilities and competitive readiness of future American managers in the highly global and interconnected 21st century. Executives, professors, deans, journalists, and even MBA students recognize that something may indeed be wrong with the way management is taught in American business schools. As the fiftieth anniversary of the Carnegie and Ford Foundations reports nears, the time to rethink the entire business education model is now. The challenges of globalization, the reality of firms becoming increasingly interconnected in spheres such as global warming and clear tech, the globalization of innovation, the rapid acceptance of social networking, the potential of limitless market opportunities in countries like China and India, and the need to reinvent traditional bases of the U.S. economy highlight the disconnect between traditional MBA curricula and front page business issues. The Duke CIBER, in partnership with those at Florida International, Purdue, UNC, Pennsylvania, and Washington, is proposing to undertake an intensive exploration of business education, focusing on American business and its 21st century challenges. The project will be guided by Fuqua School of Business Dean Blair Sheppard.

American Competitiveness: Reversing the Wealth Transfer: A new research initiative on American Competitiveness: Reversing the Wealth Transfer, seeks to advance discussions on policy inputs involving threats to America's ongoing competitiveness. The Duke CIBER, with those at Florida International, Purdue, UNC, and Washington will examine the confluence of factors contributing to America's currently unsustainable wealth transfer. The Duke CIBER and its partners propose a series of landmark annual conferences, tentatively titled "American Competitiveness: Confronting Challenges of 21st Century," to feature "the facts only," accepted research, and proven alternatives, and to eschew ideology driven discussions. The goal will be to identify feasible policy alternatives and implantation processes to free the U.S. from the chokehold of foreign owned petroleum and stimulate a new energy based economy, allowing the U.S. to lead by example on global warming.

Short Term Study Abroad Tool Kit: Participation in the collaborative Short Term Study Abroad (STSA) consortium will introduce a new online assessment tool kit allowing any college offering experiential programming the ability to reliably evaluate results. One highly significant outcome has been the development of a key set of resources and tools that have a wide application in evaluating short and long term results of study abroad. Measurable learning outcome indicators tied directly to Title VI legislation were identified in consultation with a professional and evaluation expert, Dr. Alec Levenson (USC). The indicators can be customized and applied to many institutions and programs where personal growth, cultural competency, and business applications can be tracked and measured over time. The STSA tool kit of resources and learning outcome indicators will be hosted via the Internet by the Michigan CIBER. Again, the outcomes of the study abroad working group will not only serve students and faculty at CIBER institutions, but will be a resource for any college or university in the country offering study abroad programs.

Minority Serving Initiative

Minority Serving Institutions: Key among collaborative efforts for the Duke CIBER has been the Globalizing Business Schools program for Historically Black Colleges and Universities (GBS-HBCU), conceptualized by the Memphis CIBER. Now expanded beyond HBCUs to Hispanic Serving Institutions (HSI) and other Minority Serving Institutions (MSI), the primary goal of the renamed MSI program is to build on past successes and enhance each participating MSI's institutional capacity. The MSI program increases international expertise in areas unique to each participating college or university, leverages resources, and provides a rich source of networking and exchange. Previously, the Duke CIBER was partnered with Hampton University. As a result, Hampton was recently successful in securing a Business and International Education (BIE) grant from the U.S. Department of Education. During the next proposal period from 2010-14, the Duke CIBER will work with a new MSI partner, Johnson C. Smith University, and anticipates continuing success.



Florida International University CIBER

New Themes

- Sustainability
- Innovation
- Virtual Technology
- U.S. Competitiveness (Ongoing Theme)
- Entrepreneurship (Ongoing Theme)
- Language and Technology (Ongoing Theme)

New Major Initiatives

Curriculum:

New MBA in the Management of Health Care: Its focus will be on educating medical students in cross-cultural and international perspectives necessary to practice in South Florida, with many multi-cultural Small and Medium Enterprises. President Mark Rosenberg sees this as another one of our competitive advantages in South Florida and as pertains to our international reach.

American Competitiveness: Forum on Rethinking Business: a 3-year exploration of business education.

Duke CIBER and the CIBERs at FIU, Wharton, UNC, Purdue, and Washington propose a 3-year exploration of business education including core body of knowledge, undergraduate, MBA, Executive MBA, balance of interdisciplinary and functional faculty, role of adjunct faculty, student experience, functional specializations, free standing schools, corporate universities, new forms of accreditation, and greater flexibility for programs to evolve and change.

Language:

Foreign Language Culture and Training Using Chatterbots in Virtual Worlds: This project addresses one aspect of a larger process of learning a language and its culture: conversation practice and cultural-dependent behaviors. This project combines the two technologies of virtual worlds and chatterbots for applications of language learning in situated cultural contexts.

FDIB:

Eco-Biz in Costa Rica A 10-day EcoBiz (Green) Costa Rica FDIB will be offered in 2012 and 2014 at the new TAMU Soltis Costa Rica Center featuring regional academic, business and political experts lecturing on sustainable “green” business practices and the impact of CAFTA-DR and other Latin American trade agreements.

PDIB in China on Offshoring/Outsourcing as a “National Priority”. This PDIB is designed to show participants firsthand how China plans to compete in sourcing. Company visits will center on 1st and 2nd tier cities designated as hubs of new services outsourcing industry. The PDIB is for faculty and outsourcing firms interested in gauging the ambitions and capabilities of the services industry in China (contrasted with India).

FDIB to Scandinavia on Sustainability and CSR: 2-week program on sustainability and CSR in Scandinavia where leading edge sustainability programs flourish. Faculty will travel to Scandinavia, visit companies known for sustainability strategies and be exposed to cutting edge research in Europe. The program is a partnership with Copenhagen Business School’s Center for Corporate Social Responsibility and University of Minnesota.

Research:

Project Ensayo: A Virtual EOC for Research, Training and Discovery in Disaster Management. The vEOC, or Ensayo, enables research on dynamic decision-making, individual and group problem solving, organizational learning, and knowledge management of roles and organizational structures to enable cross-institutional management of disasters. Ensayo is a South Florida community resource designed on 2 dimensions (1) real/virtual actors, and (2) collocated/distributed locations

Regional Economic Integration: EU & CIBER Research: The EU Center of Excellence and CIBER at Georgia Tech (in concert with other EU Centers and CIBERs including FIU CIBER & FIU EU Center) initiated an annual PhD consortium workshop. The yearly practicum is designed for students in management and social science disciplines pursuing research at the intersection of international political economy and management.

Outreach:

Annual International Entrepreneurship Conference CIBER and Pino Center will host an annual venture conference where individuals/organizations with intellectual property present their innovations. Attending will be researchers, private equity firms, institutional investors, and venture firms seeking to commercialize, license, purchase or transfer intellectual property in the U.S. *No other forum for this activity currently exists.* The goal is to increase opportunities to match U.S. companies seeking research-based, industry-specific (applied) innovations. The first conference will be held November 17 & 18, 2010.

Global Business Forum: a 2-day professional outreach program offered every other year, starting in 2011, integrating academic, community, and corporate-wide expertise/perspective.

Global Business Forum Annual Academic Conference on International Services will precede the GBF in odd years. Objectives are to foster (1) a free spirited and reflective dialogue between researchers/ practitioners and (2) critical analysis of strategic options that strengthen competitiveness of the service sectors studied.

Outreach for Hispanic Serving Institutions: In conjunction with UT CIBER, and others, FIU CIBER will co sponsor an outreach program for HSIs, This business education internationalization event will specifically target HSIs, as a springboard for new HSI collaboration

Minority Serving Initiatives

FIU has been part of the Globalizing Business Schools (GBS - HBCU consortium since 2004, providing funding to the program to send HBCU faculty to national and international faculty development programs. One of our CIBER Research Assistants, Dr. Sumit Kundu has been a close collaborator with the Globalization Seminars host, University of Memphis. FIU CIBER has supported the International Business Institute for Community College Faculty sending faculty from mostly Hispanic serving institutions from South Florida. Furthermore, in the last two years we have been partially funding faculty from HSI, MSI, and HBCU Florida institutions to participate in other CIBERs FDIBs as we have hosted many of these faculty in our Mercosur FDIB. In the past four years, FIU CIBER has established a strong collaboration with Miami Dade College, a Hispanic Serving Institution, creating new programs for faculty and students from both institutions. Looking forward, we have plans to continue and expand our collaboration.

George Washington University CIBER

New Themes

GW-CIBER will offer coordinated educational, business-training, and research programs on six focal areas of emphasis within the Center's broader theme of *Institutions, the State, and Development in International Business*. The focal areas encompass major issues that will be critical to U.S. managers in the coming decade, and they include:

- Trade, Investment and Labor Policy
- Firm-State-Society Relations
- Property Rights and Global Innovation
- Natural Resource Scarcity, Security, and Sustainability
- Economic, Financial, and Political Crises
- Diaspora Investment and Entrepreneurship

New Major Initiatives

GW-CIBER programming is organized around several mutually-reinforcing objectives with corresponding initiatives, some of which are described below.

1) Expanding the understanding of IB among the Center's constituents through integrated interdisciplinary programs and activities:

- Request-for-Proposal (RFP) Competitions that support the creation of innovative course materials, programs that reach out to the professional community, as well as rigorous research projects.
- One- and two-day business training workshops within each of the focal areas, including:
 - G2 at GW (U.S.-China economic relations)
 - Microfinance Investment Workshop
 - Middle East Business Initiative (MEBI)
 - The Economics of Adaptation to Climate Change
 - Global Innovation in Environmental Technology
 - Sustainability Marketing in Developing Countries
 - Intellectual Property (IP) in the Global Health Sector
 - International Business Workshop for DC-Area Minority Entrepreneurs
 - Business Plan Development Training Program for Diaspora Entrepreneurs
 - Global Business Environment Lecture Series
 - Small Business CEO Roundtable

2) Enhancing students' understanding of the international context of business:

- Launch of World Executive MBA
- International Consultancy Sequence – an international consulting course which is part of the core curriculum for GW's Global MBA program.
- Global Business Project – a graduate-level international consulting course offered by a consortium of CIBERs. Important aspects of this program are virtual team working and language skills improvement.
- GW-CIBER Business Case Series – consisting of teaching cases and notes in the area of *Institutions, the State and Development*
- IB Video Library
- Internships in IB
- Speakers Bureau and Student-Led Speaker Series – a database of vetted experts in relevant fields

3) Expanding students' proficiency in less-commonly taught languages:

- Revision of Business Language Courses in Arabic, Chinese, Korean, and Russian

- Business Language Video Series in Less Commonly Taught Languages
 - Business Language Case Series in Less Commonly Taught Languages
 - Business Language Network (BLN) – consisting of language instructors from the metro DC area
 - Business Languages Immersion Workshops
 - Study Abroad @ Home Internships – internship positions in local organizations which allow the trainees to be immersed in a language and improve their knowledge
 - K-12 Language Teacher Resources and Professional Development
 - Annual Business Language Conference
- 4) Expanding IB scholarship and teaching through the development of a scholarly community of doctoral students within the framework of GW-CIBER’s Summer Doctoral Institute:
- Mentorship Pairings for Research Project
 - Student Interactive Workshops
 - Participation in FDIB on Center’s theme
- 5) Providing high-impact professional development opportunities:
- FDIB on “Succeeding in Emerging and Developing Markets: Understanding How Institutions Impact Firms and Managers”
 - Supporting Participation in Faculty Teaching Workshops
 - Historically Black Colleges and Universities IB Curriculum Development Initiative
 - HBCU Fellows Program
 - HBCU Language Training Initiative
 - Training for Faculty at Predominantly Minority Community Colleges
- 6) Advancing scholarship nationwide by assembling researchers from diverse disciplines:
- “Scholars’ Network” Lunches – working lunch meetings of researchers from DC area universities and institutes to exchange ideas and collaborate on projects
 - Biennial Research Conference – a 3-day conference on topics related to *Institutions, the State and Development*
 - Conferences and Professional Development
 - Seminar Series on *Institutions, the State and Development*

Minority Serving Initiatives

In the 2010-2014 grant cycle, The George Washington University CIBER (GW-CIBER) will collaborate with DC area minority serving institutions on a number of curriculum and training initiatives. Through its *Historically Black Colleges and Universities IB Curriculum Development Initiative*, the GW-CIBER will work with three predominantly minority institutions in the greater Washington DC area to accelerate the internationalization of each school’s business curriculum. Specifically, GW-CIBER will select a faculty member from each institution to serve a four-year term as a GW-CIBER Fellow, during which they will be offered full scholarships to attend GW-CIBER’s FDIB on “Succeeding in Developing and Emerging Markets” as well as a CIBER overseas FDIB. Fellows will also be invited to submit proposals for GW-CIBER’s teaching and research funding and given individual mentoring by GW faculty. The GW-CIBER will also be providing DC-area language professors from minority institutions the opportunity to join the GW-CIBER Business Language Network free of charge, which will provide them complimentary registrations to all language workshops and immersion programs. Additionally, the GW-CIBER will send DC area faculty at predominantly minority community colleges to the MSU-CIBER Biennial International Business Institute for Community College Faculty. Lastly, the GW-CIBER will be working with faculty from our Fellows program to develop a training workshop for DC area minority entrepreneurs that focuses on how foreign competition and access to the global marketplace present challenges and opportunities to this population.



Georgia State University CIBER

New Themes

While it earned the national resource designation in 2010, Georgia State University and the Institute of International Business, an academic unit of the Robinson College of Business, have been serving the academic and business communities with international business expertise since the 1970s. Building on rich traditions of curriculum and faculty internationalization, strong ties to the corporate community, and exemplary programs such as the Global Partners MBA, Georgia State University CIBER will remain in the forefront of international business education, research, and business outreach. For the next operating cycle, GSU-CIBER has formulated an ambitious agenda that includes the following themes:

- Academic outreach to minority serving institutions: Georgia State CIBER is in the process of forming a regional alliance in the South East of HBCUs and other minority serving institutions to enhance teaching of international business in two – and four-year schools. Faculty development is a component of this multi-year effort.
- Applied research on global competitiveness of U.S. businesses: a special project will focus on country risk measurement. A methodology for assessing business risks associated with emerging markets and other countries will be developed along with a database of country risk indicators.
- Curriculum and pedagogical tool development for teaching IB: a wide portfolio of instructional materials for teaching international business will be developed and made available to faculty around the nation.
- Strengthening Less Commonly Taught Languages: Georgia State University will enhance its offerings of languages for business, and add intermediate and advanced sections of several less commonly taught languages.
- Interdisciplinary studies of U.S. competitiveness in global markets. Georgia State CIBER will encourage research projects from faculty and doctoral candidates that examine firm internationalization from multidisciplinary perspectives.
- Implementation of collaborative business outreach programs with Atlanta-based partners. Georgia State CIBER will be initiating new collaborative projects with diverse business community in Atlanta. Partners will include Metro Atlanta Chamber of Commerce, Bi-National Chambers, and major corporations such as Coca-Cola, CNN, Delta, UPS, and Siemens.
- Partnerships with interdisciplinary centers of excellence at Georgia State University. Our CIBER will initiate joint activities with such units as Confucius Institute, Center for Global Media, Middle East Institute, Center for Latin American Studies, and International Studies Center.
- Collaborative initiatives with the CIBER network. Georgia State University CIBER is already a member of the CIBER Consortium for assisting partner schools among HBCUs. We will be working closely with Clark Atlanta University in internationalization efforts. In addition, we are supporting projects that by CIBERs at Florida International University, Duke University, Michigan State University, University of North Carolina, and Georgia Institute of Technology.

New Major Initiatives

- **Curriculum**
 - Articulation of core body of knowledge in IB and development of teaching tools
 - Strengthening of *Commercial Diplomacy* and *International Entrepreneurship* courses
- **Academic Outreach**
 - Southeast Higher Education Consortium for Teaching International Business
 - International Business Institute for Community College Faculty
 - Institution building projects in Egypt, Republic of Georgia, China, and other countries
- **Business Outreach**
 - Collaborative initiatives with business and industry partners such as the Metro Atlanta Chamber, Georgia Chamber of Commerce, and Bi-National Chambers
 - Applied research projects sponsored by Coca-Cola Co., Lockheed Martin and others
- **Faculty and Doctoral Student Development**
 - Workshops and Seminars for professional development in IB
 - Doctoral Consortium for International Entrepreneurship
 - *International Business for Journalists* course development
- **Internationalizing Student Experiences and Life**
 - New Study Abroad offerings
 - Expansion of student-focused activities including AIESEC chapter, Mentoring Program
 - Student Business Plan Competition for New international Ventures
- **Language**
 - Spanish-only section of International Business course; revision of Business Spanish
 - New intermediate and advanced sections for Mandarin, Arabic, etc.
- **Research**
 - Development validation of *Robinson Country Risk for Emerging Markets*
 - Sponsored interdisciplinary research projects; Faculty Research Fund

Minority Serving Initiatives

Georgia State CIBER is a member of the CIBER Consortium for assisting partner schools among HBCUs. The consortium initiated a new round of CIBER-HBCU collaboration in May 2010, organizing the *Globalizing Business School Program* at the University of Memphis. Professor Cavusgil presented at this conference and commenced collaboration with our partner school, Clark Atlanta University (CAU). Over the next several months, we will be having planning meetings with CAU faculty and focus on a program of assistance, faculty development, grant preparation, and study abroad participation.



Georgia Tech CIBER

In the coming grant cycle, Georgia Tech CIBER will focus on four regions of faculty expertise and global campus presence: (1) Northeast Asia (Japan, Korea, China), (2) the European Union (with particular emphasis on France and Germany), (3) Big Emerging Markets (Brazil, India) and (d) Small Innovative Countries (Ireland, Costa Rica, Israel, Singapore). We build on GT's R&D strengths by emphasizing broad technology families: distributive, relational, "greenable," and platform.

Our program design is articulated around seven key elements and objectives:

(1) Anchoring the role of applied language and intercultural studies in a globally-focused technology university (2) Facilitating international specializations in academic offerings (3) Leveraging the Georgia Tech Global Campus Model for Faculty and Students: (4) Researching Innovation, Sustainability and Security: Optimizing GT's Research Strengths: This element follows four thematic axes, each led by a team of 3-4 faculty multidisciplinary leaders: (a) global sustainable technology and best practices; (b) global supply chain optimization; (c) managing global R&D flows and intellectual property; and (d) global financial risk management and governance. We provide support for faculty-led research projects, including continuation of the China Goes Global and Multinational Enterprise and Sustainable Development multi-year projects; and create two doctoral workshops. (5) Blending Technology and Management Education: Producing Global Managers (6) Responding to CIBER's multiple constituencies (7) Supporting Georgia's Global Competitiveness Goals

New Themes

Our seventeen interrelated project modules and four research axes focus on 1) global sustainable technology and best managerial practices, 2) global supply chain optimization and production flows, 3) managing global R&D flows and protecting intellectual property and 4) global financial risk management and governance standards with emphasis on the technology and areas and regions noted earlier. A multidisciplinary approach, drawing on management disciplines and complemented by social science-based fields, yields probing answers to complex local and global questions.

New Major Initiatives

GT CIBER will create a bi-annual workshop for doctoral students whose research focuses on topics related to globally-focused sustainable business operations. Together with sustainability expert Dr. R. Subramanian (workshop leader), and ECLIPS initiative leader Dr. B Toktay and colleagues, GT CIBER will collaborate with Purdue University on the creation and implementation of this doctoral workshop. The sustainable operations management faculty at Georgia Tech is ranked among the best graduate programs.

In conjunction with the Georgia Tech European Union Center of Excellence (EUCE) and in partnership two U.S., two Canadian, and three European universities, GT CIBER has taken steps to implement an annual doctoral workshop on the theme of "Regional Economic Integration: Researching Dimensions of EU and Transatlantic Competition and Collaboration." GT CIBER and the EUCE will co-host the first Doctoral Workshop, to be held in Year 1, and will assist the

development and implementation of future iterations of the workshop to be hosted at partner universities.

Companies are born global and to that end the Georgia Tech CIBER, collaborating with the Atlanta Danish Trade Commission (Mr. J. Sauer, Trade Commissioner), ERAI (Ms. R. Mortazawi, Director, an Atlanta-based economic development agency from the Rhone-Alpes region), JETRO (Japan External Trade Organization-Atlanta which has a mission of encouraging foreign investment in Japan, as well as Mr. J.P. James of the Atlanta-based Executive Entrepreneurs Society, CIBER will serve as a facilitator in bringing together these local organizations to promote a collaborative model to look into encouraging international expansion.

Georgia seeks to position itself in the global pharmaceutical industry. The Enterprise Innovation Institute (EII) has identified the research and implementation of international learning networks as a key to attract investment. GT CIBER will work with Dr. J. Youtie of the Georgia EII, and professor in the Georgia Tech School of Public Policy. In the current cycle, we will support the international dimension of this initiative in this important field to economic growth.

The Center for International Standards and Quality (CISQ), Georgia Tech Enterprise Innovation Institute- International Cyber-Security Standards Workshops: CISQ has provided reliable quality and international standards training and assistance to assist small and medium-sized enterprises in preparing for the global marketplace. CISQ offers a multifaceted program in international standards and quality management systems. In the current cycle, Georgia Tech CIBER will work in conjunction with CISQ and partner organizations to create workshops for local and regional businesses about international cyber-security standards and how to comply with them.

Minority Serving Initiatives

Georgia Tech shares many issues in common with MSIs. Georgia Tech is the top 5 in production of engineering, architecture, and physical sciences across a wide range of minority populations. Georgia Tech CIBER has continued this tradition through our unwavering support of the CIBER-HBCU consortium. Since the establishment of this consortium, GT CIBER has assisted several HBCUs in neighboring states. Additionally, GT CIBER reaches out to our local HBCU community, offering faculty assistance and collaboration with the institutions of the Atlanta University Center and other local HBCUs.



Indiana University CIBER

New Themes

The overarching theme of IU CIBER's 2010-2014 grant is long-term sustainable approaches to international business practice and economic development. Our initiatives recognize that (1) existing and nascent global multinational enterprises play leading roles in emerging markets extending beyond China and India, (2) global leadership must understand and account for international and intranational diversity, (3) environmental sustainability and social responsibility is a foundation for effective global business practices, (4) social, political, and/or economic turmoil affect security and governance across regions and nations and can be mitigated in part through business practices that explicitly consider their underlying causes, and (5) sustainable development goals in developing countries need to include "bottom of the pyramid" populations, including women and other minority groups.

New Major Initiatives

Technology-mediated instructional resources

Three major technology initiatives will broaden access to instructional resources and offer both educators and students innovative means to enhance cross-cultural learning.

- *CIBER Share* – This dynamic, interactive online repository for mixed-media resources will employ a “creative commons” approach. The site will encourage users to actively utilize and contribute text, video clips, interviews, discussions, and other types of multi-media content. Contributors will be able to categorize their shared content by topic, region(s) of the world represented, target audience, and other relevant search tags. The site will contain all of IU CIBER’s videos, podcasts, webinars, and presentations, and we will invite all CIBERs nationally to contribute as well.
- *Go Global* – Technology experts will design e-learning modules for mobile devices that provide instruction for students studying abroad. By completing cultural and international business tasks, instructors can better assess in-country student learning. This innovative approach will allow students to utilize their mobile devices for assigned tasks, submit reactions to their experiences in real time, and check off tasks as they complete them. This pervasive technology allows educators to better assess in-country learning and provides students with a way to stay connected to their home institutions while traveling, thereby enhancing learning throughout their international experience.
- *World Bazaar* – This web-based game is designed to help individuals develop into culturally competent global citizens. The game will expose users to cultures different from their own through a fun and exciting adventure, incorporating pedagogical tools targeted at an array of constituencies including, K-12, business school faculty, community colleges, and business trainers. The e-game will be customizable and accessible through *CIBER Share*.

Global Business, Law and Human Rights Program

This research, teaching, and engagement program focuses on the intersection of global business practices with law and human rights issues. Led by Professors Christina Ochoa (IU) and Patrick Keenan (University of Illinois), the program incorporates three endeavors: (1) colloquia involving

scholars and policymakers, (2) course development, and (3) the creation of learning modules for secondary school students. The program's research considers the effects—legal and otherwise—of economic globalization on people and communities in the developing world. Ochoa and Keenan will examine a number of topics, including business and human rights, sustainable development, the role of finance in development, and the causes and consequences of corruption. The goals of the program are to internationalize the scholarly life of faculty, enrich the experience of students, and share the best available research with policymakers and secondary school students.

Faculty Development in International Business – Sustainability

IU CIBER will launch a new Faculty Development in International Business (FDIB) on sustainability in Latin America and the Caribbean. In summer 2011, the program will focus specifically on “Regional Diversity and Sustainability Challenges in Brazil.” Twenty-six faculty members will be able to participate in the 12-day program, traveling to the cities of Manaus, Salvador, and São Paulo. Participants will get to visit an array of domestic Brazilian and multinational companies, as well as significant cultural and historical sites that represent the regional diversity respectively of the Amazon, Northeast, and Southeast.

Languages Across the Curriculum: Summer Programs for Business Language

In collaboration with IU's Title VI area studies centers and foreign language departments, IU CIBER will offer intensive business language courses in less commonly taught languages such as Arabic, Mandarin, Swahili, and Brazilian Portuguese. These will reflect recent pedagogical trends in profession-specific language instruction and will not require students to complete two or more years of introductory and intermediate language study. In addition, these courses may be taught in parallel with area studies courses on specific geographic regions.

Summer Introductory International Experiences for Incoming Business Undergraduates

IU CIBER will coordinate and offer short, two- to three-week summer programs to introduce incoming business undergraduates to the value of international study. Students will complete one week in-residence on the Indiana University campus learning about the cultural and social environment in which business takes place within either Latin America or the Middle East. This will be followed by a 10- to 12-day field trip to a selected country in one of the target regions.

Minority Serving Initiatives

IU CIBER will collaborate with Governors State University (GSU), a minority serving institution located in Chicago, through the Globalizing Business Schools Program (GBS) to develop a four-year plan to internationalize the institution's faculty, students, and curriculum.

GSU has already identified key faculty members interested in beginning or furthering their professional development internationally; as a result, some faculty have completed participation in FDIB programs offered through the CIBER network. Selected faculty members will participate in FDIBs each year during the 2010-2014 CIBER grant period.

Upon completion of a needs assessment by GSU, done in partnership with IU CIBER, opportunities and constraints to improve the curriculum will be identified, as well as internal and external factors that will need to be addressed accordingly. One significant task will be to help GSU align its curriculum changes with the constraints of student recruitment, as the institution relies primarily on transfer students from Illinois community colleges.

IU CIBER will also provide some assistance on identifying potential funding sources to support short-term study abroad opportunities for students, including grants such as FIPSE. Finally, IU CIBER will help GSU's business school administrators develop an evaluation plan to effectively gauge progress toward internationalization of student learning.



Michigan State University CIBER

New Themes

MSU-CIBER has several themes for the 2010-2014 grant cycle. These themes are: Knowledge Development, Deployment, & Cultural Competitiveness: Leading on Sustainable Global Value Chains.

Knowledge development refers to research that produces leading-edge global knowledge. IBC develops innovative global knowledge through rigorous research with practical relevance. Our focus is always on how to improve the international competitiveness of organizations. We have leading expertise in emerging markets, exports, global strategy, and global supply chains. We also cover most other areas in international business and trade.

Knowledge deployment refers to offering leading-edge development programs and products. IBC is a strategic partner with the U.S. & Foreign Commercial Service and the International Trade Center of Mid-Michigan. IBC also organizes the Global Business Club of Mid-Michigan, serves as the world headquarters of the Academy of International Business, and strategically cooperates with the U.S. Department of Education, U.S. Department of Commerce, U.S. Central Intelligence Agency, U.S. Chamber of Commerce, and U.S. Department of State.

Cultural competitiveness refers to instilling leading-edge global knowledge into business and society. We develop and deploy global knowledge that helps businesses, public policy makers, academics, and students achieve maximum personal value and benefits by being a part of the global marketplace. The collection of IBC's programs and products (such as those for businesses, community college faculty, and minority-serving Institutions – HBCUs, Latin American, Tribal) exemplify the wealth offered to business and society.

New Major Initiatives

MSU-CIBER is developing a number of new major initiatives for the 2010-2014 grant cycle. We will be strengthening our business language programs, especially our less commonly taught languages offerings, with the development of two programs, the Business Asian Language Institute (BALI) and the International Language Institute for Community College Faculty (ILI). The Business Asian Language Institute has been jointly developed with the MSU Center for Language Education and Research (CLEAR) and the MSU Asian Studies Center. This innovative new project will be ten weeks in duration in the summer. The first two weeks will consist of teaching training in business language course and materials development in Asian LCTLs such as Chinese, Korean, and Japanese; the following eight weeks will involve language instruction for students at the university level.

The ILI will continue MSU-CIBER's tradition of outreach and faculty development programs for one of our key constituencies: community college faculty. Modeled after the successful International Business Institute for Community College Faculty, the ILI is a unique professional development

program designed specifically for community and technical college language faculty. The aim of the International Language Institute is to provide participants with the knowledge, experience, and resources they need to adapt modules or full courses and programs in languages to be business-specific at the two-year college level. LCTLs are primary areas of focus and the program will be offered in 2012 and 2014.

A second new initiative, the Michigan Export Growth Program, is designed to strengthen our ties with and provide increased services to the local business community. The Michigan Export Growth Program (MEGP) involves faculty, staff, and students who provide free service to local businesses to assist them in taking the best possible advantage of opportunities in the global marketplace. For example, student teams working under the direction of faculty and staff may conduct market research on foreign markets or examine current import/export trends for a region or industry. The MEGP services allow businesses to focus on their core competencies while providing students with valuable, practical skills that will serve them and their future employers well.

Another initiative focuses on the student internship experience. This initiative is a three-pronged effort to help undergraduate students secure meaningful international business-related internships. The first piece of this effort is to continue to develop and expand an online directory of international internship opportunities for students. This directory is available free on globalEDGE, the internet's leading online resource for "international business resources" (Google, August 2010). The directory may be accessed directly at <http://globaledge.msu.edu/international-internships/>. Additionally, the Center will organize a conference on international internships complete with a recruiting fair to assist with the international internship placement process.

Minority Serving Initiatives

Beyond these new initiatives, MSU-CIBER will continue our work with Minority Serving Institutions (MSIs). MSU-CIBER's initiatives targeting Minority Serving Institutions include a targeted recruitment campaign for our International Business Institute for Community College Faculty (IBI) and for our Advanced International Business Institute for Community College Faculty (AIBI). During the 2010-2014 grant cycle, scholarships and a number of slots for both programs will be dedicated to MSI faculty. This year (2010) will be the third year that MSU-CIBER has conducted extensive benchmarking of MSI community colleges in terms of their international business and trade programs and activities. The benchmarking serves as both input into the AIBI program as well as a tool for all MSI schools to use in developing and maintaining their international offerings.

Additionally, we are supporting MSI activities at other CIBERs, especially the GBS Program coordinated by the University of Memphis and HSI-oriented activities organized by the University of Texas-Austin. In these endeavors, the collective objective is to help build a better understanding of the needs of MSI community colleges, develop faculty development programs to enhance international business and trade on the campuses of the MSI community colleges, and forge a strong relationship between MSU-CIBER and MSI community colleges but also between MSI schools in general and the CIBER network.



Ohio State University CIBER

Innovation & Alternative Energy (theme)

The OSU CIBER will target companies in new industries with the potential to innovate and grow their way out of the current recession. To assist in their growth, CIBER will sponsor a series of seminars on international negotiations, risk management, import/export methods and requirements, and business practices across culturally diverse markets. In Ohio, one of the new industries to be targeted by the CIBER is renewable energy, which is critical for exports and for the state's overall economic health.

Food Security & Agribusiness (theme)

The OSU CIBER will partner with 5 other CIBERs to form a food security consortium. This collaborative effort will connect faculty with similar research interests, inform policy makers, and identify barriers and opportunities for U.S. food exporters. In addition, collaboration with the Ohio Department of Agriculture has resulted in a year-long program that pairs small and medium-sized agricultural companies with MBA students. Fellows will serve as export specialists within participating companies on customized international projects. Finally, a new joint degree program has recently been developed in which students can obtain both the MBA and a Master's of Science in Agricultural, Environmental, and Development Economics. The dual degree will help prepare students for the business aspects of careers in institutions for which agricultural, environmental, and development issues are special concerns and contribute to University and College objectives of fostering interdisciplinary curricular options and research.

Ohio Community College International Network (theme)

The Ohio Community College International Network (OCCIN) creates a venue for community college faculty across the state to share ideas and projects related to international topics. The network focuses on business-related issues, economic development, and best practices in international education. Initiatives include 1) delivering a series of internationally-themed workshops for faculty; 2) webinars focused on innovative processes and global strategies for presentation to small and medium-sized businesses; 3) inviting community college faculty to participate in international field study classes sponsored by Fisher; and 4) presenting a session at the Midwest Institute's annual conference on best practices in international education. In addition, the OSU CIBER is working with Columbus State Community College to develop an online gaming simulation to help outbound exchange students build cross-cultural skills.

CIBER & Ohio Department of Development (theme: economic development)

CIBER staff work closely with internationally themed community organizations and the Global Markets Division of the Ohio Department of Development to support the Governor's strategic economic plan. CIBER activities involve co-sponsoring events, delivering presentations, and connecting research and resources to promote the state's economy. Events include the Ohio Global Summit, the Minority Business Enterprise International Seminar, Columbus Council on World Affairs' Ohio in the Global Economy, and the Ohio International Education Summit, among others. Participants learn from multinational business leaders and renowned faculty on topics that include: doing business in emerging markets, export opportunities in specific countries, international negotiations, intellectual property rights, and logistics.

International Requirement for MBAs (initiative)

in 2012, Ohio State will move to a semester calendar. When it does, all MBA students will be required to participate in an international program and an action-learning project. The OSU CIBER will create 4 new elective courses focused on different regions of the world with complementary faculty-led field studies of 3-4 week duration. Field studies will feature both emerging and developed economies and industries. Students who complete language study and additional electives offered by OSU Area Studies Centers will be eligible for a new Regional Expertise Certificate as part of their MBA.

Global business projects with Fisher Professional Services (initiative)

57 MBA and undergraduate students have worked in integrated teams on global business execution projects in Hong Kong and Dublin, Ireland during summer 2009 and 2010. Prior to beginning the international projects, students take a series of courses covering innovation practices for top-line growth, global strategy and execution, global finance and human resources, and a project management boot camp. The field projects benefit not only from the students' creative approach to problem solving, but also from the involvement and supervision of Fisher faculty. This next generation internship enables students to earn 12 MBA or UG credit hours and valuable work experience in multinational corporations such as Bank of America, NCR, Cadbury, and Microsoft, among others.

Language Initiatives (initiatives)

The OSU CIBER provides graduate students access to 65 online Rosetta Stone licenses so that they may enroll in any of the 14 languages offered by the company. In 2010-11, the Working Languages program will be available to graduate students. Utilizing a combination of interactive technology, classroom instruction, conversation hours, and in-country immersion, the course is completely focused on business situations and terminology. The immersion includes home stays with host families, visits to local businesses, classroom sessions and action learning projects. Working Spanish will provide 4 elective credits toward a Fisher MBA and Portuguese will be offered in subsequent years.

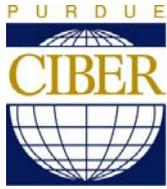
K-12: Global Perspectives (initiative)

Students in OSU's Young Scholars Program and minority serving public charter schools participate in a three-part seminar that highlights global entrepreneurship, defines emerging global markets, and heightens global awareness. During the series, high school students work with Fisher faculty and students to prepare a business plan, gain a deeper understanding of business problems encountered in a challenging cultural environment, and hear a variety of guest speakers discuss international business issues.

Minority Serving Initiatives

The OSU CIBER will partner with Central State University, an HBCU located in Columbus, Ohio and the OH Dept. of Development to host the second Minority International Trade Conference. We also co-sponsored the Hispanic-Serving Institution (HSI) Roundtable hosted by the UT-Austin CIBER in April 2010. This national roundtable meeting of 30-40 representatives of HSIs, CIBERs, corporations, and workforce development representatives explored ways in which CIBERs can best support the development of HSI business program internationalization and Hispanic student participation in international programs. This data will be used to develop further programming in the 2010-14 grant cycle.





Purdue University CIBER

New Themes

Purdue University CIBER's new program of activities focuses on three themes. "Global Reach" encompasses new initiatives that target the competencies needed to compete in a diverse and expanding global arena where the integration of business processes and maintenance of a global presence requires managers who are able to span cultural and institutional differences. "Global Ubiquity" focuses on applying digital technologies to business practices that enhance global presence and/or coordinate business operations globally. "Cultural Competence" recognizes that all future managers will need to operate in or understand a range of different settings and that they must acquire cultural competence and other capabilities that enable them to prepare for the range of global challenges throughout their careers.

New Major Initiatives

Six business project and/or language courses are planned consistent with these themes. Global Ubiquity Projects (Curriculum) is a virtual cross cultural cross-functional teamwork course in partnership with Shanghai Jiao Tong, Copenhagen BS, and Queensland University of Technology. This one-semester class will link undergraduates in the U.S. (Purdue), China (SJTU), and Europe (Copenhagen Business School, University of Lausanne) in simulations of cross-functional, multi-cultural, global teams. Shanghai Business Chinese Immersion Course (Language, Study Abroad) will partner with the Illinois, Michigan and Indiana CIBERs to create a summer immersion course for MBAs and midcareer U.S. executives working in China. Based in Shanghai (at East China Normal University, Shanghai University of Finance and Economics, or Fudan), the project targets students who do not have the time for language study during the standard full-time academic year. Course Sharing of Critical Business Languages (Language) is planned through a consortium of Purdue, Michigan, Indiana, and Illinois CIBERs who will develop four new business language courses to be shared among the members. Each year, one member school will introduce a new business language course taught on their campus and video-conferenced to at least one other site. Global Technology Commercialization (Curriculum) will partner Purdue CIBER and Purdue Office of Technology Commercialization, the Burton Morgan Entrepreneurship Center, and the School of Management to assemble teams comprising MBA students, a technology professional mentor and a faculty mentor to work on projects to enable University based innovators and small/medium sized Indiana companies with promising technologies to access global markets. Regional Branding and Economic Development (Curriculum) is a revision of an existing class (HTM 531/631 Strategic Marketing in Hospitality and Tourism) to explore skills to develop a regional identity as a strategy for economic development to attract capital to local businesses or develop markets for exports. Managing in Newly Developing Economies (Curriculum) is a master's course designed to prepare students for managing in emerging markets, especially those countries that are culturally distant from the U.S., and/or have significant governance challenges.

Two new international certifications will be offered. The Purdue CIBER MBA Global Competency Certificate (Curriculum) will be awarded to all MBAs who complete a range of courses, including modules of specialized international coursework, a global projects course, and a selection from a distribution that includes foreign language learning and/or international internship. The Graduate Certificate in Entrepreneurship (Curriculum) is planned in which materials and cases are adapted to provide a three credit module in global technology commercialization to be introduced in the Krannert School and made available to graduate students across the University.

Four applied projects, experiential learning activities are planned. As part of the GSCMI/TVS Motor Projects (Curriculum), teams from West Lafayette master's programs will work on projects at TVS Motors headquarters in Bangalore, India. Through Purdue CIBER, Krannert/GISMA Global Business Projects (Curriculum) will partner in the Global Business Project (GBP) consortium. Global Technology Commercialization Projects (Curriculum) will team MBA students with a technology professional mentor and faculty mentor to work with Purdue-based scientist/engineers and small SMEs in Indiana to build business cases with a technological innovation to be marketed to a global corporation seeking to expand

their technology portfolio. CIBER will continue participation in the CIBER Global Business Projects Consortium (Curriculum, Study Abroad, Language) initiated in the second part of the last grant cycle.

Multiple co-curricular short term study abroad programs are planned. The Undergraduate Summer Program in Chinese Business Culture and Language (Study Abroad, Language) will capitalize on our exchange relationship with Guanghua School of Management at Peking University in which Purdue students will attend a summer program in Chinese Business and Culture each summer. Modules on Chinese business and economy will alternate with class-work on Chinese culture and philosophy, company visits, and interactive case studies and social activities with the Guanghua students. Technology and Management in Taiwan (Study Abroad), will expand the spring term program initiated in 2007 with National Chengchi University, Taipei, Taiwan, to include engineering students partnering with management students on project teams. CIBER will support new experiential student learning opportunities within Latin America through continued development of Business and Political Populism in Latin America (Study Abroad) a recently inaugurated short term program to Santiago, Chile. Cross-Cultural Cross-functional Teamwork in China (Study Abroad) will enable undergraduate students from Purdue's Departments of Management and Organizational Communication and students from Shanghai Jiao Tong University (SJTU) to participate in a cross-cultural, cross-functional teamwork short term study abroad class (MGMT 490/COM 491). Led by Professor of Arabic, Dr. Ahmed Idrissi, CIBER will launch a new Middle East short term study abroad initiative for undergraduates to the United Arab Emirates entitled International Business in the United Arab Emirates (Study Abroad) in partnership with the Purdue Arabian Gulf Business Forum student association.

In keeping with the University's Land-Grant status, Purdue CIBER will support relevant international business management research and dissemination within identified CIBER themes. Global Ubiquity (Research) will focus on applying digital technologies to business practices that enhance global presence and/or coordinate business operations globally. Trade Facilitation (Research) focuses on barriers to international trade that exist after explicit protectionist barriers have been removed by free trade agreements and on identifying non-tariff barriers and the extent to which they can be reduced via concerted private and public action. Regional Branding and Economic Development (Research) explores how communities in a region can expand global reach by developing an identity recognized by investors and consumers worldwide. As part of the Global Ubiquity initiative and working with the Department of Organizational Communication and corporate partners including AOL, and Ingersoll-Rand, Purdue CIBER will gather industry and academic thought leaders to conduct a new effective-practices conference, Global Ubiquity-Effective Practices Research Conference (Conference), in which practitioners, academics, and government share best practices and cases in uses of social media and the effective integration into global virtual teams. Purdue CIBER with the CIBERs at Michigan State, Illinois, Ohio State, Wisconsin, and Texas A&M, along with the renowned schools of agriculture at each institution has formed a CIBER Agribusiness Consortium to conduct research and outreach in the area of agribusiness with a specific focus on agricultural trade policy and in agricultural-security issues. Plans include a capstone conference entitled Agricultural Trade Policy and Food Security Conference (Conference). The annual research volume "Global Business Languages Journal" (GBL), now available in-print and online, will build upon its foundation as the pre-eminent scholarly publication in the field of (foreign) language use for business. Edited by CIBER Associate Director, Dr. Allen Wood, GBL will focus on the impact of business language on global reach. Most articles will be pedagogical and concerned about current practices in global business languages and cultures.

Purdue CIBER will support innovative pre-college programs relevant to international business education through its partnership with the Indiana Council for Economic Education (ICEE). CIBER and ICEE will expand the reach of development programs for K-12 Teachers International Economics (Academic Outreach) using Internet-based and other distance learning technologies, thus mitigating the negative effects of distance and time on access to professional development.

Minority Serving Initiatives

Purdue CIBER will provide international business education outreach support to Minority Servicing Institutions (MSI). Roosevelt University, Chicago, Illinois, in partnership with the University of the Virgin Islands will receive a CIBER grant to develop a new and unique program of educational podcasts for the teaching of International Financial Reporting Standards (IFRS). In addition, Purdue CIBER will encourage the UVI faculty to internationalize its curriculum through support for participation in CIBER Faculty Development Programs in International Business (FDIBs).



SAN DIEGO STATE UNIVERSITY

San Diego State University CIBER

New Themes

During the 2010-2014 grant period, SDSU CIBER will focus on an integrated program that introduces four new themes: **foreign language education**, **high-impact learning curriculum**, **high-quality basic and applied research**, and **programs** which build on multiple areas to achieve synergy. The themes are rooted in issues of national significance and address U.S. competitiveness in an international economy.

The SDSU CIBER program maintains that language and global strategy must continue to recognize “differences” as a source of competitive advantage. Critical elements are the design and implementation of a high impact international business curriculum which includes learning in the classroom, learning through interaction, and learning through discovery. Essential learning outcomes are connected to the principles of excellence. SDSU’s CIBER research program reflects the need for both basic and applied research, and incorporates both the strengths of the faculty and the needs of the academic and business communities.

New Major Initiatives

Foreign Language Education: During this grant period, SDSU CIBER will introduce courses in order to teach several of the Less Commonly Taught Languages. For example, with the development of a new major in **Islamic and Arabic Studies Program**, three new courses in Arabic will be introduced (Iraqi Critical Language Intensive: *Beginner*, *Intermediate*, *Distinguished*), an advanced course on *Persian for Business*, and *Advanced Pashtu I and II* to complement the existing Elementary Pashtu. In addition, SDSU CIBER is committed to further promoting our **Korean Language Program** to include *Intermediate and Advanced Korean* as well as a full range of topics related to *Korean Civilization, Literature, Culture and Society*. SDSU CIBER will also support the development of *Summer Intensive Language Programs* in **Arabic, Persian, Russian and Turkish**.

Integrated High-Impact Learning Curriculum: Over the next four years, SDSU CIBER will concentrate on organizing a series of high-impact learning activities that incorporate **learning in the classroom**, **learning by interacting**, and **learning through discovery and synergy**. SDSU CIBER will achieve this target through the introduction and development of several new educational courses, specializations and minors such as the new required **International Business Capstone Course**, **International Business Specialization in Hospitality and Tourism Management**; **Minor in International Security and Conflict Resolution**; and, **Minor in Global Entrepreneurship**. The support of these new programs will allow SDSU students to have a more in-depth integrated international business curriculum, the opportunity to study and intern abroad, and the ability to recognize, analyze, and exploit business ideas.

Research and Curriculum Development: At both the undergraduate and graduate level, SDSU CIBER will orchestrate curriculum development in a number of disciplines throughout the university. SDSU CIBER will partner with the International Business, Economics and Accounting Collaborative

Network (iBEACON) to develop curriculum which incorporates **International Financial Reporting Standards (IFRS)** content into SDSU's highly ranked accounting program. Also, recognizing the role in which international comparative studies can play in helping to maintain U.S. competitiveness, SDSU CIBER will collaborate with the School of Education to introduce a course in **Comparative International STEM Education**, with the School of Public Health to introduce a course in **Comparative International Healthcare Administration**, and with the Department of Criminal Justice Administration to introduce a course in **Comparative Criminal Justice Administration**. A critical component of each of these courses will be to examine the national variations of each subject matter and the role they play in U.S. business competitiveness. Furthermore, to complement a multitude of study abroad programs, SDSU CIBER, our Language Acquisition Resource Center (LARC) and our Office of International Programs will join other San Diego area universities to sponsor an annual **Study Abroad Returnee Conference**. The objective of the conference is threefold: to help students identify the marketable skills associated with their international experience; provide them with information about post-undergraduate opportunities related to working abroad; and offer them critical networking among professionals in the international education field.

Academic Outreach: SDSU CIBER will work to expand the **International Economic Summit (IES) to Community Colleges and Minority Serving Institutions (MSI)** in the region. Since 2005, SDSU CIBER has collaborated with the Federal Reserve Bank of San Francisco and Sempra Energy to reach out to its regional high school constituency. This partnership has included over 50 high schools, more than 100 teachers and staff, and more than 1500 high school students over the last 4 years. The program includes a ten-week curriculum to teach fundamental economic concepts within the context of international trade. Utilizing an experience-based learning model, the program challenges students to think critically about the benefits and costs of trade and to explore the multifaceted process of globalization.

Outreach to the Business Community: SDSU CIBER is committed to heavily engaging the regional business community. Workshops and programs such as the quarterly **Cross-Cultural Business Communications Seminars**; the annual **Global Logistics Symposium**; the annual **Peace and Prosperity through Trade and Commerce Conference** will be offered in collaboration with the World Trade Center San Diego (WTCSD).

Identify and Nurture Synergies: SDSU CIBER proposes an **International Programs Summit** to annually bring all of the campus international programs together so that it can: 1) identify and learn about the variety of international activities; 2) share best practices in grant applications, curriculum design/enhancement, research, and outreach (or service); 3) reduce duplication by identifying comparative advantage; 4) leverage each others' strengths and create synergy; 5) develop an outreach mechanism to raise outside support; and 6) create a multi-disciplinary cooperative environment for international education.

Minority Serving Initiatives

In addition to working with the CIBER at the University of Hawai'i at Mānoa to expand the **International Economic Summit** program to community colleges and other Minority Serving Institutions in the region, SDSU CIBER will partner CIBERs to organize a **Roundtable Discussion** with representatives from **Hispanic Serving Institutions (HSI)**. The purpose of the HSI Roundtable is to explore how CIBERs can work more closely with HSIs to increase the global competency of their faculty, students, and programs. HSI faculty, administrators, as well as corporate executives and other stakeholders from across the US will participate in this program. Following the roundtable, the consortium will develop a strategy to incorporate an HSI initiative into the broader 2010-2014 CIBER Minority-Serving Institution strategy.

Temple University CIBER

New Themes

Sustainability Driven Service and Business Internships in Emerging Markets: Temple CIBER will establish a number of service learning internships in emerging markets that integrate meaningful community service with the application of business acumen. These internships will provide our students with an awareness of cultural differences, knowledge of the conditions in emerging markets, and most importantly, the experience would serve as a strong catalyst to their becoming globally competent graduates.

Graduate students will have an opportunity to accompany an annual World Trade Center of Greater Philadelphia trade mission during winter break. During the fall semester, students will be paired with a local company and conduct market research on the destination market. During the trade mission, students will observe company meetings for a real-world learning experience as well as participate in corporate site visits and cultural activities. The goal is to foster an understanding of the business and political challenges U.S. companies face in international markets, while emphasizing the importance of trade and cultural awareness.

Creating a Fox School of Business Sustainability Network: The Fox School of Business and Temple CIBER have planned a number of activities including: benchmarking sustainability in U.S. Business Schools by examining the number of courses and activities per department and program; building important linkages outside of Temple University; establishing a sustainability concentration, minor, curricula focus; promoting sustainability research; developing a business plan for a Fox School Sustainability Center; hosting a conference on sustainability; scheduling a sustainability theme for the annual Fox Leadership Retreat and Advisory Board Meeting; and finally, identifying a means to integrate sustainable practice into the management of the Fox School of Business.

New Major Initiatives

Temple CIBER will pursue a number of initiatives in the Middle East and North Africa (MENA) region. This includes an annual MENA FDIB that will provide participating faculty from institutions of higher education throughout the U.S. with a greater understanding of the business practices, economic policies, political structures and diverse cultural environments of this region. The program will address the unique aspects of each country and important cities, such as the history and current state of oil production, Islamic business practices, and the micro-finance industry. Each location will include background briefings, site visits to U.S., locally owned, and international organizations as well as cultural activities. Site visits may include organizations in the manufacturing, financial, real estate, technology, global supply chain, and educational sectors.

Temple CIBER's partnership in the Middle East with Dubai Women's College (DWC) in the UAE features ongoing initiatives including the Cross-cultural Virtual Collaboration project and the Insight Dubai Conference. The virtual collaboration project includes teams made up of students from both Temple and DWC to develop foreign market strategies for a U.S. product to enter the UAE market as part of their Global Strategic Management class. Students communicate using virtual technology and have developed strategies for Ben & Jerry's, Caribou Coffee, and Tastykake in the past.

Temple CIBER sponsors two young women studying international business to attend the annual Insight Dubai conference in which female students from around the world actively participate with young women from the Middle East to discuss issues of government, business, and culture relevant

in today's global world. The conference is characterized by its distinctive Arabic and Islamic theme. Activities include participation as a foreign diplomat in a simulated United Nations discussion, role playing within a mock Shari'ah (Islamic law) court case, debating leadership issues, and an examination of the Majlis and the local elections. Panel discussions regarding local issues such as promoting peace, female leadership in the Middle East, as well as site visits added to the participants' understanding of the local environment.

Temple CIBER's interdisciplinary Certificate of Specialization in MENA Business & Society for Temple students gives both business and non-business students the opportunity to study the Middle Eastern context of society and culture through required and elective courses in the Fox School of Business and the College of Liberal Arts. This program combines specialized international business courses, area studies, and language.

An FDIB for Business Schools Deans in Emerging Markets will expose deans and their designated faculty member to locations like India, Brazil, and China to globalize their perspective and create champions for IB. Educating university leaders through this program will serve as a catalyst for internationalizing business schools.

Minority Serving Initiatives

Temple CIBER has partnered with Lincoln University, the oldest Historically Black College and University (HBCU) in the nation, on a number of new initiatives. An annual conference, "Educating HBCUs for the Global Marketplace," will be hosted by Lincoln and sponsored by Temple CIBER each year. Temple and Lincoln have joined the Globalizing Business Schools (GBS) four year consortium for HBCUs designed to infuse understanding and the importance of international and interdisciplinary business education by equipping faculty with the pedagogical tools, knowledge, and experiences to incorporate international content into existing business courses and/or develop new courses. An integral component of the program is the one-on-one assistance provided by the sponsoring CIBERs to their respective HBCU in facilitating the implementation of international business education programs and in acquiring federal grant funds to support these efforts. Temple CIBER will support BIE application review and evaluation, and the dean of Business and Technology at Lincoln serves on the CIBER advisory board.

Temple CIBER is also partnering with the Community College of Philadelphia (CCP), where 66% of the student body is comprised of minorities (51% African American, 15% Hispanic). Temple CIBER supported a successful BIE application and will continue to assist with their evaluation activities and their internationalization initiatives including lectures on IB and international trade and organizing a Study Abroad Panel Session. The CCP dean of the business school also serves on the CIBER advisory board.



Texas A&M University CIBER

New Themes

- Student, Faculty, and Business Executive Global Competency
- Short-term Overseas Experiences
- IB Education Research and Assessment

New Major Initiatives

• **Global Plus Certificate of Achievement**

Objective: To provide undergraduate students a highly-focused program of IB and cultural courses, learning community activities, and an overseas experience.

The TAMU CIBER will offer a new concentrated *Global Plus* curriculum to allow a greater number of the 4,000 undergraduate business students, especially *minority students*, to complete a formal set of “global perspective” building courses, learning community activities, and travel abroad. To earn a *Global Plus Certificate of Achievement*, students will complete 9-semester hours of IB and cultural courses and also participate in Global Plus Learning Community activities and a short-term study abroad experience linked to pre-trip classroom preparation. This program will serve as a foundation and stimulus for the more rigorous 18-hour IB minor/certificate programs and semester- and year-long study abroad programs. Mays students will be encouraged to participate in activities that focus on global business and provide an overseas experience, such as the APEX Global Business IT Case Challenge, in which the winning Mays team will travel to Singapore for the final round of the context.

• **OverseasFirst: Short-term travel and learning program**

Objective: To provide an opportunity for undergraduate students who have never traveled outside the U.S. due to financial limitations or time constraints an opportunity to study about a country or region and then to travel to that country or region.

In collaboration with the TAMU CIBER network of over 40 foreign universities, the CIBER will sponsor two 9-day OverseasFirst programs (30 students/each) in the Winter or Spring Break to China (Peking University), Denmark (Copenhagen Business School), Japan (Osaka University), Singapore (National University of Singapore), Spain (Universitat Autònoma de Barcelona), Brazil (University of Sao Paulo), Sweden (Jonkoping University), or South Korea (Soonchunhyang University). Students participating in OverseasFirst will take a 3-hr term course to immerse them in the political, commercial, and social environment of the country and region they will be visiting. During their visit, students will receive IB and cultural lectures, make corporate and manufacturing site visits, and tour cultural and historical sites.

• **FDIB Washington, DC - for minority-serving institution (MSI) faculty**

Objective: To provide U.S. minority faculty an opportunity to meet with international policy makers, experts, and selected foreign embassies to gain IB knowledge that they can incorporate into their teaching and research.

The TAMU and Maryland CIBERs will conduct a 7-day *Washington, D.C. FDIB for minority-serving institution (MSI) faculty* that will include visits to agencies involved in international trade and policy development (EXIM, USDOC, USDA, World Bank, etc.), and selected foreign embassies (Argentina, Brazil, Chile, China, and South Africa) for briefings about current programs, future developments, and opportunities for collaboration.

• ***Longitudinal Studies on International Business Education***

Objective: To conduct longitudinal studies to determine the short- and long-term impact of globalization education and training.

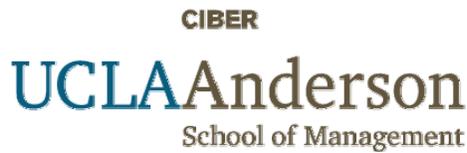
The process of creating the NASBITE Certified Global Business Professional credential started in 2000, the first certifying exam was successfully delivered in 2005 in New Orleans and over 500 people have been certified. A 4-year longitudinal study will be conducted, *Impact of NASBITE Certified Global Business Professional Credential*, to determine how the credential is impacting the careers of those who have already been certified.

A national longitudinal study will be implemented, *Impact of International Educational Activities*, of students from universities and community colleges across the U.S. that have participated in international activities (international business degrees, courses, certificates, programs; culture and language classes; semester and year-long exchange programs, study abroad, internships, etc) to determine the impact of specific IB program activities on students and their careers. Data will be collected on students from universities and community colleges across the U.S. (including MSIs) that participated in international activities. It is anticipated that there will be students participating from 150 schools representing all 50 states. Seniors will be surveyed online and will receive a follow-up survey each year. Participating schools will receive information about their students and how they compare to other institutions.

Minority Serving Initiatives

Building upon the success of the CIBER HBCU internationalization initiative and as part of the 2010-2014 CIBER Minority Serving Institution actions, the Texas A&M CIBER in collaboration with other CIBERs will initiate a Hispanic-Serving Institution initiative that will include both a national and regional focus. National HSI initiatives will be supported by the CIBER HSI Consortium members and regional HSI activities will be selected and managed by the CIBER or CIBERs in that specific region. This will allow us to have a national scope and impact and also the autonomy to serve specific needs of HSIs in our individual regions.

At the national level, the CIBER HSI Consortium plans to support activities such as: an Annual HSI IB Education Best Practices Conference and an HSI IB Education Resource web site. Regionally, HSI support will be determined by each CIBER individually. For the Texas region, the UT and Texas A&M CIBERs are considering implementing the following ideas: provide broad IB education support to HSIs, community college, and 4 year colleges; support for HSI faculty from 4 year Texas universities to attend selected FDIB programs; support for Texas community college HIS faculty to attend the Michigan State IB Institutes for Community College Faculty; and additional activities and support as needs are determined.



University of California, Los Angeles CIBER

New Themes

During the 2010-2014 grant cycle, the UCLA CIBER, a research, teaching, and outreach driven center, views the challenge of the emerging global economy through five thematic areas: (1) Global Resource Flows and Global Tradeoffs; (2) Service Industrialization; (3) Intellectual Property in Entertainment and Media Industries; (4) International Entrepreneurship, Microfinance, and Development; and (5) Sustainability. Programmatically, UCLA CIBER begins with applied research and extends findings into teaching and outreach. In addition, the Center deploys a sophisticated program of training in foreign languages and cultural practices. Programs are carefully evaluated for quality, mission relevance, and effective use of resources.

New Major Initiatives

Curriculum

With regard to management curriculum, UCLA CIBER is proud to offer a number of exciting programs. The Advanced International Management (AIM) certificate for Fully-Employed and Executive MBA students allows professional MBA students to distinguish their degree through globally-oriented offerings. The certification requires that, in addition to fulfilling a number of prerequisites of international management content in coursework and field study, students must attend at least three UCLA CIBER guest speaker lectures on critical international issues. Such lectures have focused on management of HIV/AIDS clinics in West Africa, climate change solutions, the global financial crisis, and innovations in microfinance.

UCLA CIBER has also extended its support of MBA student field study projects from microfinance to a broader scope including pro-social international entrepreneurship. Field study projects have been conducted globally, including China, India, Vietnam, Fiji, Tanzania, Malawi, Kenya, Ghana, Peru, Mexico, Belize, Costa Rica, Brazil, and Paraguay. Approximately 75 full-time MBA students benefit from participating in globally-oriented consulting field studies subsidized by UCLA CIBER.

Other major initiatives in curriculum include the UCLA Anderson-Universidad Adolfo Ibanez Global Executive MBA for the Americas which will launch in Spring, 2011; the UCLA CIBER-UCLA Department of Economics international business economics and business language program in Shanghai to be offered in Summer, 2011; and curriculum development in intellectual property in cultural industries and global environmental sustainability during the 2010-2011 academic year.

Outreach

In terms of outreach offerings, UCLA CIBER will offer a suite of innovative programs to the UCLA community and Los Angeles business community that speak to the Center's thematic foci. As sustainability is a prominent theme, UCLA CIBER has begun a partnership with USC CIBER and the Asia Society on a Pacific Cities Sustainability Initiative which will underscore the importance of urban development management and innovation. Furthermore, UCLA CIBER will continue its high school outreach program "Global Green Business Week for Young Leaders" in summer 2011. Finally, UCLA CIBER will offer research grants for faculty to develop web portals on corporate standards and metrics in sustainability.

Under the umbrella of international social entrepreneurship, UCLA CIBER is partnering with the UCLA African Studies Center and the UCLA Anderson Price Center for Entrepreneurial Studies to address corruption, governance, and development in Africa. The Center will continue to work with the Los Angeles Chamber of Commerce and the U.S. Department of Commerce to offer the annual Americas Business Forum for Executives. The forum, held each March, serves as an opportunity to Los Angeles and San Diego area executives to learn about trade and business opportunities in Latin America.

Finally, the UCLA CIBER is proud to partner with the UCLA Center for European and Eurasian Studies and the UCLA Anderson Center for Managing Enterprises in Media, Entertainment, and Sports (MEMES) to offer the Independent Filmmakers Business Conference. The Conference, to be held in spring, 2011, addresses the business of filmmaking; specifically venture capital funding and intellectual property rights, as well as branding and distribution.

Language

UCLA CIBER initiatives in language include the UCLA CIBER-UCLA Department of Economics international business economics and business language program in Shanghai to be offered in Summer, 2011; summer intensive courses in the less-commonly taught languages of Arabic, Russian, Turkish, Hindi, and Vietnamese; the Key Regions/Critical Issues lectures series; and new web-based tutorials for the Business Online Language and Culture Application.

Research

As part of a research university, UCLA CIBER will offer a suite of innovative research opportunities for UCLA faculty and doctoral scholars. Research grants include grants for case studies in global management and globalization research grants. The Center will also fund Interdisciplinary Doctoral and Master Student Research Seminars to foster communication between graduate students across campus. In addition, UCLA CIBER will work with four sister CIBER universities to offer annual doctoral internationalization consortiums. Other initiatives in research include the student global competence portfolio with the University of Wisconsin CIBER and global resource flows workshops on China and Mexico's relationship with the U.S., a program in partnership with the UCLA Institute for Research on Labor and Employment (IRLE).

Minority Serving Initiatives

UCLA CIBER has partnered with six CIBER universities for the Hispanic-Serving Institutions (HSI) Roundtable. UCLA CIBER invited five professors from local HSI community colleges and universities to represent the greater Los Angeles area. The purpose of the roundtable was for faculty and business leaders to explore ways in which the CIBERs can assist in curriculum development and globalization of programs in HSI management studies.

In its second cycle, the UCLA CIBER Global Green Business Week for Young Leaders, a one week high school summer program for management credit, will offer full scholarships to local high school students from underserved communities. The students represent the first generation to apply to college in their families. The program is for talented rising high school seniors addressing the fundamentals and current trends of sustainability and management from the triple bottom line of people, profit, and planet. Learning activities are varied, ranging from lectures, case studies, experiential exercises, and corporate panel discussions.

UNIVERSITY OF COLORADO DENVER

University of Colorado at Denver CIBER

New Themes

The University of Colorado Denver Center for International Business Education and Research (UCD) will address the forces impacting international business in Colorado, the Rocky Mountain region, and the nation during the 2010-2014 CIBER grant. The three overarching themes that its 47 new activities will address are promoting international entrepreneurship, globalizing key industry clusters (most notably energy and renewable energy, health and biosciences, and professional services such as architecture and environmental management), and exploiting important markets for U.S. entrepreneurial and cluster companies (particularly Canada, China, and the Gulf Cooperation Council countries). The new major initiatives follow below, building on the existing international business expertise of the University of Colorado Denver.

New Major Initiatives

In curricula, UCD will partner with Global Energy Management in educating energy and renewable energy leaders in international business; offer a global entrepreneurship certificate; develop MayMester field studies to Canada, China, and GCC countries; and offer international perspectives courses for over 1400 undergraduate business students. UCD will develop business-liberal arts collaborations including expanded course options in international business, international studies, and less commonly taught critical languages, plus expanded options for joint BA International Studies - MS International Business programs at the University of Colorado's three campuses. UCD will also globalize professional programs including architecture and planning and health sciences, and help administration better prepare students for international opportunities, particularly through Global Professional Practices courses and through International Tracks. UCD will also help develop a double masters degree between the University of Colorado Denver (landscape architecture) and Tongji University in China (landscape studies).

In business languages, UCD will extend the joint BA - MS International Business program to Chinese and other Asian languages at the Universities of Colorado in Boulder and Colorado Springs; develop and disseminate business case studies for first and second level language courses including less commonly taught ones; hold business Spanish case competitions for high school students with Brigham Young University CIBER; and develop and offer business language courses for students at the Denver Center for International Studies, a Denver-based magnet school for students in grades six through twelve who are studying international affairs.

In research, UCD will sponsor a special conference and journal issue on international entrepreneurship, survey 800 Colorado mid-market and entrepreneurial companies, develop case studies on indigenous entrepreneurship, and support multiple research projects including globally distributed workforces, global enterprise decision making, international effectiveness of U.S. service firms, and bioscience born global companies.

In faculty development, UCD will host an international entrepreneurship program and a faculty development program to China, and add a Middle East and North Africa (MENA) program, jointly developed with Brigham Young University, Temple University, and the University of South Carolina CIBERs. UCD will also develop spin-off programs in international entrepreneurship including ones in indigenous entrepreneurship, and a China-focused globalization of the professions study tour, and co-sponsor other CIBERs' programs in Australia, Eastern Europe, the European Union, India, and Sub-Saharan Africa.

In business outreach, UCD will partner with KPMG, co-hosting three or four annual Global Enterprise Institutes for mid-market entrepreneurial firms to assist them in identifying the opportunities and risks of international expansion, and addressing emerging trends and issues in international business. These will be expanded to other regions that have CIBERs and KPMG offices.

UCD will hold Global Executive Forums to investigate forward-looking topics critical to U.S. competitiveness and publish proceedings in a Global Forum Report; in addition, its members will provide expertise on international business educational opportunities. In partnership with the Canadian International Trade Office in Colorado, UCD will co-sponsor two major conferences on U.S.-Canada relations. In addition, UCD will establish an International Executive Fellows program where retired executives will be assigned to an international business class and paired as coach for an international project.

In educational outreach, UCD will expand its Rocky Mountain CIBER Network (RMCIBER) initiatives, a partnership with Brigham Young University CIBER plus 31 generally small and rural colleges and universities in the ten-state Rocky Mountain region. Activities will include regional conferences on international business, grants to develop international courses and case studies for faculty from member institutions, an online course on global sustainability for all network undergraduate students, and an Internet resource guide for teaching and conducting international business. In partnership with the U.S. Air Force Academy, UCD will provide speakers and curricular assistance, and develop a business case competition for students at both institutions.

Minority Serving Initiatives

In serving minority institutions and expanding on its Rocky Mountain CIBER initiatives, UCD will develop services for Tribal Colleges and Universities (TCUs). TCUs will be solicited to join the RMCIBER and help sculpt programs for their relevance to Native American business curricula. Faculty from regional schools with Native American business administration degrees or tracks will be supported to attend China and international entrepreneurship faculty development programs, to facilitate international business expertise and to inform new indigenous entrepreneurship faculty development programs for Native Americans and Native Hawaiians. Program development grants will be offered to faculty to initiate or update courses on international business on TCU campuses. UCD will also join the consortium for Historically Black Colleges and Universities, assisting the University of Arkansas at Pine Bluff in its internationalization initiatives.



University of Connecticut CIBER

New Themes

America, in the midst of a deep economic slowdown, is at a crossroads. Repeatedly it has been said that it is only through a steady stream of world-changing innovations that the U.S. can once again be the unrivaled global economic leader. Therefore, the key for business leaders and policy makers is to recognize the underlying value of innovation for enhancing America's competitiveness in global markets, and take subsequent steps to encourage and support innovation-focused activities. This is both a challenge and an opportunity. Consequently, the UConn CIBER focuses on the theme of *innovation* during 2010- 2014.

New Major Initiatives

Some of the new major initiatives CIBER has planned during the 2010-2014 cycle include:

Overseas Faculty Development Programs:

International Business Development Program for Deans in India

Our International Business Development Program for Deans in India will focus on a week-long intensive training in Indian business. The Deans will visit Delhi, Bangalore, and Mumbai.

Participants will attend lectures from business and government leaders, visit companies, and tour cultural sites. We will develop this program with CIBERs at Temple, Memphis, San Diego, and George Washington.

Faculty Development in International Business (FDIB) Russia

FDIB Russia will be a two week intensive training in Russian business in which participants will attend lectures from business and government leaders, visit companies, and tour cultural sites. The host institution for this program will be Mirbis: The Moscow International Higher Business School.

This program will be offered every other year: May 2011, 2013.

Faculty Development in International Business (FDIB) Green Business- Australia (Co-hosted with SDSU)

FDIB Green Business will focus on a two week intensive training in "Green business." Participants in this program will attend lectures from business and government leaders, visit companies, and tour cultural sites. This program will bring participants to Canberra, Melbourne, and Sydney. It will be offered every other year: January 2012, 2014.

Student Programs:

International Case Competition

In collaboration with The Ohio State University, we will hold an international business case competition for students from 12 different universities. The unique aspect of this competition is that the students are mixed into teams so that each team has four different schools represented. This style of competition allows for a more real world team experience where the team members do not get to choose who they work with.

Virtual FDIB Development Competition

While FDIB program provide an invaluable experience, not every faculty member can participate, therefore UConn CIBER is undertaking an initiative to create virtual Faculty Development Programs

that will be available online. Components of the program will include photo galleries, articles, chat rooms, and videos. For the video portion, we will choose students to attend the faculty development programs and video record them. The students will have the opportunity to experience the faculty development program and can use their technical skills to create a valuable learning tool for others.

Outreach:

KPMG's Global Enterprise Institute

KPMG's Global Enterprise Institute has been established to provide an open forum where business leaders can share leading practices, gain insights, and access thought leadership about key Middle Market issues and emerging trends. UConn CIBER partners with the KPMG Global Enterprise Institute to offer programming to the regional business community.

Entrepreneurship Bootcamp for Veterans with Disabilities

This program will focus on providing business training to Veteran's to enhance their military cultural training. It is designed to help veterans become more employable in and in turn help companies capitalize on the extensive training vets have. UConn CIBER will add the international business expertise to this program through a collaboration between 6 top U.S. business schools.

Language:

Resource Guides for Business Language Teachers

Using reading material created in a prior grant, we will create Business Language Resource Guides by translating the readings from the resource guides into 5 less commonly taught languages: Russian, Chinese, Hindi, Arabic, and Portuguese. Language and Education students will create the exercises that will accompany the readings to form the resource guides.

Research:

Database related to Sustainability Innovation

An online database will be built to show how innovations can help sustainability and corporate growth. The information will comprise case studies, empirical databases, and reports. The data will be available online through our website at no cost and should serve as a valuable research aid for students and businesses.

Minority Serving Initiatives

UConn CIBER has developed and supported several programs specifically for Minority Serving Institutions over the course of the last four years. For instance, we partnered with Alabama State University to assist them in obtaining a BIE grant, which they successfully received. We will be working with Southern University at New Orleans this year to assist them with the BIE process. Also, in our Faculty Development Program in International Business (FDIB) India, we have hosted several participants from MSIs, including Alabama A&M University, Lincoln University of Pennsylvania, Clark Atlanta University, Northeastern University, Alabama State University, North Carolina Central University, and University of Wisconsin-Milwaukee.

Additionally, UConn CIBER is actively involved with ongoing faculty development programs with the University of the Virgin Islands. Future CIBER-planned MSI activities include a Faculty Development Program in Alaska. The objective of this program is to foster the knowledge of the faculty at Native-Alaskan Serving Institutions by providing instruction in international business. As a result, the faculty of these institutions will be able to better prepare their own students in the field of international business.

University of Florida CIBER

New Themes

The University of Florida (UF) CIBER has responded to challenges of the “Great Recession,” an event that markedly altered the international business (IB) training landscape. Draconian Wall Street losses changed business student career expectations. Some sought broader preparation for potentially diverse duties and locales; others pursued new goals such as “doing good through business.” Policy, regulatory, and institutional frameworks garnered heightened interest as experts unraveled how systemic risk was built into financial markets. International competitiveness took on new importance when global recession closed globally marginal firms. State budgets tightened, educational endowments dwindled, and resources to meet multidisciplinary IB training needs contracted.

Consequently, new content themes focus on IB institutional frameworks, sustainability and ethics, and building U.S. competitiveness in geographical and industrial markets where it has lagged in comparison with global rivals. Implementation themes stress efficiency through technology, partnerships, funding leveraging, multi-tasked initiatives, and innovative evaluation.

New Initiatives

Both *Understanding International Sales Law and Dual Compliance in U.S.-EU Auditing and Financial Accounting* address critical IB framework issues. The first examines why the U.S., although an early signatory to the United Nations Convention on Contracts for the International Sale of Goods (CISG), lags behind a number of Western European countries, China and Russia, in applying and interpreting CISG. The second book measures increased cost of capital for dual-listed multinational corporations that must simultaneously meet different U.S. and EU accounting regulations. Both books leverage funding from EU organizations and both include research products, academic outreach conferences, business outreach materials and/or a companion short-term study abroad (STSA).

International Retailing Education and Training—Brazil (IRET-Brazil) develops transferrable multimedia training modules on Brazilian retailing and an overseas study program. Iconic U.S. retailers have experienced foreign market failures and declines in global rankings that call for increased training on international dimensions of this major industry. The *IRET-Brazil* response integrates industry expertise in the U.S. and Brazil (UF’s Miller Center for Retailing Education and Research and the Center for Retailing Excellence at Fundação Getulio Vargas in Sao Paulo) with UF area expertise in its Center for Latin American Studies.

The *Sub-Saharan Africa Business Environment Report (SABER)* is a joint effort of the UF CIBER, the University of South Carolina CIBER, and UF’s Center for African Studies. Using a combination of statistical tables and written analyses, it comprehensively examines Sub-Saharan Africa business conditions and outlooks. Social, political, and economic trends are tracked and evaluated for sub-regional groupings and for 21 major countries individually. By enhancing U.S. understanding of the continent, it addresses a need evidenced by surveys, by anecdotes, and by comparative U.S. /non-U.S. African trade and investment statistics.

Fly with the Flowers both pioneers a new STSA model and exemplifies infusion of sustainability concepts throughout the spectrum of UF CIBER activities. While most STSAs focus on a particular

world region (or region and discipline), *Fly with the Flowers* focuses on a *global market*. Traveling from Miami to Bogota to Amsterdam, it uses the world cut– flower industry to teach multidisciplinary perspectives on issues of global competitiveness such as conflict vs. collaboration between developed and developing economies, technology-based vs. resource-based national comparative advantage, differing concepts of sustainability, and ethics. In developing the initiative, UF business and horticultural expertise are augmented by vast state business practitioner expertise-- 40,000 boxes of flowers imported daily at Miami Airport account for approximately two-thirds of the cut flowers sold in the U.S.

Web-based Basic and Business Akan overcomes a historical constraint on development of U.S. capacity in critical African less commonly taught languages (LCTLs); namely, instruction has been available only on-site in a few university locations. Technology simultaneously increases access through web-based instruction and enhances pedagogy through virtual immersion. Akan prototype evaluation includes hosting a conference of African language academics to more generally benchmark computerized African LCTL pedagogy.

Defining “Learning” in IB FLAC Sections exemplifies innovative evaluation initiatives that complement innovative programs. “Learning” can take many forms—e.g., fact acquisition, sharpened analytical skills, broadened perspectives, etc. Defining the precise nature of potential learning is critical to designing effective evaluation instruments necessary for efficient use of grant funds. The *IB FLAC* program (“Foreign Language Across the Curriculum”) combines foreign language training with IB content. It has grown over time as a result of enthusiastic student evaluations and its consistency with legislated CIBER goals of integrating foreign language and business training. However, the precise nature and extent of “learning” have not been identified or measured and these are the challenges addressed in this evaluation initiative.

Minority Serving Initiatives

Data suggest targeting community college programs to assure the IB potential of Hispanic heritage Americans is fully realized. Forty eight percent of Hispanic-serving institutions (HSI) are community colleges and nearly 60% of Hispanics in higher education enroll in such colleges, a rate disproportionate to all other demographic subgroups. Located in Orlando, HSI Valencia Community College (VCC) is an exceptional partner for developing prototype IB programs addressing this training need. Almost 27% of VCC’s 50,000 degree-seeking enrollees are Hispanic and it ranks 3rd nationally in number of associate degrees awarded to Hispanics. Puerto Rican dominates Hispanic heritage of VCC’s service area (50%), a group also significant nationally. Successful models will be applicable elsewhere. The initiative includes development of IB modules for basic business courses that serve the dual degree tracks traditional in community colleges and also modules for business-related career programs, faculty training in module usage, development of linkages with Puerto Rican business schools, and integration of those linkages into business programs.

University of Hawai'i at Mānoa CIBER

New Themes

The University of Hawaii CIBER's 2010-14 plan, "Promoting U.S. Competitiveness through Enhanced Collaboration, Communication, and Trade in the Asia Pacific Region", incorporates the following themes.

- Doing Business in Islamic Asia
- Homeland Security and Disaster Management in the Asia Pacific Region
- Online Delivery for the Less Commonly Taught Asian Languages to Expand Outreach
- Restoring Stability and Integrity to Global Financial Markets
- Creating Sustainability through Industry Linkages
- Minority Serving Institutions

New Major Initiatives

Doing Business in Islamic Asia

The Islamic Asia Initiative has grown and prospered via the **Muslim Societies in Asia** program, managed by the Title VI Center for Southeast Asian Studies (CSEAS), and supported by the State of Hawai'i Legislature, School of Pacific and Asian Studies, and UH CIBER, leveraging the largest concentration of expertise in the Asia-Pacific region of any university in the Western world. The program's goal is to be a resource center for academics and the general public seeking information on Muslim societies in Asia. Utilizing the network, the UH CIBER will conduct research on Islamic banking and continue to run the **Interdisciplinary Symposium on Muslim Asia**, which provides a platform for scholars to present their research. UH CIBER is developing an **Indonesian Business Language Module**, the fourth in its series of Online Asian Business Language Modules. The UH CIBER will continue the study and research of business in Islamic Asia through its Outreach activities, **Asian Field Study, Microfinance Field Study to South Asia, and Southeast Asian FDIB** programs. Based on its successful Vietnam FDIB program in 2009 and 2010, UH CIBER, along with University of Wisconsin CIBER, broadened its offering to a Southeast Asia FDIB, which in 2011-14, plan to go to Kuala Lumpur, Malaysia, to focus on doing business in Islamic Asia. With its networks and programs, the UH CIBER is reaching the first, third, and fourth most populous Muslim nations of Indonesia, India, and Bangladesh and in addition to China and Malaysia, represent over a third of the world's Muslims (Pew Research, October 2009). (Categories: Research, FDIB, Language, and International Education).

Homeland Security and Disaster Management in the Asia Pacific Region

Working with leaders and policy makers in the region, UH CIBER will continuously develop innovative and relevant programs that will support improved cooperation for security and stability, prosperity, and trade in the Asia Pacific region. UH CIBER will provide an innovative, multidisciplinary approach to improve disaster preparedness, management, and recovery across the U.S. through training programs, business preparedness manuals and international conferences. The outcomes of these initiatives will be disseminated to policy makers, state and local government agencies, and industry organizations. UH CIBER will continue expanding CIBER's participation in the **Asia Pacific Homeland Security Summit (APHSS)**. The past year introduced the **Fellows Program** in which students from CIBER schools across the U.S. participate and are mentored by professionals at the Summit, and a panel session led by faculty and experts sponsored by CIBER schools. The 2010 APHSS theme is preparing for a special security event, using Hawaii's hosting of the **2011 Asia Pacific Economic Cooperation (APEC) Summit** as a case. (Categories: Outreach)

Online Delivery for the Less Commonly Taught Asian Languages to Expand Outreach

UH CIBER will provide language learning opportunities, including the less-commonly taught languages of Asia, for faculty and students that include experiential learning, innovative pedagogy, rigorous assessment, and interdisciplinary content to link language and area studies with business, technology and professional studies to improve America's competitiveness. UH CIBER will work with language experts across campus and with PACIBER member schools to develop the Southeast Asian Business Language Curriculum, business language online learning modules for LCTLs: **Vietnamese, Tagalog** (Filipino), **Thai**, and **Indonesian**. UH CIBER will work with Kapi'olani Community College to develop Chinese and Korean Language for Business Professionals new **Chinese** and **Korean** language programs tailored to the needs of industry personnel. (Categories: Language, Curriculum)

Restoring Stability and Integrity to Global Financial Markets

In partnership with key industry and government organizations, UH CIBER will engage in cutting edge research and training programs to improve U.S. competitiveness by addressing global financial regulatory structures and renewable energy opportunities, and promoting a greater understanding of the cultures and economies of major U.S. trading partners in Asia. UH CIBER will support research on Restoring Stability and Integrity to Global Financial Markets, which will draw on the resources of the **UH Asia Pacific Financial Markets Research Center** and their advisory board, consisting of executives of the Asian stock markets, and regulatory experts in the **UH Richardson School of Law**. Recent conferences have focused on **Bankruptcy** in the Asia Pacific Region. (Categories: Outreach, Research)

Creating Sustainability through Industry Linkages

UH CIBER **Sustainability Education Action Alliance** will create linkages between the UH science and technology experts in renewable energy and sustainable development, to develop new curriculum to address the growing manpower needs of the future in "green jobs." The **Early Market Understanding for Industry Cluster Development** will link the research capacities of UH public and private sector organizations in order to facilitate commercialization of technologies such as renewable energy, IT security, and sensor technology. Co-sponsorship of the **Hawai'i Technology Entrepreneurship Network** will help create linkages between government agencies, industry organizations, and the university to support the growth of technological businesses. (Category: Outreach)

Minority Serving Initiatives

UH CIBER will draw upon and expand networks with two and four year colleges and universities in Hawai'i, the U.S., and the Asia Pacific region to serve as a resource for faculty and students throughout the U.S., particularly minority serving institutions, to develop international business curriculum and address the training needs of current and future business professionals. UH CIBER will collaborate with the University of Colorado CIBER to offer a new **faculty development workshop in international and indigenous entrepreneurship**. One version of the workshop will be specifically tailored to **Native Hawaiian, Alaskan, and tribal community colleges** and will integrate the technical training programs with international business and indigenous entrepreneurship content. UH CIBER will also continue its support of the internationalization of business content at Native Hawaiian serving institutions. This past year, UH CIBER sponsored two professors from Native Hawaiian serving institutions to participate in the University of Colorado CIBER's China FDIB. (Category: FDIB, Curriculum)



University of Illinois CIBER

The activities for this cycle build on Illinois' unique strengths in science and technology and professional education including business, law, library and information science, and veterinary medicine. We draw from this knowledge base and combine it with Illinois' renowned area studies and foreign language expertise to implement programs that address issues of regional and national importance.

The objectives for this cycle are:

- **Develop and implement an interdisciplinary program of teaching, research, and outreach addressing environmental and social sustainability as a component of global business strategy.**

Global sustainability poses twin challenges to business and society: preserving the natural ecosystem and sustainably raising the quality of life for the world's poor. Governments and stakeholders increasingly demand that firms respond to both challenges. Many firms now see advantages in doing so, including new lines of "green" business, improved reputations, and increased efficiencies from re-examining production processes. Activities include: the creation of a new Certificate in Sustainable Global Management, course development grant for the two-semester sequence for the certificate program, Global Sustainable Business Plan Competition with overseas partners and the C40 Cities Initiative, global sustainability lectures series, product development in subsistence markets class with study tour to India, subsistence marketplaces conference, research on entrepreneurship in subsistence markets in Africa, and research grants on sustainable global strategies.

- **Develop and implement an interdisciplinary program of teaching, research, and outreach addressing the impact of globalization on innovation and entrepreneurship, including managerial, technological, and policy implications.**

Activities within this theme draw upon Illinois' strengths across the sciences and engineering, as well as multiple centers of excellence for entrepreneurship, placing them in the context of the accelerating globalization of innovation. These activities will produce globally competent scientists, engineers, technical managers, and entrepreneurs; deepen our knowledge about U.S. competitiveness in the face of new technological powers; and bring together relevant programs and individuals from the sciences, social sciences and business. Activities include: research collaboration with the Regional Economics Applications Lab on auto industry and other topics, support for Entrepreneurs Without Borders (EWOB), Global entrepreneurship conference series, conference on international entrepreneurship and the Internet, International Business Immersion Programs with agribusiness, engineering, journalism, and veterinary medicine, and research grants on global innovation and entrepreneurship.

- **Become a center of national excellence for the study and teaching of professional responsibility and business ethics in the global context.**

This objective responds to three challenges. First, firms struggle to educate employees scattered across the globe about the firm's standards of behavior, evaluate the success of their efforts, and identify and address non-compliance. Second, the study of professional responsibility on a global scale draws on multiple fields of scholarship including accounting, ethics, human resource management, international business, law, and sociology. Third, there is little systematic

understanding of how to provide students with the frameworks necessary to make the sound judgments that will benefit business and society. This objective is a unique collaboration between CIBER, the Center for Professional Responsibility in Business and Society (CRP), the Center for Law and Globalization (CLG), and McDonald's Corporation (through the involvement their Senior Counsel for Global Compliance and Privacy), which will develop an inter-disciplinary program of research, teaching and outreach. Activities include: Corporate Compliance Roundtable, global professional responsibility business case competition, pre- and post-study abroad education and evaluation briefings on key issues of professional responsibility, law, and ethics in multinational business conference series, and research grants on professional responsibility in the global context.

- **Develop and implement an interdisciplinary program of teaching, research, and outreach to enhance understanding of the interaction between public policy, legal institutions, and international business by managers, lawyers, and policymakers.**

Public policies and law at the state, national and supra-national level shape global competition, particularly after the recent economic disruption. Beyond the obvious influence of trade and foreign investment policy, differences in environmental regulation, labor laws, and tax regimes affect national competitiveness. Yet few managers understand how these policies are shaped in the U.S. or abroad, or how to incorporate them pro-actively into the firm's strategy. Policy makers often fail to understand the full impact of their policies on the global competitiveness of domestic firms. This objective will provide students and faculty the opportunity to study the interaction of the policy making process, firm strategy, and global competitiveness and to work with U.S. and foreign policy makers to advance mutual understanding. Activities include: OECD data availability project, global business and human rights, Model United Nations for K-12 students and teachers, and research grants on public policy, law, and international business.

- **Improve the linguistic and regional expertise available to business and other professions by strengthening the teaching of foreign languages (particularly those less commonly taught), cross-fertilizing professional and international curricula, and improving translation services for international business.**

Through direct support and research into improved pedagogy, we will continue to (a) provide foreign language and area studies knowledge to business students, (b) provide business skills and experiences to languages and area studies students, and (c) create opportunities for the two groups of students to collaborate, increasing the ability of students from each group to work productively with the other during their professional careers. We will also create bridges between business and UI's Center for Translation Studies.

Minority Serving Initiatives

The Illinois CIBER supports one Hispanic Serving Institution, Northeastern Illinois University, and one Minority Serving Institution, Chicago State University, to internationalize their business curricula by supporting selected faculty members to participate in faculty development in international business programs. Northeastern Illinois University holds an annual international business conference that attracts over 1,000 students and faculty. The Illinois CIBER will co-sponsor the conference and offer speaker suggestions.



UNIVERSITY OF MARYLAND

ROBERT H. SMITH SCHOOL OF BUSINESS

CIBER

University of Maryland

New Themes

There is considerable agreement about four key realities of the post-crisis business landscape, and our program is designed to face up to them: (1) government is going to occupy a more important place in the economy, (2) the importance of emerging markets such as Brazil, China, and India will have increased by the time the crisis ends, (3) innovation and international entrepreneurship will be a key to our success as we try to restore productivity growth and prosperity in the United States, and (4) in light of mounting evidence of climate change, U.S. companies will need to find sustainable business models that do not sacrifice international competitiveness. We have major initiatives addressing each of these realities. ***The initiatives are focused upon enhancing the international competitiveness of businesses in Maryland and across the nation and are centered on the following themes:*** (1) government policy, (2) emerging markets, (3) global entrepreneurship, and (4) sustainability. For maximum impact, we have designed clusters of activities surrounding each theme.

As part of the program design, there are activities directed at each of the groups indicated in the authorizing legislation. The program's objectives, defined in terms of these groups, are to ***(1) prepare students for global leadership; (2) help educators bring the world into the classroom; (3) support top quality research on topics of vital national interest; (4) build critical knowledge and international skills of executives; and (5) collaborate with other educational institutions to share expertise on internationalization.*** In addition, we maintain a strong focus on languages – particularly those deemed critical by the Department of Education.

The Smith School is an internationally recognized leader in management education and research, and is well-placed to make important contributions in these areas. The main campus of the School is located less than ten miles from the White House, which gives us easy access to the organizations and resources, both national and international, located in Washington D.C. We have high quality personnel affiliated with the program and the active participation of the School's top management team. Projects within the program have been designed as collaborative efforts so as to pool resources with various centers and organizations, both on and off-campus. We participate in CIBER consortia when doing so contributes to the effectiveness of important programs but balance this with major projects on which we take the lead. Following continuous evaluation over the last grant cycle, our focus is on activities we do best – with clear measurable outcomes as targets.

New Major Initiatives

Preparing Students for Global Leadership

- China Business Plan Competition
- CIBER Global Business Project
- Global Consulting Course for MBA Students
- Israel Technology Transfer Program
- Smith Global MBA
- Smith in Shanghai
- Smith International Internships
- Study Abroad for MBA and Undergraduate Students
- USAID Global Challenge

Helping Educators Bring the World into the Classroom

- CIBER Study Tour for Business School Deans
- CIBER-Sponsored FDIBs
- Faculty Development Workshop on Sustainability
- Washington FDIB for Minority Serving Institution faculty

Supporting Top Quality Research on Topics of Vital National Interest

- CIBER Offshoring Research Network (ORN)
- Conference Participation
- Faculty Initiated Research on International Themes
- Languages, Nationality & Culture in Social Media
- Smith School Research Conferences
- Sustainability Project
- Smith Entrepreneurship Research Conference

Building Critical Knowledge and International Skills of Executives

- Distinguished Speakers Series
- Business Development in Heritage Communities
- Certificate Program in Business
- CIBER Annual Conference
- Emerging Technologies in Health and Medicine

Collaborating With Other Educational Institution

- Certification in Arabic Language Instruction
- Curriculum Development in HS Lang Instruction in Arabic
- Global Business School Network
- Washington Week for Business Students of Minority Serving Institutions

Minority Serving Initiatives

The Smith School CIBER will organize in 2011 and 2013 a week-long study tour of Washington, DC for business students from minority serving institutions. This will include visits to U.S. and international agencies involved in international trade and policy (EXIM, USDOC, USDA, World Bank, etc.), and selected foreign embassies. Complementary lectures will focus on developing an understanding of the U.S. public policy environment, international agreements, and their impact on U.S. business. In addition, the Smith School CIBER and Texas A&M University will jointly host a Washington FDIB for faculty and administrators of Minority Serving Institutions in 2012 and 2014. The FDIB will also include visits to agencies involved in international trade and policy development and selected foreign embassies for briefings about current programs, future developments and opportunities for collaboration.

The Smith School CIBER will engage the World Trade Center Institute (WTCI), Maryland's premier international partner and the only organization of its kind in the Mid-Atlantic region connecting public and private sectors to international opportunities, in organizing both the study tour and the FDIB to Washington, DC. WTCI has over 20 years of experience working with academic institutions, government agencies, and the private sector to increase their international exposure.



University of Memphis CIBER

New Themes

The University of Memphis CIBER is undertaking a number of new initiatives during the 2010-2014 grant cycle. Grant activities will be organized around themes such as: *Outreach to Underserved Institutions, Globalizing Graduate Business Curricula, Cyber Security, Globally Oriented Schools (K-12), International Experiential Learning at all levels, Undergraduate IB Research, and International Corporate Governance.*

New Major Initiatives

New activities for the University of Memphis CIBER include two new graduate programs, the Global Corporate MBA Program (GCMBA) and the Online MBA Program, the globalization of the curricula across MBA programs, and the development of the International Business Project (IBP) for International MBA candidates.

Undergraduate International Business majors and University Honors students will be encouraged to participate in an undergraduate International Business research initiative and present their research projects in the annual *Works in Progress* research forum and the National Conference on Undergraduate Research.

In conjunction with other CIBERs the Memphis CIBER will implement an annual study abroad program for deans and other senior faculty leaders of U.S. business schools. The proposed program is a 10-day trip to India and will inform deans of the dynamic changes occurring in the global business environment and assist them in internationalizing their respective business schools.

During the upcoming grant cycle, the Memphis CIBER will expand scholarship incentives for Delta Region and Minority Serving Institutions (MSI) faculty participation in study abroad and faculty development programs.

The Memphis CIBER and Memphis City Schools will host the first annual Summer Language and Globalization Institute, a three-day immersion program for high school foreign language, history, culture, and geography teachers.

Two recent Foreign Language Assistance Program (FLAP) grants will fund a dual immersion (Spanish-English) program that will enroll large numbers of students in less commonly taught languages such as Arabic, Chinese, Japanese, Latin, and Russian at the elementary, middle, and high school levels. In partnership with Memphis City Schools, the Confucius Institute and the Memphis CIBER will apply jointly for at least four Fulbright-Hays grants (one for each of the four CIBER grant years) to offer study abroad and curriculum development opportunities to 30 Memphis school teachers and administrators each year. The Memphis CIBER and the Confucius Institute will push to expand less commonly taught language education in public and private K-12 county schools. In partnership with the Hutchison School's Center for Excellence, Students Teaching Students, and the Confucius Institute, the CIBER will support the "All Roads Lead to China" program, an annual event offering five days of enrichment activities centered on Chinese language and culture.

To develop international business acumen in the local business community, the CIBER and the Memphis Regional Chamber's International Business Council will develop a monthly program offering professional international education and networking opportunities. Leveraging U of M's MBA guest speaker lineup, the program will invite select presenters to speak at monthly luncheons. Though the program will be open to all professionals, the core audience will be U of M MBA alumni.

During the upcoming grant cycle, the Memphis CIBER will partner with the U of M Center for Information Assurance (CFIA) to create and host events related to international cyber security. The CFIA is a collaboration among U of M's computer science, management information systems, criminology, law, and electrical and computer engineering departments, and the U of M Information Technology Division

Along with the FBI and Cisco Systems, the CIBER and the CFIA plan to continue primary sponsorships for the annual Cyber Security Expo, a two-day event featuring international cyber security experts from public and private institutions, including the FBI, Department of Homeland Security, and prominent multinational corporations. The topic for 2009 was "International Cyber Security". The Memphis CIBER will also collaborate with the CFIA to offer several free online courses on international cyber security topics such as International Cyber Law, Business Information Continuity, Information Risk Management, and Cyber Security.

The Memphis CIBER will leverage its relationship with the FedEx Center of Supply Chain Management's Systems Testing Excellence Program (STEP) that, along with international corporate partners such as FedEx and Cisco, will continue its world renowned interdisciplinary program encompassing all aspects of strategic business systems testing and, at a theoretical level, all forms of validation and verification of business applications using a systems thinking approach to ensure the successful development and application of technologies designed to meet the needs of U.S. multinationals. The CIBER will support STEP program initiatives including its national Workshop on Advances and Innovations in Systems Testing, the continued development of close partnerships with other technology organizations, its research-based testing certification program, and its testing improvement projects for industry clients seeking to advance their testing best practices.

During the coming grant cycle, the CIBER plans to partner with the Memphis Regional Chamber's International Business Council and the Memphis branch of the U.S. Department of Commerce to develop, promote and present a series of conferences and workshops on contemporary international business topics for the Mid-South business community. The Memphis and Connecticut CIBERs will host a series of annual consortia addressing issues in business education.

In conjunction with the Fogelman College of Business, the Memphis CIBER will cosponsor the 4C's initiative, aiming to develop Communication skills, Creativity, Emotional Control, and Confidence, among students throughout the business school.

CIBER sponsored research will examine the effect of cultural dimensions and network dynamics on knowledge creation, acquisition, and diffusion to and from international subsidiaries. Leveraging relationships with the FedEx Center for Supply Chain Management and the Institute for Managing Emerging Technologies, the Memphis CIBER will focus on the continued impact of the digital revolution, information technology, knowledge management, and the logistics revolution in the global economy. Other lines of research will examine how the structure, leadership, and management of such collaborations impacts the type of innovations developed and the subsequent impact of them.

Minority Serving Initiatives

The Globalizing Business Schools (GBS) Program for Historically Black Colleges and Universities (HBCUs) is designed to infuse understanding and the importance of international and interdisciplinary business education by equipping faculty with the pedagogical tools, knowledge, and experiences to incorporate international content into existing business courses and/or develop new courses. An integral component of the program is one-on-one assistance provided by the sponsoring CIBERs to their respective HBCU in facilitating the implementation of international business education programs on their campuses and in acquiring federal grant funds to support these efforts. In order to build on the success of the 2002-06 Globalizing Business Schools (GBS) program, the Memphis CIBER followed a lengthy process of due diligence in the recruitment of HBCU institutions to participate in the 2006-2010 GBS Program. The GBS Program is a collaborative project of Historically Black Colleges & Universities (HBCUs), the Institute for International Public Policy-United Negro College Fund Special Programs (IIPP-UNCFSP), United States Department of Education (USDOE), and fourteen CIBERs (Centers for International Business Education and Research).

UNIVERSITY OF MIAMI
CENTER for INTERNATIONAL
BUSINESS, EDUCATION
& RESEARCH



University of Miami CIBER

Research and Knowledge Generation Initiatives

UM CIBER, established in 2010, aims at becoming the leading research, development, and dissemination Center focused on enhancing U.S. International Competitiveness of Services. This is the largest U.S. GDP sector and the fastest growing sector in global trade. For our first funding cycle, we have prioritized four sub-sectors: health care, financial reporting, infrastructure development, and environmental sustainability and security. These are centered on some of the most fundamental challenges of the U.S. economy, on some of South Florida's unique conditions, and on UM's greatest strengths. These four sub-sectors represent, according to the *Beacon Council*, more than 30% and 37 % respectively of Dade County's employment and earnings, along with 29% of Florida's GDP. We expect to contribute to the quality attributes of this growth, foremost because international services are at the core of Florida's economy.

To improve U.S. competitiveness, service producers must deliver superior outputs (i.e., equal or better than foreign competitors through differentiation or cost) that are sustainable (i.e., remain globally competitive through time). To this end they must develop, enhance, and deploy sustainable advantages. UM CIBER will contribute to expedite and facilitate the development of these advantages by stimulating and disseminating interdisciplinary research that will yield valuable, transformational knowledge to students and a new generation of interdisciplinary-minded business leaders. Consistent with our faculty's distinctive expertise and competencies, UM CIBER has given top priority to five research "frontiers" linked to Global Services: (1) Strategy, Supply Chain Management, and Emerging Markets; (2) Leadership and Unionization; (3) Cross-Cultural and Global Communications; (4) Business Process Outsourcing and Knowledge Process Outsourcing; and (5) Service Practice.

Education Initiatives

UM CIBER aims to develop an experienced, globally-minded student community. To this end, it will support, among others, the development of new academic programs at UM (leading to a Masters in International Accounting and a Major in International Health Care Management) as well as new language and culture offerings focused on imparting expertise about crucial countries from a U.S. macro-interest perspective (focusing on BRIC countries through language training and foreign development trips). These countries offer great wealth generation potential for firms based in the U.S. and solid career opportunities for our students. Since more than one fourth of all UM students are Hispanic, our very first priority is to offer and encourage them and other Romance language speakers to take Business Portuguese. Brazil's growing political and economic importance (e.g., is member of G-20, generates more than 40% of Latin America's GDP, has recent huge oil discoveries, will host 2016 Olympics, is Florida's leading trade partner) should attract students to

master Portuguese (up to now ignored by most Hispanics). This attractiveness is enhanced by the fact that Romance language speakers can usually be proficient in Portuguese in about a year. Nevertheless, to meet language development needs of some other UM students and faculty, UM CIBER will offer tutorial grants (via UM's Directed Independent Learning Study program) in other less commonly taught languages. This dual model balances needs, costs, and expected outcomes.

Faculty Development International Business (FDIB) Initiatives

In addition to inviting faculty worldwide to join the Academy of International Services (AIS) and the International Services Consortium (ISC), UM CIBER will offer an innovative IBFD program focused on the Middle East (FDIB-ME). This will expose faculty to challenges and promises to a unique environment affected by commodity dependence, political conflicts and risks, and religious impacts on culture and law, while linking to our environmental sustainability and security initiative (given ongoing regional efforts to manage and develop energy and water resources). FDIB-ME will also foster a crucial dialogue among academic communities holding different views, thus taking proactive steps to promote better methods to deal with complex political issues dividing the world. The emerging institutional relationships between participants' and hosts' schools should yield fundamental research initiatives and academic offerings with global impact. UM CIBER will co-sponsor other FDIB Programs (e.g., FIU's on Mercosur).

Outreach to Business Community Initiatives

UM CIBER aims at enhancing the international competitiveness in services of U.S. businesses. To this end, it will disseminate academic knowledge and research, and promote dialogue between practitioners and the academic community by co-sponsoring numerous events (e.g., two Global Business Forums—the first to be held in January 2011—, two Global Business Seminars, annual “Western Hemisphere's Opportunities and Challenges” Conference, and “Latin America's Security Challenges and their Impact” workshop. We will post papers from these events and from our academic conferences on our website (<http://www.umciber.com>).

Minority Serving Initiatives

UM CIBER aims at increasing the interest in International Business among minority educators and students. To this end it will enhance international competencies of hundreds of teachers in the Miami Dade Public Schools System, Miami Dade College, and Xavier University New Orleans. In consequence, UM CIBER will leverage and support new efforts by UM's MAIA (Masters of Arts in International Administration), and MESC (Masters of Education and Social Change). By the end of this grant's fourth year we expect to have achieved a positive impact on approximately 2,200 teachers and 85,000 students per year by increasing IB dimensions within the Florida Sunshine State Standards to teach students about global issues. Likewise, it will join the IB Institute for Community College Faculty and Globalizing Business Schools for Minority Serving Institutions (under leadership of MSU-CIBER and U Memphis CIBER).



CIBE
CENTER FOR INTERNATIONAL
BUSINESS EDUCATION

University of Michigan CIBER

New Themes

Our proposal emphasizes five major themes in international business training and research: The invitational priority on less-commonly-taught languages is addressed in many sections of this proposal, with substantial investments proposed for Chinese, Arabic, Turkish, Malay, and Korean, in addition to continuing commitments in several other languages. The invitational priority on academic outreach is addressed with an ambitious array of programs designed to serve the needs of minority business schools.

New Major Initiatives

Outreach - Business, Revitalizing the Michigan economy:

We will assist local firms to increase their international competitiveness and expand internationally through direct exporting, building distributor networks, and licensing. We will also work with our partners on workshops, conferences, and internships. We will focus on exporting and new technologies such as clean technology (environmental friendly and renewable energy). The Michigan CIBE has been active in the Eastern Michigan District Export Council (MDEC) since 1998, when the CIBE director was appointed to this group. MDEC advises and supports the Commercial Service of the U.S. Department of Commerce, in particular the advisory services of its exports assistance centers (EACs). The national network of district export councils meets annually, with local DEC's competing for the privilege of hosting this meeting. The Eastern Michigan DEC will host this conference in October 2010.

Research- Competiveness and the global financial crisis

The University of Michigan has created a "cluster" of four new faculty positions in the schools of business, law, and public policy, and the college of arts and sciences. These positions will place the University of Michigan in a unique position to do cutting-edge research on some of the most important business questions of our time: Why did this crisis happen, why did so few people see it coming, and how can we prevent it from happening again? The Ross Business School's strategy group, with strengths in the study of corporate governance, product innovation, and international business, will lead the search for the business school position, and we will organize and fund a research conference on the financial crisis, with topic and details to be determined by members of the new faculty cluster. Finally, projects on the financial crisis will be one of three priority funding areas for our annual competition for faculty research.

Language- new curriculum, textbooks, and teaching methods

We are developing a new textbook for Business Chinese courses. The lead author of the proposed textbook, Chen Qinghai, is the director of the Chinese language program at Michigan and one of the first instructors in the U.S. to introduce business content into the Chinese language curriculum. Our textbook is the result of an extensive review of all existing textbooks in this field and it will be distributed via a commercial publisher to Chinese language classrooms throughout the country.

A consortium of four CIBERs (Michigan, Indiana, Illinois, and Purdue) will cooperate on the development of new business language courses, targeting languages that do not have sufficient enrollments to support an elective on a single campus. All issues related to tuition, scheduling, credit, and the coordination of technology platforms will be managed by the Committee on

Institutional Cooperation, a consortium of Big Ten schools plus the University of Chicago. The CIC has extensive experience managing the logistics of teaching courses through videoconferencing (known as “course sharing”), especially less commonly taught languages. Each year during the new grant cycle, one member of the consortium will introduce a new business language course that will be taught “live” on its own campus and delivered to the other members through videoconferencing. The Michigan CIBE will introduce Business Korean during the 2010-11 academic year (Year 1) and Business Turkish in the 2012-2013 academic year (Year 3).

In cooperation with the CIBERS at Purdue, Illinois, and Indiana, the Michigan CIBE will develop a beginner-level immersion course in Chinese language for incoming MBA students, which will be scheduled immediately before the start of each school’s orientation for new students. The course will be based at a leading university in Shanghai, China’s most important business center. Students will be recruited from the admitted classes of each of the four MBA programs, and each participating CIBER has agreed to market this program to their own students. The program will have a national impact by training students from four leading MBA programs, and eventually by training students from MBA programs throughout the United States.

Overseas Programming- Internships: Engaging the Islamic world

We will organize undergraduate internships in three Islamic countries, focusing on Turkey, Malaysia, and Egypt. A key partnership in this internship program will be with our Center for Middle Eastern and North Africa Studies (CMENAS), which has agreed to include one month of summer salary for Professor Criso in their Title VI application. CMENAS will also provide us with organizational contacts in Turkey and Egypt, help us with the design and delivery of the pre-departure orientation, and award academic credit to students who participate in the internships.

Study Abroad- Cultural Intelligence

We will continue to develop new education abroad opportunities, both at the undergraduate and the graduate level, as well as innovations designed to enhance the development of cultural intelligence by program participants. We will also develop more intensive pre-departure activities to better prepare students to make the most of the experience, and post-program workshops to help them “unpack” both study abroad and internships. Through a series of interactive exercises, students will reflect on their experiences and create narratives to illustrate how they applied practical skills, including creative problem solving and the management of cultural differences. This process has proven effective in helping students market their international skill set to potential employers. We will collaborate with the Ross School’s Office of Career Development to tailor our approach to business students. Recruiters will be included in these programs.

Minority Serving Initiatives

The University of Michigan CIBER is an active supporting member of the Management Education Alliance (MEA, <http://www.mgteducationalliance.org/>), an organization that fosters the professional growth of faculty members, innovations in curriculum, and the development of supporting institutional policies at MSIs. We fund faculty from the core MEA schools to participate in CIBER-sponsored faculty development in international business (FDIB) programs. In the last few years, these activities have included workshops offered by the George Washington University CIBER (Strategies for Teaching International Negotiation and Succeeding in Emerging and Developing Markets: Understanding How Institutions Impact Firms and Managers) and international travel seminars for faculty to Sub-Saharan Africa (organized by the CIBER at the University of South Carolina) and Southeast Asia (organized by the CIBERS at the Universities of Hawaii and Wisconsin in January 2010.) We have also organized summer faculty workshops on the Michigan campus.

University of Minnesota CIBER

New Themes

Sustainability as part of a Global Competitive Strategy

Emerging Markets

Less Commonly Taught Languages

Global business competitiveness requires increasing attention to sustainability, defined broadly as an effort to balance financial, human, and natural resources for long-term benefit. The University of Minnesota CIBER aims to become a national resource center for sustainability issues. Secondly, since emerging markets represent a key source of growth for U.S. companies, UMN CIBER will focus on these markets – especially Latin America, Korea, the Middle East, Africa, and China. Finally, we will partner with existing language resource centers at the University of Minnesota to increase exposure of students, faculty, and business professionals to less-commonly-taught languages.

These themes derive from both their contemporary importance and existing strengths and resources at the University of Minnesota.

New Major Initiatives

Curriculum:

- Develop education abroad courses on sustainability in Brazil, entrepreneurship in Africa, corporate social responsibility in China, management information systems in India, and live-case (consulting project) programs in South Korea and the Middle East.
- Develop and implement the Global Discovery program requirement for full-time MBA students. This curriculum is focused on developing a framework for understanding emerging markets. During the winter break of students' second year, each student will spend two weeks in one of three international locations – Beijing, China, Santiago, Chile, or Istanbul, Turkey – or in one U.S. location (Silicon Valley). They will focus on key issues of governance, innovation, and risk in these markets. Upon return, students will participate in a mini-conference offering comparative analyses of the different markets for external and internal stakeholders.
- Develop international business focus for undergraduate honors program.
- Develop/revise courses on business language and culture (Spanish, French, German, Chinese, Portuguese, Korean, and Arabic).
- Integrate language and culture component into education abroad programs in China, Brazil, Korea, and the Middle East.

Educational and Business Outreach:

- Develop Faculty Development In Business (FDIB) and Professional Development In Business (PDIB) offerings on corporate social responsibility in Scandinavia.
- Offer mini-conference on emerging markets to regional businesses.
- In partnership with University of Minnesota's Confucius Institute, develop and offer non-credit Chinese business language and culture training to managers.
- Involve international faculty experts in regional CEO roundtables and Minnesota Trade Office practicum series.
- Offer *Maximizing Study Abroad* workshop to academic and professional international educators who develop and teach business-focused education abroad programs. The

workshop will also train professional staff within the international education offices of regional universities and college to aid in developing future education abroad programming.

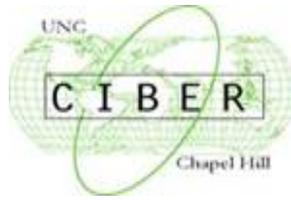
- Incorporate international business curriculum into regional language immersion schools through the Junior Achievement TITAN program.
- Incorporate international business topics in a summer institute for K-16 language instructors.

Research:

- Co-sponsor research conference on sustainability for an academic and practitioner audience. The conference will focus on factors contributing to the adoption of sustainable behaviors throughout the supply chain.
- Advance research on sustainability and emerging markets.
- Develop roundtables with academic and business participants focused on international issues for the medical technology industry. Topics could include international telemedicine or medical tourism.
- Co-sponsor symposium with GW CIBER exploring the intersection of the political economy and U.S. private sector competitiveness. The conference will convene established researchers and young scholars to advance knowledge about the general theme of institutions, the state, and development.
- Develop CIBER sustainability consortium.
- Initiate CIBER doctoral consortium on emerging issues in international business.
- Maintain ongoing research effort assessing education abroad and curricular impacts on students.

Minority Serving Initiatives

The University of Minnesota CIBER (UMN CIBER) plans several activities that directly and indirectly serve members of minority populations and institutions. The Carlson School's commitment to diversity will yield increasing numbers of students from traditionally underrepresented groups in international education. In each year of the grant, UMN CIBER will offer two special sessions for students of color designed to improve their readiness to study abroad. The programs will also be promoted to students at other regional colleges and universities. Each summer the Carlson School offers the Leadership Access Program (LAP) to promising minority students at local high schools who come to campus and participate in sessions about business. Each year, UMN CIBER will incorporate sessions on international business within the LAP program. UMN CIBER will also offer several curriculum and faculty development opportunities to faculty members at other colleges and universities. These activities include offering workshops for internationalizing business curricula and enhancing education abroad programs, co-sponsoring Michigan State's FDIB for community college faculty, and involving regional faculty members as participant-observers in several of our short-term education abroad programs for students. These curricular and faculty development opportunities will be promoted through two institutional networks containing institutions serving minority students—Minnesota State Colleges and Universities and The Collaboration for the Advancement of College Teaching and Learning (CACTL), both of which include tribal colleges serving Native American students and HBCU's.



University of North Carolina at Chapel Hill CIBER

New Themes

With the beginning of the new grant cycle (2010-14), the UNC CIBER is embarking on a number of exciting initiatives in the following international business areas:

- Supply chain management
- Innovation
- Entrepreneurship
- Sustainability
- Intercultural Communication in Business Contexts
- Languages Across the (Business) Curriculum (LAC) & Working Languages Program

New Major Initiatives

After UNC CIBER's successful collaboration with the Center for Logistics and Digital Strategy and the opening of the new joint center for logistics at UNC and the University of Tsinghua, China during the past grant cycle, we will begin a new global supply chain and innovation program, including the development of a new educational and research platform (iRODs) that provides case studies, simulations, and other teaching and research instruments. As part of UNC CIBER's new "The Next Generation" initiative, we will hold an annual conference, starting with an event on "Innovating the Global Supply Chain" in spring 2011. The Next Generation program is specifically geared towards promising junior faculty and doctoral students nationwide and includes mini-grants for research on pertinent and applied topics in global supply chain management, innovation, entrepreneurship, and sustainability.

Building upon Kenan-Flagler's areas of strength, UNC CIBER will pay particular attention to innovation and entrepreneurship. A spring 2012 conference will focus on entrepreneurship and strategy in global contexts and technological innovations. In conjunction with this and other UNC CIBER events, we will also offer a series of "master" classes that will enhance MBA students' skills in global entrepreneurship and other selected areas. Additionally, one of the highlights in the next four years will be the "Going Global Bootcamp in Entrepreneurship" for minority undergraduate women.

Sustainability remains an important issue to businesses and policy makers across the U.S. and the world. In the new grant cycle, the UNC CIBER will engage in several research projects on sustainable enterprise. To reach out to the larger community, we will offer an annual public panel on innovations in sustainability worldwide that will provide U.S. businesses with examples of best practices and an insight into challenges and opportunities. We will kick off this activity with a public panel on microfranchising, followed by a research roundtable in spring 2011. The panel will be broadcast nationwide via the UNC CIBER website.

In the 2010-14 grant cycle, UNC CIBER will offer a number of new activities to further the cross-cultural communication capacity of students, faculty, and business professionals at UNC and beyond. Using the recently validated InterCulturalEdge (ICE) tool, UNC CIBER will hold a series of workshops that will help participants to better understand their own communication style, cultural influences on how they communicate, other cultures' communication styles, and how to adapt and

become a more effective communicator in business contexts abroad. We will share teaching tools and best practices with other CIBERs, educators, and trainers nationwide in a webinar on cross-cultural business communication.

To better prepare students for business in world markets, UNC CIBER will undertake a major expansion of the Working Languages program by creating intensive summer business language programs abroad that include strong immersion elements (home stays, mini business projects, and intensive language instruction by native speakers in small groups). This initiative builds upon the effective Working Languages program that UNC CIBER has been running over the past years. In the new grant cycle, we will also offer Working Language courses online in Mandarin and Spanish to educators nationwide. Moreover, we will introduce a new opportunity for language acquisition to undergraduate students at the Kenan-Flagler Business School by starting the so-called Languages Across the Curriculum (LAC) program. The LAC program is geared towards students with at least three semesters of study of the target language; it consists of a one credit hour trailer course offered in conjunction with a regular business course and taught in the target language. UNC CIBER has started to offer LAC courses in Spanish and intends to expand to include Mandarin and Portuguese.

Over the next four years, UNC CIBER will further its constituents' global capacity focusing on five countries of particular importance to the U.S. economy: China, India, Brazil, South Africa, and Kenya. As part of this effort, UNC CIBER will create a new "Transnational Summer Institute" for undergraduate business majors. This program is modeled on the highly successful 3 semester-long GLOBE program that was created in the previous grant cycle. Participants of the new summer institute will come from three universities – UNC and two partners abroad – who will study international business together for 10 days at each of the three institutions. Furthermore, to increase students' practical experience with global markets, we will establish an international internship program in China and India, which will include semester-long language and cultural preparation previous to the departure abroad and business mentoring in the host country.

Minority Serving Initiatives

UNC CIBER is excited to continue its strong outreach program to K-12, community colleges, and minority serving institutions. Partnering with UNC's WorldView organization, we will offer annual professional development workshops for K-12 educators. The so-called "Partners Program" will assist educators in internationalizing curricula; an annual webinar on "Infusing Business into the Foreign Language Classroom" will offer educators nationwide specific tools and exercises; a week-long workshop for community college leaders will help them to develop an action plan to better prepare students to operate in global markets. Finally, UNC CIBER is an active member of the Memphis CIBER-led initiative for Minority Serving Institutions. We are working with our partner HBCU, North Carolina A & T University in Greensboro on a number of activities and are serving as a resource as A & T prepares a BIE grant proposal.



PennLauder CIBER

The Joseph H. Lauder Institute of
Management & International Studies

University of Pennsylvania CIBER

New Themes

For this grant period, Penn Lauder CIBER will focus on several important themes. In collaboration with Wharton's Small Business Development Center, annual research projects involving both graduate and undergraduate business students aim to enhance the **international competitiveness of local businesses**. In recognition of India as an emerging economic powerhouse, Penn Lauder CIBER is supporting the development of a **Hindi and India/South Asia Program** as part of the joint MBA/MA in International Studies and the joint JD/MA in International Studies degree programs at the University of Pennsylvania. Finally, Penn Lauder CIBER is launching a number of capacity-building research and training projects designed to focus on key themes of current interest, including the **environment and sustainability efforts (green products, green building design, and renewable energy)** and **financial security issues (sovereign wealth funds and tax havens)**.

New Major Initiatives

Some of the major new initiatives for this grant period include sponsoring the development of **new curriculum materials** for business education and teaching. These include **new teaching cases** that will focus on local businesses that are operating internationally and on female entrepreneurs in emerging and developing economies. These materials will be disseminated widely through publication in book format as well as through Wharton's free online business journal, *Knowledge@Wharton*. In addition, Penn Lauder CIBER is launching a **Postdoctoral Research Program** that is designed to enhance the teaching capacity at Penn in the field of international business and fields relevant to it. The Postdoctoral Researchers will be hired for their area expertise and will both **advise students on their research projects** and **develop and teach new courses** on the political economy of specific regions.

Penn Lauder CIBER is also concentrating on **new and expanded professional development initiatives** for a variety of constituencies. We will offer a **new national training program for junior faculty and PhD candidates** in the social sciences who aspire to teach international business topics. This annual interdisciplinary conference will bring together those from both business and non-business fields for presentations, training, and a career workshop. Together with other CIBER-funded institutions in the region, we have joined/formed **partnerships with several organizations and institutions to provide professional development** for their memberships: Community Colleges for International Development (CCID), the Pennsylvania Council for International Education (PaCIE), and the Community College of Philadelphia (CCP). In addition, Penn Lauder CIBER will support **seminars on international business** topics for female executives, business journalists, regional executives and policymakers, and local businesses including those owned by minorities.

In the language and K-12 education arenas, Penn Lauder CIBER has several initiatives. These include helping to launch and sustain a high school edition of Wharton's free online business journal, ***Knowledge@Wharton High School***, which will include materials for both social studies and language teachers, and periodic **mini-conferences for K-16 language educators** on topics related to teaching language for professional purposes and business content. In addition, Penn Lauder CIBER is spearheading an effort to develop more effective means of **evaluating and assessing the impact of CIBER-supported business language programs, projects, and activities**.

Penn Lauder CIBER's initiatives in research are perhaps the most potentially far-reaching. These **capacity-building research and training projects** will span many current, critical themes related to the global competitiveness of U.S. business and industry. The concept involves forming teams of graduate business students, assisted by undergraduate students, to work on research projects under the supervision of a pair of Penn faculty, one of whom represents the business school and the other one of Penn's other schools. As an integral part of their research, student teams travel to one or more sites abroad to conduct interviews (in language) and gather data. Project themes include **green technologies and energy, national financial security, and the competitiveness of local and regional companies**. Some of the specific projects for the current academic year in green technologies and energy are the commercial feasibility of green products—including automobile electric engines, bioplastics, ethanol, and environmentally friendly tourism—searching for best practices in the U.S., Europe, Latin America, and Asia; best practices in the energy-efficient design of buildings and the possibilities for U.S. exports of expertise in this area to the Middle East, China, and Latin America; and carbon trading schemes as a way to limit and manage global warming, examining best practices in Europe and their applicability to the U.S. In the area of national financial security, we are pursuing two projects: an examination of the economic, political, and legal aspects of sovereign wealth funds, especially in Latin America, Asia, and the Middle East; and an examination of the political aspects of special tax regimes and how multinational firms structure their operations to take advantage of them, focusing on tax havens in the Middle East (UAE), China (Macau), and Japan (Okinawa). And in the area of global small business development, Penn Lauder CIBER is collaborating with Wharton's Small Business Development Center to help Philadelphia-area companies enter foreign markets, with an initial focus on the biotech and pharmaceutical industries.

In addition, as mentioned above, we have introduced a **Postdoctoral Research Program** to bring to Penn recent PhDs with relevant area and non-business (social science) disciplinary expertise to work with graduate business students on their team-based research projects focused on specific international business topics or issues.

Minority Serving Initiatives

Penn Lauder CIBER is engaged in several projects and activities that involve reaching out to minority serving institutions. For the 2010-2014 grant cycle, we will continue as a cosponsor of Memphis CIBER's Globalizing Business Schools (GBS) Program, this time partnering with Howard University. Our effort will be directed toward assisting Howard as needed in order to move toward greater internationalization of its faculty and curriculum. We have a successful track record: During the 2006-2010 grant cycle, Penn Lauder CIBER partnered with Winston-Salem State University (WSSU) in North Carolina, and WSSU was awarded a Business and International Education (BIE) grant in the summer of 2009. In addition, Penn Lauder CIBER concluded an agreement in 2009 with the Community College of Philadelphia (73% minority student population) to provide support for faculty development programs and activities that CCP is implementing under its BIE grant. Penn Lauder CIBER will continue to provide support for CCP's internationalization and faculty development efforts during the 2010-2014 grant cycle. Examples of the support to be provided include co-planning and procuring speakers for CCP's faculty seminar series (4 Wharton faculty members participated in the May-June 2010 series) and financial support for CCP faculty to participate in appropriate CIBER-organized international FDIBs, particularly those focused on China. Also, Penn Lauder CIBER will continue to partner with Temple CIBER and Lincoln University to plan and organize a follow-up conference to the one held in March 2009, "Educating HBCUs for the Global Marketplace," hosted at Lincoln University.



New Themes

During 2010-2014, the University of Pittsburgh CIBER will focus on three themes that are both important to U.S. competitiveness and where the University of Pittsburgh CIBER (and the university as a whole) can make distinctive contributions.

- The first theme is **emerging markets**. Pitt Business has had a long-term commitment to emerging markets in Eastern Europe and Brazil; it is now beginning to develop programs in Asia, particularly in India and China.
- The second theme, **understanding engineering and technology**, is important for U.S. business to be globally competitive. Few American business leaders these days come with engineering backgrounds. The University of Pittsburgh CIBER has long had programs with engineering, and in 2010-2014 new programs will expose more business students and practitioners to engineering and technology issues, and simultaneously introduce more engineering students to business issues.
- The third theme is **global corporate social responsibility (CSR)**, which considers all forms of value creation and trade that are done in global markets, while understanding the concerns of a wide range of stakeholders who affect and are affected by what firms do in the global economy. The expectation is that managers in companies that operate internationally must develop strategies to link their business concerns to the pressing social concerns of the nations and citizens who are impacted by their operations.

New Major Initiatives

- **Two FDIBs:**
 - FDIB Eastern Europe and Turkey: the Impact of the European Union
 - FDIB European Union Regulation and Integration
- **Curriculum:**
 - International Business Cases
 - Business Language Course Development
 - International Project/Consulting Courses
- **Outreach:**
 - Annual University-Wide Conference on Critical Global Energy Issues
 - Lectures on International Business Topics
 - Webinars for the Business Community
 - Workshops for the Business Community
 - Family Business Conference in Turkey
 - Weekend "Country Today" Courses
 - High School Marketing Competition

- **Language:**
 - Language Classes and Performance Assessment for Business Students
 - Language Classes for Faculty and Staff
 - Language Classes for Business Community

- **International Education:**
 - Short-Term Study Abroad Programs for Business and Engineering Students
 - College of Business Administration International Internship Program

Minority Serving Initiatives

The University of Pittsburgh CIBER will continue to participate in the Globalizing HBCU Business Schools Program, which in 2010-2014 expands to all MSI's: Enhancing Global Competence and Internationalization of Minority Serving Institutions' (MSI) Faculty and Students The University of Pittsburgh CIBER will join the consortium led by the Memphis CIBER to expand its successful Globalizing Business Schools (GBS) program beyond HBCU (Historically Black Colleges and Universities) institutions to include Hispanic Serving Institutions (HSI) and other Minority Serving Institutions (MSI). The GBS-MSI project is a four year program of collaboration among the MSIs, CIBERs, IIPP (the Institute for International Public Policy of the United Negro College Fund) and HACU (Hispanic Association of Colleges and Universities). The primary goal of the GBS-MSI project is to enhance the institutional capacity of MSIs by "Training the Trainer." Program objectives include 1) inculcate the importance of IB, foreign language, and area studies education by equipping MSI faculty with requisite international course knowledge, promising research areas, pedagogical tools, and study abroad experiential learning; 2) incorporate international content into existing business and language courses and develop new courses; 3) provide one-on-one assistance from a partnering CIBER to its respective MSI to plan and facilitate implementation of internationalization of academic programs; 4) develop a grant proposal to seek BIE and other appropriate funding; and 5) invite the partner MSI to programs on partnering CIBER campus that may help its internationalization. The University of Pittsburgh CIBER's MSI partner will be Central State University in Ohio.



University of South Carolina CIBER

New Major Themes and Initiatives

The University of South Carolina Center for International Business Education and Research (CIBER) incorporates five new major initiatives and themes into its 2010-2014 CIBER award as part of 60 separate overall activities grouped in five basic areas: outreach to faculty at other business schools, research in international business to enhance national competitiveness, development of graduate academic programs in international business, development of undergraduate programs, and outreach to U.S.-based businesses involved in competing in the international arena.

The five (5) new major initiatives are:

1. **Institutional Research**, which includes both (a) a substantive research program dealing with the institutional developments associated with international business activity and sponsored activities for the dissemination of that research along with contributions from other leading scholars, and (b) a research/curriculum/international education component which will develop academic programs and course materials to be implemented and designed to provide graduates with the ability to overcome governmental and institutional barriers to the conduct of business across borders.

2. **Sustainable Global Enterprise and Development**, which includes both (a) a curriculum component where case materials will be utilized in new undergraduate and graduate courses, and (b) a faculty development in international business (FDIB) component where a faculty development program will be presented annually on teaching the international dimensions of sustainability beginning in 2012.

3. **Cohort Program Creation** at both the undergraduate and graduate level:

(a) Undergraduate, where CIBER will support the development of six cohort programs, in which South Carolina students will be joined with students from a specific school in another country for a joint academic experience involving substantial time in the other country (1-2 years) and intensive language training. The prototype International Business and Chinese Enterprise (IBCE) program with the Chinese University of Hong Kong will be joined by additional programs in the critical languages of Arabic, Portuguese, and Russian; and

(b) Graduate, where a new Russian track will be added to the International MBA program.

4. **Cross-disciplinary Graduate Programs** focusing on the intersection of international business and international relations. The new Master of International Business (MIB) program, a collaborative program with the Department of Political Science and the Law School, will offer a program of study looking at issues arising from the interactions of nation states and regional groupings with those trying to compete successfully by spanning these boundaries. An executive version of this program using advanced telecommunications capabilities is planned to be initiated in 2013.

5. **Focus on Africa:**

(a) Faculty Development in International Business (FDIB) and Outreach, as the University of South Carolina CIBER will continue the very successful overseas study Faculty Development program in Sub-Saharan Africa offered each May, improving the faculty experience and expanding

the scope each year, as well as implementing a new FDIB program in January 2011 for the Middle East and North Africa in cooperation with three other CIBER schools (Brigham Young University, Temple University, and the University of Colorado Denver) involving travel for faculty from other business schools - to include historically black, Hispanic and other minority-serving institutions - to this critical region.

(b) The CIBERs at the University of South Carolina and the University of Florida will prepare a comprehensive annual report on the business environment in Sub-Saharan Africa that is readily accessible to individuals interested in Africa. The *African Business Environment Report, ABER*, will present in a single document a straightforward, balanced appraisal of the economic, social, and political events in the past year that have shaped the business and investment climate in Africa as a region and in its most important economies. *ABER's* target audience includes U.S. and multinational businesses and corporations, many linked to the Corporate Council on Africa; academic groups (faculty, students, and CIBER programs), NGOs involved in commercial endeavors, interested U.S. state and local chambers of commerce, and other interested parties and entities. A website will be developed for the reports, providing country profiles, data tables and links to supporting data. The principle investigator for the University of South Carolina will be Dr. Robert Rolfe, Professor of International Business, and for the University of Florida, Dr. Anita Spring, Professor *Emerita* of the Department of Anthropology and African Studies. Both professors have significant experience in Sub-Saharan Africa, with over 30 visits each to the region.

(c) The South Carolina CIBER's will continue to focus on U.S. business relationships with Africa, funding research that relates to this area and sustainability issues in Africa.

Minority Serving Initiatives

The University of South Carolina CIBER has been a member of the CIBER Globalizing Business Schools (GBS) consortium for Historically Black Colleges and Universities (HBCU) - now Minority Serving Institutions (MSI) - since 2004. In those six to seven years, the South Carolina CIBER has provided over \$25,000 in federal funding to the consortium managing CIBER (the University of Memphis CIBER) to send HBCU and MSI faculty to numerous faculty development programs nationally and internationally. The South Carolina CIBER also regularly supports MSI faculty and students through its outreach programs in study abroad, language, faculty development, research and other CIBER-funded activities, earmarking more than \$35,000 in scholarships and stipends per annum to MSI in the 2010-2014 grant cycle. Of special note are the 24 MSI faculty (of the 98 total faculty and administrators) who have participated in - at little or no cost to themselves or their institutions - the annual University of South Carolina CIBER-led FDIB-Africa program each May since 2007. The University of South Carolina CIBER, as part of the GBS consortium and via its own individual activities, expects to provide at least \$80,000 per year in supporting MSI faculty in research, outreach, faculty development and curriculum development.

University of Southern California CIBER

New Major Initiatives

1. Global Issues on Sustainability

School of Architecture Undergraduate Student Projects in Asia

The focus of the joint USC School of Architecture-University of Malaya Design Studio is to design sustainable, community-based projects, which are actually intended to be built such as a school, a clinic and a cooperative housing project for government agencies in Malaysia, Indonesia, and Thailand.

Brazil and China Laboratories in Policy, Planning, and Development

The School of Policy Planning & Development (SPPD) provides two-week intensive summer programs in Brazil and China for 20 graduate students, as part of the 2-unit graduate course. These programs integrate scholarly knowledge with professional practice by providing consulting services to public and private sector clients in China and Brazil on each country's critical sustainable issues.

International Planning Studios: Transcending Boundaries to Improve Business Practice & Planning Education

This 4-unit course for 20 SPPD graduate students allows for the development of a "real-case" project that includes an international two-week study trip and is done in collaboration with a "real-world" client.

Promoting Sustainable Cities in California and Asia

Pacific Cities Sustainability Initiative (PCSI) will produce an annual series of sustainability workshops and conferences, as well as support student and faculty research on Pacific Cities sustainability issues and develop a Sustainability Awards Recognition program for Pacific Cities. The goal of PCSI is to help stimulate major Pacific Rim cities to transform their current carbon-intensive architecture to a more sustainable footprint. PCSI was launched in 2009 as a joint collaboration of the Asia Society Centers of Northern and Southern California, the CIBERS of USC and UCLA, and the Association of Pacific Rim Universities' World Institute. By 2011, it is anticipated that the Asia Society Centers in Hong Kong, Shanghai, Manila, and Melbourne will become partners in this initiative.

Promoting Sustainable Development in Indonesia

This project will help develop a National Center for Climate Change at the University of Indonesia (UI), which will promote sustainable development in Indonesia through joint research projects with USC and UI faculty and students.

Information, Communications Technology & Energy Sustainability

This multi-disciplinary MBA course, which includes a Spring Break experiential learning trip to Abu Dhabi & Dubai, will focus on the emerging "transformation" of the "smart" energy/environment industry through the marriage of information and communication technologies with the renewable energy industry.

ABAC Consulting Project

Marshall School team of 12 MBA students conducts a research project for the APEC Business Advisory Council (ABAC), which presents its business policy recommendations to the 21 APEC leaders (Presidents Barak Obama, Hu Jintao, etc.) at their annual APEC summit meeting. In May 2010, the Marshall team interviewed 150 executives and government officials regarding barriers to the development of robust markets in "Environmental Goods and Services". They will report their recommendations at ABAC's meeting in Yokohama in November 2010.

2. Global Public Health Issues

"Global Health & Business": Undergraduate Student Presentation Competition

Seventy-two teams of 4 undergraduate students compete to develop the best presentation on "global health and business", which will be judged by a panel of faculty and health care industry experts.

Mexico Global Immersion Program in Social Work

This School of Social Work global immersion course includes a blend of lectures, seminars, and interactive workshops in Los Angeles and Mexico, with the focus on health and human service programs in Southern California and other U.S. urban areas with high representations of Mexican and Mexican-American residents.

Global Health Care Delivery and Human Capital Development

Faculty teams from Marshall and other top American universities will teach a set of healthcare delivery courses in Cameroon, which will be developed on the basis of field research in cooperation with faculty at the University of Buea and senior staff from the Cameroon's Ministry of Health.

3. Global Social Entrepreneurship

Global Social Entrepreneurship: Towards the Cessation of Human Trafficking--MBAs with NGOs in Cambodia

Marshall MBA volunteers will work with an NGO dedicated to reducing trafficking and exploitation of the children living in the slums of Phnom Penh, Cambodia.

Global Public Health Capacity Building--MBAs with NGOs in Latin America

MBA student volunteers will work with an NGO dedicated to improving the health care of children living in Murambi, a low-income neighborhood in Sao Paulo, Brazil.

Global Leadership Program Undergraduate Summer Internships in China

This eight-week summer internship program in Beijing and Shanghai for freshman students from the Marshall School's Global Leadership Program seminar provides students with an experiential opportunity to further their learning about Chinese business practices and culture, as well as to develop their own capabilities through living and working abroad. Some of the internships are focused on social issues.

Undergraduate Summer Internships in Indonesia

This eight-week summer internship program in Jakarta for Marshall undergraduate students provides them with experiential opportunities to learn about business practices, social issues, and Indonesian culture, as well as to develop their capabilities to live and work in Indonesia. Some of the internships are focused on social issues.

Minority Serving Initiatives

- Travel and registration grants to USC's Asia/Pacific Business Outlook conference will be awarded to faculty at community colleges and state universities that typically serve underrepresented student populations and to local economic development agencies that serve minority-owned businesses.
- Support of teacher training and curriculum development for local area high schools in minority communities. The High School Case Teaching Initiative supports training and curriculum development for high school teachers to teach international studies at 35 local Los Angeles area high schools, where there are high enrollments of Hispanic and African American students. USC also supports the Southern California high school "International Economic Summit", a regional competition that provides an experiential learning program that engages 320 students from 13 school districts.
- Support of faculty to participate in conferences on internationalizing the business curriculum planning. The Faculty Development in International Business (FDIB) will provide funds for faculty at Hispanic Serving Institutions.



Uchenna Elike, Prof. of Econ & Fin, Alabama A&M Univ, at APBO 2010.



University of Texas at Austin CIBER

New Major Initiatives

Curriculum

- Intercultural Adaptability and Problem-Solving in Study Abroad
- International Business Fellows Course
- Business Language Courses in Liberal Arts
- Cross-Campus Double Degree MBA Program
- MBA International Task Force and Global Job Fair

Outreach

- Regional Community College Outreach
- HSI Institutional Outreach
- BBA Global Business Program Outreach
- High School International Business Mentoring
- Hemispheres Project Consortium for K-12 Teachers
- LESCANT Database for Cross-Cultural Awareness
- Cross-Cultural Negotiation Video Clips
- Executive Toolkit for Cross-Cultural Adaptability/Problem Solving
- Regional Cross-Cultural Negotiations Workshops
- Business Communication Symposia for Language Teachers
- Internationalizing Business Education Symposia
- Joint Southern Border Security Conference
- Corporate Governance and Accountability in Latin America
- Multiplier Organization Network

FDIB

- Short-Term Study Abroad Workshops
- CIBER/Title VI Area Studies Center Lecture Series

Language

- CIBER Business Language Conference
- Doctoral Internationalization Consortium
- Case Studies for Less-Commonly Taught Languages
- Language Awareness: Tutoring for Faculty, Staff, and MBA Students

Research

- Faculty International Research/Travel Support Programs
- JIBS/CIBER Frontiers Conference
- Annual CIBER Statistical Study
- UT-GWU Middle East Business Initiative
- Study Abroad Evaluation Program
- NASBITE Certification Impact Study

International education

- Overseas Study Opportunities for Undergraduates
- International Opportunities for Faculty and Doctoral Students

New Themes

Theme 1: Intercultural Adaptability and Problem-Solving Skills Development

CIBER will produce programs for students and businesspeople that facilitate development of analytical skills for assessing an international context and adapting to new cultures and business practices

Theme 2: Special Emphasis on Latin America

The UT-Austin CIBER will develop programs to familiarize students, faculty, and the business community with political, economic, socio-cultural and other issues related to business in Latin America.

Theme 3: Language Education—Less Commonly Taught Languages

The UT-Austin CIBER will continue its tradition of developing open source online materials for language learners with an emphasis on Less Commonly Taught Languages.

Theme 4: Outreach to Hispanic-Serving Institutions

Having hosted an initial fact-finding roundtable to assess the needs of Hispanic-serving institutions, the UT-Austin CIBER will continue to support international business program development in HSI institutions.

Minority Serving Initiatives

In partnership with six other CIBERs, the UT CIBER hosted a national roundtable meeting of more than 30 representatives of Hispanic Serving Institutions (HSIs), CIBERs, corporations, and workforce development representatives to explore ways in which CIBERs can best support the development of HSI business program internationalization and Hispanic student participation in international programs. The UT CIBER is also engaged in an active partnership with East Side Memorial Global Tech High School, a predominantly Hispanic high school in an underserved community in Austin. The CIBER is providing curricular support, presentations on applying business theory to practice, a website on international business, and mentoring services for the high school students.

University of Washington CIBER

New Themes

- Leadership and strategic thinking
- Emerging issues and emerging markets e.g. global health, climate change, China

New Major Initiatives

NW Perspectives on Doing Business in China (outreach)

The Pacific NW is home to many companies that have invested extensive resources in developing successful business operations in China. Leaders of those companies, such as Starbucks, Microsoft, and Fluke/Danaher, who also serve as advisors to UW CIBER, have told us that they are eager to share their best practices with small- and medium-sized businesses in the region to build the success and significance of our region as a whole for doing business in China. We propose to offer this valuable opportunity in a workshop format. In this workshop, Washington-based global companies, including representatives from their China operations, will share lessons they have learned from their experiences in entering developing markets. The one-day workshop will cover such topics as: navigating bureaucracy and cultural differences, establishing an operating presence, managing supply chain issues, addressing human resource challenges, determining financing, and consumer marketing.

This is a partnership with the U.S. Department of Commerce Export Assistance Center. In addition to Foster School faculty, specific China market expertise will be provided through such organizations as the Washington State China Relations Council and the UW East Asia Center. We propose to expand the reach of this workshop by producing and distributing a video with the best content.

CIBER Business Language Projects Evaluation & Survey (language)

To evaluate the effectiveness and outcomes of grant-supported business language activities in light of national priorities, we will work with a consortium of CIBER schools to 1) inventory current and future activities and evaluation tools and techniques, 2) make this “bibliographic” list available nationally, 3) survey students and alumni who have participated in business language courses or programs to assess their effectiveness in terms of career relevance and to determine unmet business needs, and 4) develop a set of guidelines for the evaluation of proposals for business language projects. The consortium will meet annually and provide national access to its work through reports and conference presentations.

National Conferences – 21st Century Challenges e.g. global health, climate change (research)

We will leverage our core competencies and the global orientation of our region to deliver conferences that address 21st century challenges such as “Climate Change and Trade,” and “Global Health and the World Economy.”

The National Conference on the Interrelation of Climate Change and Trade will examine the interaction between climate change and trade. For example, will global trade be negatively affected by (a) the concern about and policies addressing climate change; (b) changes in transportation costs and energy supplies; (c) climate-change-induced alterations in production patterns. UW CIBER will leverage several regional partnerships for the conference, including: the Prosperity Partnership; Puget Sound Regional Council; Washington State University; regional Ports; Washington Council on International Trade (WCIT); Battelle/Pacific Northwest Laboratories; the U.S.-China Clean Energy Forum and several units at the University of Washington: the College on the Environment; the EU Center; the Economics Department; the Political Science Department, and the Jackson School of International Studies.

The National Conference on the Emergence of a Global Health Industry in Seattle will highlight the emergence of iconic global health organizations in the Seattle region and the effect of the industry on the regional, national, and world economies. The conference will focus on the business of global health,

social entrepreneurship, and global health and trade and security. Partnerships will include: the Prosperity Partnership; Puget Sound Regional Council, the Bill & Melinda Gates Foundation; and the Department of Global Health at the University of Washington. The Department of Global Health and its affiliated national centers for global health research will specifically help to strategize and implement the conference. In addition, UW CIBER will align with the Prosperity Partnership's annual Global Health Summit starting in 2012.

In collaboration with CIBERs at Duke, Florida International, North Carolina, and Purdue, we will also deliver an annual conference series on enhancing U.S. competitiveness by stimulating a "new energy-based economy."

Global Biz Week (international education)

In celebration of the national International Education Week as decreed by the U.S. Congress, the UW CIBER will host Global Biz Week primarily focused on Foster School students, faculty, and staff. Additionally, we will open certain events on a campus-wide or community-wide basis to increase the impact of our programs. This annual program will start the academic year with educational programming to build awareness, opportunities, and interest in our global programs.

The week will host a series of hands-on workshops such as Navigating Scholarship & Financial Aid, International Experience & Your Career, and Finding Opportunities for Underrepresented Students. Additional events include a Business Study & Internship Abroad Fair, Passport Sign-Up Fair, International Film Festival, Undergraduate International Case Competition, and Study Abroad Photo Contest. The variety of programs will appeal to students at any stage in their business education. General international programming information will encourage freshmen and sophomores to beginning planning. Funding workshops will give students who have already selected for their programs tools to facilitate their program.

Minority Serving Initiatives

First Nations Global Business Faculty Development (FDIB)

Washington State has 29 federally-recognized tribes and is home to the NW Indian College, which has actively partnered with the UW in such areas as marine affairs, technology education, and public health. It enrolls over 1000 students from 100 tribes. NW Indian College became a 4-year institution in 2009 and plans to create a business degree in the next 5 years. We propose partnering with this MSI to facilitate the incorporation of global content into their business curriculum and to explore whether the model could be expanded nationally. We will begin by supporting participation by their faculty in the Western Regional CIBER conference and the NIBEN workshop.

Internationalization Conferences for Minority Serving Institutions (MSIs)

Beginning with the April 2010 Roundtable for Hispanic Serving Institutions hosted by UT Austin CIBER, we will support conferences that introduce internationalization to faculty and staff at MSIs nationally. The conferences will cover a broad range of topics, including global economic transformation, internationalizing the business school, and the relationship between foreign language, culture, and international business. Furthermore, the conferences will provide training on how to develop an internationalization plan and how to take advantage of available grants; they will also share information on study abroad opportunities for faculty and students.

Western Regional CIBER Conference – Outreach to Minority Serving Institutions (MSIs)

The WRCIBER was established to pool the resources of CIBERs to serve other schools and universities in the region. A conference is held every 2 years for small- and medium-sized schools to provide information on building and strengthening international programs and curricula. In the coming grant cycle, each of the participating CIBERs will develop relationships with MSIs in their region (many of which do not have developed international business curricula) and will support their participation in the Western Regional Conference. This network is designed to put international business expertise from various colleges and universities at the fingertips of all network members and serve as a resource for international business in the western United States. We plan to focus on such institutions as the Northwest Indian College, South Seattle Community College, and Heritage University.



WISCONSIN
SCHOOL of BUSINESS

CENTER FOR INTERNATIONAL
BUSINESS EDUCATION AND RESEARCH

University of Wisconsin CIBER

New Themes

The Wisconsin CIBER focuses on four themes, which are critical to the continued global competitiveness of U.S. business: acquisition of critical and less commonly taught languages; globalization of the regional workforce; sustainable development; and entrepreneurship.

New Major Initiatives

To support these themes, the Wisconsin CIBER is undertaking a number of important initiatives during the 2010-2014 grant cycle.

Language

CIBER and its campus partners will build on UW-Madison's strength in less commonly taught languages by creating Certificates of Professional Communication in Chinese and Japanese. Each certificate will address the country's economic and business climate, corporate culture and structure, and business etiquette and customs. These offerings will attract students from a range of disciplines, including business, liberal arts, and engineering. Successful completion of a certificate will demonstrate to potential employers that the individual has cultural, linguistic, economic, and business proficiency related to a particular East Asian market. While not yet at the forefront for many businesses, modern Arabic and Persian are important from a strategic and national security perspective and have been identified by the U.S. State Department as "critical need languages." In recent years, CIBER has supported UW-Madison's eight-week summer Arabic and Persian Immersion Program and will broaden this support over the next four years. In response to student evaluations, the curriculum will incorporate business content including lectures on the economies and business environments of Arabic- and Persian-speaking countries, a seminar on Islamic banking and legal practices, and sessions on business language and culture. With CIBER support, by 2014, the Arabic program will develop Business Arabic as a distinct eight-week language option.

Curriculum development

The Wisconsin CIBER supports enhancements to undergraduate and graduate accounting courses to highlight the differences between International Financial Reporting Standards (IFRS) developed by the International Accounting Standards Board (IASB), and U.S. Generally Accepted Accounting Principles (U.S. GAAP). The enhanced courses developed with CIBER funding will be incorporated into the accounting curriculum. For example, Introduction to Financial Accounting, delivered to every undergraduate business major, will expose students to the differences between GAAP and IFRS.

CIBER has a strong relationship with Wisconsin's well-established technical college system, which plays a critical role in training the regional workforce. In 2010-2014, CIBER will expand this relationship by working with several Wisconsin technical colleges to develop an on-line associate degree in global business, available to students enrolled at any of the 16 technical colleges. CIBER will provide professional development support for faculty involved in creating this degree by supporting attendance at faculty development programs and by channeling funds to faculty through our curriculum development grants program.

Faculty Development in International Business (FDIB)

In the next grant cycle, the UW-Madison and University of Hawai'i CIBERs will expand the successful Vietnam FDIB to address a broader range of Southeast Asian countries by alternating a faculty development program between Vietnam and countries such as Malaysia and Singapore. These opportunities will provide participating faculty from institutions of higher education throughout the United States with a greater understanding of capital markets, economic policy, culture and politics in Southeast Asia, which are among the United States' fastest growing trading partners.

We will partner with members of the Wisconsin International Outreach Consortium, comprised of area studies centers and international education programs at UW-Madison, UW-Milwaukee, and Madison College, to deliver a professional development institute for technical college faculty on international business. Topics will address international trade theory, trade policies, privatization, foreign direct investment, and foreign currency issues. The institute will also provide an overview of the economic, business and cultural context of key markets, such as China, India, and Southeast Asia.

Business outreach

Wisconsin's economic development efforts have identified biotechnology as a strategic priority. Wisconsin has a concentration of specialized pharmaceutical, medical device, and laboratory organizations that serve as a powerful engine for the state's economic growth. In 2010-2014, the Wisconsin CIBER will respond to demand by Wisconsin biotechnology executives for additional training to enhance their ability to take advantage of global business opportunities. In partnership with campus units and industry, we will develop management seminars intended for biotechnology professionals from science and engineering backgrounds. Topics will include international biotechnology regulatory trends, intellectual property laws, emerging business opportunities, and entrepreneurial ventures.

Collaborative research

During the 2010-2014 funding cycle, CIBER will capitalize on the breadth of campus resources to develop and deliver research conferences centered on three collaborative projects funded by our campus partner, the Center for World Affairs and the Global Economy (WAGE). WAGE research projects include Governing Global Energy, Managing Import Safety, and Remaking the Developmental State. Researchers represent a range of disciplines including economics, engineering, environmental studies, law, and business.

Minority Serving Initiatives

The UW-Madison CIBER helped develop and strengthen interdisciplinary programs in business, language, and area studies at Historically Black Colleges and Universities (HBCU) during the 2006-2010 funding cycle as a member of the Globalizing Business Schools Program for HBCUs consortium led by the University of Memphis CIBER, and will participate in the expanded Globalizing Business Schools of Minority Serving Institutions (GBS-MSI) consortium during the 2010-2014 cycle. Through this consortium, the Wisconsin CIBER will partner with an MSI to provide one-on-one assistance to help advance their internationalization efforts. We will also support MSI faculty to attend overseas FDIB programs. The Wisconsin CIBER welcomed three participants from HBCU institutions on the 2010 Vietnam FDIB, which it co-hosted with the University of Hawai'i CIBER, and two on the 2009 program. In an effort to increase participation by underrepresented students in study-abroad experiences, the UW-Madison CIBER provided partial scholarships to students enrolled in two Managing Across Cultures courses. These courses, both offered during the spring 2010 semester, combine a semester of classroom instruction with a short international trip. One course focused on Vietnam and the other on China.

CIBER Directory

Brigham Young University
<http://www.marriottschool.byu.edu/gmc>

Columbia University
<http://www.gsb.columbia.edu/ciber>

Duke University
<http://faculty.fuqua.duke.edu/ciber>

Florida International University
<http://www.fiu.edu/~ciber>

George Washington University
<http://www.business.gwu.edu/CIBER/>

Georgia Institute of Technology
<http://www.ciber.gatech.edu>

Georgia State University *
<http://robinson.gsu.edu/ciber/index.html>

Indiana University
<http://www.kelley.iu.edu/ciber/>

Michigan State University
<http://ciber.msu.edu/>

Purdue University
<http://www.mgmt.purdue.edu/centers/ciber>

San Diego State University
<http://www.sdsu.edu/ciber>

Temple University
www.fox.temple.edu/ciber

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

The Ohio State University
<http://fisher.osu.edu/international>

The University of Texas at Austin
<http://www.mcombs.utexas.edu/ciber>

University of California Los Angeles
<http://www.anderson.ucla.edu/research/ciber>

University of Colorado Denver
<http://www.ucdenver.edu/CIBER>

University of Connecticut
<http://www.business.uconn.edu/ciber>

University of Florida
<http://warrington.ufl.edu/ciber/>

University of Hawai'i at Mānoa
<http://www.shidler.hawaii.edu/Default.aspx?tabid=930>

University of Illinois at Urbana-Champaign
<http://www.ciber.uiuc.edu>

University of Maryland
<http://www.rhsmith.umd.edu/ciber/>

University of Memphis
<https://umdrive.memphis.edu/gwangcenter/www/>

University of Miami *
<http://www.bus.miami.edu/faculty-and-research/ciber/>

University of Michigan
<http://www.umich.edu/~cibe>

University of Minnesota *
<http://www.carlsonschool.umn.edu/ciber/index.aspx>

University of North Carolina at Chapel Hill
<http://www.kenan-flagler.unc.edu/ki/ciber/>

University of Pennsylvania
<http://lauder.wharton.upenn.edu/ciber>

University of Pittsburgh
<http://ibc.katz.pitt.edu/>

University of South Carolina
<http://mooreschool.sc.edu/moore/ciber>

University of Southern California
<http://www.marshall.usc.edu/ciber/>

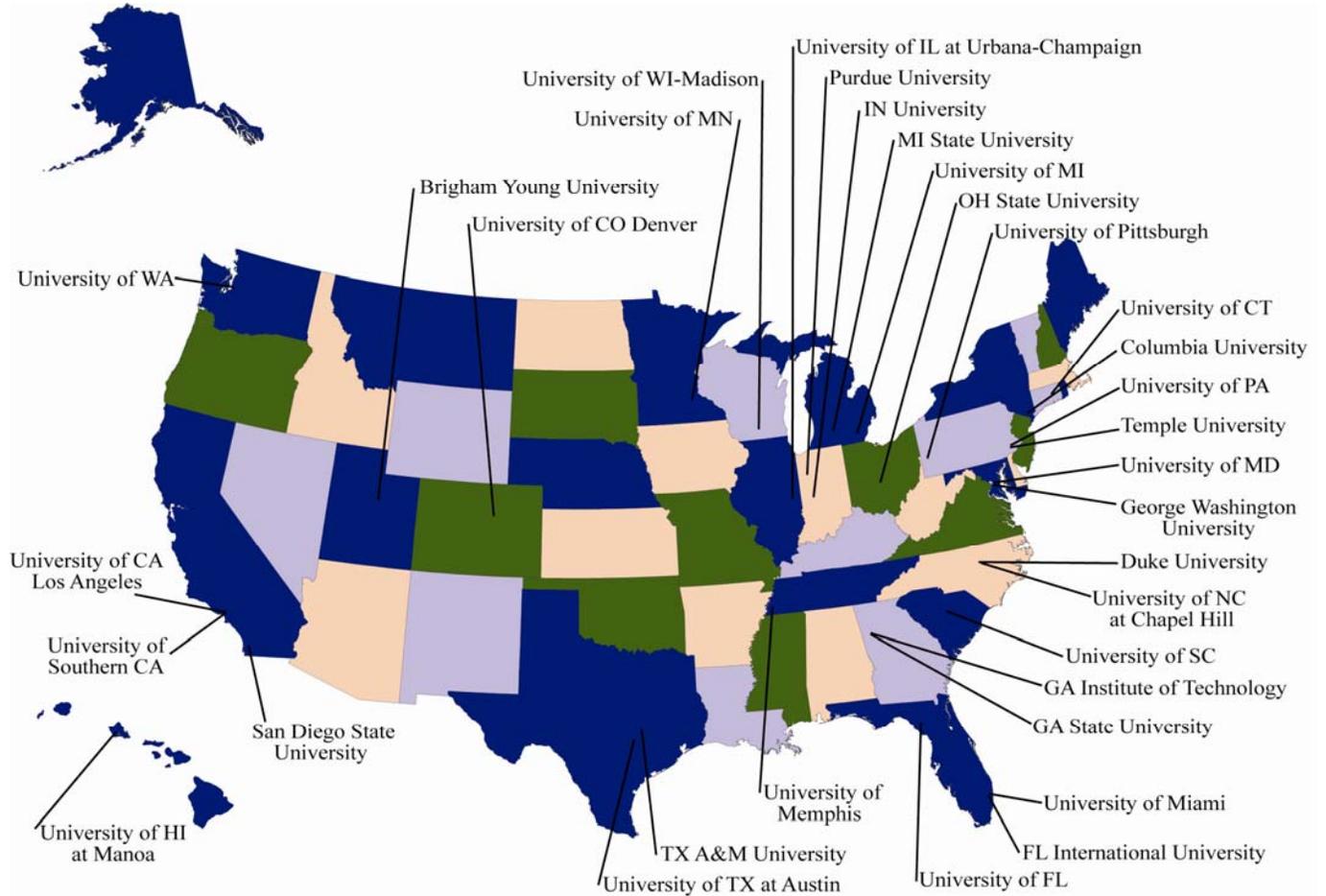
University of Washington
<http://bschool.washington.edu/ciber>

University of Wisconsin-Madison
<http://www.bus.wisc.edu/ciber>

* New CIBER starting in 2010

For information on all CIBERs visit
<http://ciberweb.msu.edu>

CIBER Locations





Centers of International Business Education and Research
<http://ciberweb.msu.edu>
<http://www.ed.gov/programs/iegpscibe/index.html>

**This booklet was prepared by the
Columbia University CIBER**