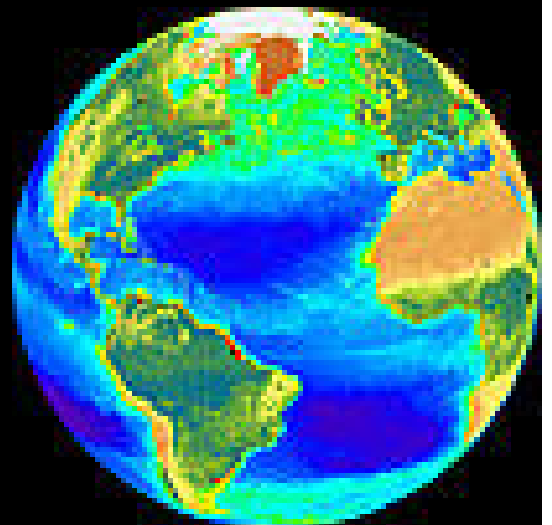
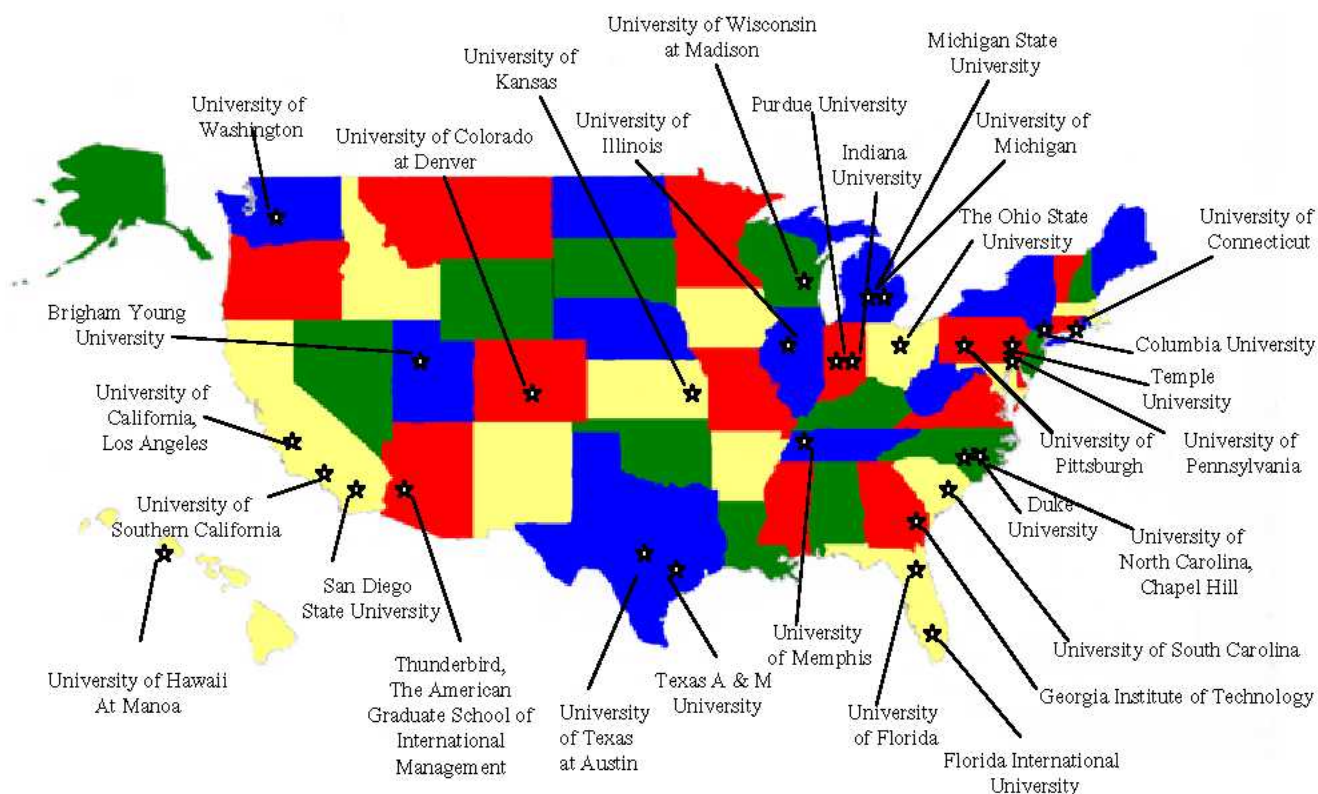


# **CIBER Initiatives For 2002-2006**



# CIBER Locations



The Centers for International Business Education and Research (CIBERs) were created under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation's capacity for international understanding and economic enterprise. Administered by the U.S. Department of Education under Title VI, Part B of the Higher Education Act of 1965, the CIBER program links the manpower and information need of U.S. business with the international education, language training, and research capacities of universities across the U.S. Thirty universities designated as CIBERs serve as regional and national resources to business, students, and academics. Together, the CIBERs form a powerful network focused on improving American competitiveness and providing comprehensive services and programs that help U.S. businesses succeed in global markets. Program Administrator: Susanna Easton, IEGPS, U.S. Department of Education, 1990 K Street NW, Sixth Floor, Washington, D.C. 20006-8521; Phone: (202)502-7628; E-mail: [susanna\\_easton@ed.gov](mailto:susanna_easton@ed.gov); <http://www.ed.gov/offices/OPE/HEP/iegps/>

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## INTRODUCTION

Our nation's place in the 21st century will be largely determined by the extent to which our business firms can compete internationally. As trade barriers fall, there is further pressure on American firms to generate greater economies of scale and to explore and exploit growing international markets.

In order to supply U.S. firms with business leaders capable of looking beyond national borders and leading the global activities of their firms, U.S. universities must enhance the international orientation and expertise of their faculty and students. The Centers for International Business Education and Research (CIBER) program of the U.S. Department of Education was launched over a decade ago to help achieve this goal. A Reagan Administration initiative, the program was authorized under the Omnibus Trade and Competitiveness Act of 1988 and is now administered in the U.S. Department of Education under Title VI, part B of the Higher Education Act as amended.

The CIBER program awards grants to leading business schools throughout the U.S. In turn, these CIBERs serve as national resources for teaching and outreach in business, foreign languages, and cultures and for conducting cutting edge research on key international business topics of managerial relevance and significance.

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

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

In the most recent competition, 30 CIBERs were selected for funding for 2002-2006. Some of these CIBERs are new, others had also been funded in earlier grant cycles. This publication, "CIBER Initiatives for 2002-2006" highlights selected activities that will be carried on during the new four-year funding cycle. The publication is divided into two sections, one categorizing future activities by eleven major themes, the second providing the same thematic information for each of the funded universities.

We thank Kelly Dunn of the University of Connecticut CIBER and Susan Huber Miller of the University of Wisconsin CIBER for compiling this information. For information concerning the CIBER initiatives discussed in this publication, please contact the individual CIBERs.

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## Major themes of CIBER Initiatives

### **High Tech/ Online International Business Resources**

Indiana University - *The Kelley International Trade (KIT) Connector*  
 Ohio State University – *K-12 Global Institute*  
 Michigan State University - *globalEDGE™*  
 Thunderbird - *International Business Information Center (IBIC)*  
 University of Illinois at Urbana-Champaign - *Using "Grid" Technologies to Coordinate Global Workteams*  
 University of Pennsylvania - *Methodologies for Effective Distance Learning*  
 University of Pittsburgh-*PRIDE (Pittsburgh Regional International Date Entity)*  
 University of Wisconsin-Madison-*Digitized Library Resources*

### **International Business Research**

Duke University - *Frontiers in International Business Research Conference*  
 Purdue University - *Biotechnology and Intellectual Property Rights in Agricultural Markets*  
 Temple University - *Research and Workshops on Managing Global Virtual Teams*  
 Texas A&M University - *Annual Roundtable of International Business Education & Research Issues*  
 University of Connecticut - *State of the Art of Research Conferences*  
 University of Florida - *Interdisciplinary IB Research*  
 University of Hawaii at Manoa - *Pacific-Asia Risk Institute*  
 University of South Carolina - *Special Research Initiative and Conference on Career Outcomes of CIBER Activities*

### **Expanded International Business Education**

#### **Undergraduate Initiatives**

Ohio State University – *Freshman Scholars Seminar*  
 Temple University -*Interdisciplinary Certificate Programs with Emphasis on Area Studies*  
 University of California at Los Angeles - *International Honors Program*  
 University of Illinois at Urbana-Champaign - *International Agribusiness Colloquium*  
 University of South Carolina - *Undergraduate International Business Major*  
 University of Washington - *Global Issues Exploration*

#### **Graduate Initiatives**

Georgia Institute of Technology - *Globalization of the Graduate Certificate in Manufacturing*  
 Purdue University - *PhD in Applied International Economics and Business*  
 Texas A&M University - *Internationalization of Doctoral Education in Business (IDEB)*  
 University of Florida - *Integrated Experiential Learning Opportunities*  
 University of Michigan - *International Business Certificate Program*  
 University of North Carolina-Chapel Hill - *Curricular Development for OneMBA program*  
 University of Pennsylvania -*Emerging Markets/Private Equity Course and Internship Program*  
 University of Southern California - *PRIME PROGRAM*  
 University of Texas-Austin - *MBA Regional Specializations Program*

**Other**

Columbia University-*Cultural Management*  
 Columbia University-*International Valuation*  
 Duke University - *CIBER Executive Students-in-Residence*  
 Florida International University-*MERCOSUR*  
 San Diego State University-*International Negotiation Workshops*  
 University of California at Los Angeles - *Distinguished Visiting Scholars*  
 University of Colorado at Denver-*Internationalizing Administrators*  
 University of Kansas - *Global Project Management Initiatives*

**Free Trade Area of the Americas (FTAA)**

University of Texas-Austin - *Economic and Social Issues in the Free Trade Debate Symposium*  
 University of North Carolina-Chapel Hill - *Free Trade Area of the Americas (FTAA) Conference Series*

**Corporate Social Responsibility**

Texas A&M University-*Corporate Social Responsibility and International Business*  
 University of Michigan- *Global Corporate Social Responsibility Programs*

**Business Outreach**

Brigham Young University - *Internationalization of the Entrepreneur Center and the e-business Center at the Marriott School of Management at Brigham Young University*  
 Georgia Institute of Technology - *Collaboration with the Center for Business and Industry Paper Studies (CBIPS)*  
 Temple University -*Biotech-Pharmaceutical Industrial Cluster in the Region*  
 Thunderbird - *Global Services Institute*  
 University of Colorado at Denver - *National Security*  
 University of Illinois at Urbana-Champaign – *Global Business Reporting Summer Institute*  
 University of South Carolina – *Special Research Initiative and Conference on U.S.-Africa Business Activities: Integrating Africa into a Global Economy*  
 University of Texas-Austin - *DEC Export Fellows Program*  
 University of Wisconsin-Madison - *International Biotechnology Outreach*

**Educational Outreach**

Brigham Young University - *Rocky Mountain CIBER (RMCIBER)*  
 Indiana University - *Improving Pedagogy: Outreach to Functional Areas of Business*  
 Michigan State University - *International Business Institute for Community College Faculty*  
 Ohio State University - *Mid Ohio Faculty Network (MOFN)*  
 San Diego State University - *Community College International Business Working Group*  
 Thunderbird - *Hispanic Schools Initiative*  
 University of Colorado at Denver - *Outreach to Smaller Schools – RMCIBER*  
 University of Hawaii at Manoa - *Southeast Asia outreach to faculty from*

*minority-serving institutions of higher education*  
University of Memphis - *Initiative for the Internationalization of Business Programs at HBCUs (IIBP)*  
University of Memphis - *Globally Oriented Schools Initiatives "GOSI"*

### **International Business Language**

Columbia University-*Emerging Markets Language Program*  
Duke University - *Language in Business Negotiation*  
Florida International University-*PDIB*  
Georgia Institute of Technology - *Foreign Language and Multimedia Design Joint Master's Program*  
Purdue University - *Mini-MBA for Foreign Language Faculty*  
University of California at Los Angeles - *Business Language Research Priorities Conference*  
University of Connecticut - *EuroBusiness & LatinBusiness Programs: Dual Degrees in German and Business, and Spanish and Business*  
University of Hawaii at Manoa - *Dissemination of web-based advanced language courses in Chinese, Japanese, and Korean*  
University of Kansas - *CIBER Teaching Internships in Foreign Business/Professional Language Training*  
University of North Carolina-Chapel Hill - *Working Mandarin*  
University of Pennsylvania -*Arabic Track Program*

### **Study/Work Abroad**

University of Connecticut - *Courses at Overseas Locations: China, India, and Chile*  
University of Pittsburgh-*MCE + 1*  
University of Pittsburgh-*Semester at Sea: Global Studies Certificate*  
University of Southern California - *Freeman Fellows Internship Program*  
University of Washington - *Undergraduate International Fellows*  
University of Wisconsin – Madison - *Study Abroad Administrators' Network*



## *CIBER Initiatives for 2002-2006* (by Theme)

### **High Tech/ Online International Business Resources**

#### **The Kelley International Trade (KIT) Connector- Indiana University**

Resulting from discussions and encouragement from the Indiana Department of Commerce, and respondents of an IU CIBER survey of regional businesses, the IU CIBER proposes to develop a structured, online service for companies consisting of four sections: tutorials, market research, reference materials, and networking opportunities. The KIT Connector will be provided on a subscription basis and will be publicized through the Indiana Department of Commerce. The market research section will feature the *Global Connector*, a specialized IB web search engine developed by the Kelley School's Global Business Information Network with support from CIBER. The networking section will provide an online discussion forum for subscribers, service providers of various kinds, and a Mentor Corps. The tutorials will make use of the Kelley School's Online MBA experience.

#### **K-12 Global Institute-Ohio State University**

In the year 2000, the Ohio Department of Education sponsored the *Global Institute*, a four-day summer workshop for Ohio's K-12 teachers. Approximately 100 individuals participated. Unfortunately, this successful initiative has not been repeated. Professor Merry Merryfield, from the School of Teaching and Learning in OSU's College of Education, will create an on-line set of resource materials aimed at middle school and High School teachers throughout Ohio. The OSU CIBER proposes to collaborate with Professor Merryfield to integrate business materials in the on-line teaching resource that she will develop for Ohio's teachers, and to disseminate these materials as a virtual *Global Institute*. To leverage the effort, many of the interviews that will be used to internationalize the Fisher College's regional campus general business major, as well as other content suited to this population of teachers, will be utilized in this project.

#### **globaLEDGE™ Michigan State University**

This web resource, <http://globaledge.msu.edu/> or <http://www.globaledge.org/>, connects international business professionals to a wealth of information, insights, and learning opportunities on global business activities. The MSU-CIBER team launched globaLEDGE™ in May 2001 as a spin-off of its award-winning MSU-CIBER website (<http://ciber.bus.msu.edu/>) to cater more directly to the knowledge needs of business executives, public policy makers, scholars, and students. During the 2002-2006 period, the Center will maintain the same level of excellence offered by its "sister-site." By serving as a gateway to specialized knowledge on countries, cross-border business transactions, and cross-cultural management, globaLEDGE™ responds to an expressed interest by global business professionals. It also creates a virtual community, enabling the exchange of professional advice and experiences.

#### **International Business Information Center (IBIC)- Thunderbird**

We are launching of a new online service with information and analysis of countries and regions of the world by our IBIC. This internet-based service will provide U.S. firms and international business students the access to key, up-to-date, regional information about facts, political risk, and business opportunities. The IBIC will also expand on its online existing base of general international business information services for students around the country.

### **Using "Grid" Technologies to Coordinate Global Workteams- University of Illinois at Urbana-Champaign**

The National Center for Supercomputing Applications (NCSA) at UI is the lead institution in developing an advanced computing and information infrastructure known as the National Technology Grid ("Grid"). This system integrates high-performance computers, advanced visualization environments, remote instruments, and massive databases via high-speed networks to form the most powerful and comprehensive problem-solving environment ever created. CIBER will fund a research project on applying "grid" technologies to coordinate global work teams with members from diverse geographical locations and speaking various languages. The investigation will be conducted first in a lab environment and then in the field, using subsidiaries of multinational firms as research sites.

### **Methodologies for Effective Distance Learning – University of Pennsylvania**

Wharton/Lauder CIBER proposes to develop its model for effective distance learning via Internet2 through its *Methodologies for Effective Distance Learning Project*. This model requires the design and implementation of a complete business simulation module over Internet2; and it involves the faculty and students of partner institutions (one domestic, one international) who co-produce the curriculum and methodology. During this grant cycle, the Wharton/Lauder CIBER will collaborate with Singapore Management University, Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), INSEAD, and Fondation National des Sciences Politiques, Institut d'Etudes de Paris (Sciences Po) to develop projects. Templates for these videoconferences and course modules will be made available to other CIBER institutions.

### **PRIDE (Pittsburgh Regional International Data Entity) -University of Pittsburgh**

In collaboration with the Pittsburgh Regional Alliance, the Pennsylvania Office of International Business Development, and the U.S. Department of Commerce District Export Council, the IBC will take on the task of providing current and accurate information on the nature, extent, and impact of international business activity in the Pittsburgh region. The IBC will use secondary data sources and surveys to obtain the information, which will reside on the IBC website in a location titled the Pittsburgh Regional International Data Entity (PRIDE). In addition, the Center will provide estimates of regional economic activity generated by the internationally focused businesses.

### **Digitized Library Resources-University of Wisconsin-Madison**

Funded by the U. S. Department of Education, the General Library System is working on the Digital Asia Library Initiative (DALI) in partnership with The Ohio State University libraries and the University of Minnesota-Twin Cities libraries to create a catalog of Asian Internet resources. The resources are carefully evaluated and selected by area studies specialists and cataloged by professional librarians. We will expand this effort by adding resources on Western Europe to the existing resources on East, South and Southeast Asia. We will also focus on obtaining data and statistics frequently needed by undergraduate and graduate business students including micro data items, such as book prices, GDP, labor force statistics, and demographics.

Over the next four-year cycle of CIBER funding we will:

- Become a national resource in digital information by making international business data sets available and easily accessible via the Internet,
- Establish a series of seminars for faculty, graduate assistants, and librarians to review information to students, and identify unmet needs, and
- Produce a comprehensive web-based bibliography of the database resources that have been identified.

Complementing the data available on Michigan State University's GlobalEDGE, an added value and distinctive component of the Wisconsin website is that it will provide a specialized focus on website data sets to help students find the valuation measures needed for financial analysis of companies.

## **International Business Research**

### **Frontiers in International Business Research Conference- Duke University**

This new annual conference, produced in collaboration with the *Journal of International Business Studies* and seven other CIBER schools, exemplifies another new initiative planned for this grant cycle. The CIBER institutions involved include: Duke University, Michigan State University, University of South Carolina, University of Wisconsin, University of Washington, University of Hawaii, and Indiana University. The primary goal is to explore new and emerging research themes involving global interdependence and outline future research agendas. A perspective paper reporting on the proceedings of each conference will be published in the *Journal of International Business Studies*.

### **Biotechnology and Intellectual Property Rights in Agricultural Markets- Purdue University**

In cooperation with the Schools of Agriculture at Purdue and Texas A&M, and the Texas A&M CIBER, Purdue CIBER is planning a program of research activities, culminating in a major new conference, *The Global Foodfight: Biotechnology and Intellectual Property Rights in Agricultural Markets*. The conference targets opinion-leaders in business, academia, and government with interests in understanding the scientific, economic, and social forces that underlie major conundrums typified by the "global food fight"—the worldwide resistance and outright rejection of genetically modified (GM) crops developed and grown in the U.S. that now means that Europe is virtually closed to imports of U.S. agricultural products that are suspected of GM content.

### **Research and Workshops on Managing Global Virtual Teams – Temple University**

Increasingly managers are working in cross-national and cross-cultural virtual team formats. How to manage a project in this environment, especially build trust among team members who are miles apart and often unseen, is a problem facing international companies. In view of its importance, Temple CIBER will support: (i) Research on managing Global Virtual Teams, (ii) annual workshops for regional business executives on managing virtual teams, and (iii) Presenting results in professional conferences

### **Annual Roundtable of International Business Education & Research Issues- Texas A&M University**

This series of roundtables will investigate and assess major IB education and research issues and report the findings. The first of four Roundtables in 2003 will be based on findings of a national survey of IB education practices to be conducted in 2002. A committee of MACC/Columbia faculty members will design the survey, which will address organizational as well as course and curriculum issues. The survey will then be distributed via email to all U.S. business schools. The results will be compiled and discussed by MACC/Columbia faculty representatives at the Roundtable.

### **State of the Art of Research Conferences- University of Connecticut**

During 2002-2006, the UConn CIBER will sponsor two conferences on the State of the Art of Research in International Management, and the State of the Art of Research in International Finance. The first conference will be held in October 2003 and the second one in October 2005.

The purpose of these conferences will be to invite 25-30 top international scholars to present papers on the state of the art of research in different topics in the area. The conferences will be highly interactive, permitting feedback and comments by peers. The papers presented at each conference will later be published in a book. These conferences will be similar to the international marketing conference that we organized in October 2001.

### **Interdisciplinary IB Research- University of Florida**

The five specific seed projects are: (a) Patterns and effects of entry in the world media market; (b) Comparative international rent gradient patterns; (c) International antitrust in network industries; (d) Cuban policy and its implications for U.S. agribusiness; and (e) Viability of U.S. sustainable use programs in the world crocodilian market. Besides seeding cross-college IB research, the program brings non-traditional UF IB expertise into the CIBER network (particularly, the colleges of journalism and construction and the Florida Museum of Natural History), and specific research studies also contribute to the two major topical foci of 2002-2006 UF CIBER research—international technology competitiveness and “backlash” to globalization.

### **Pacific-Asia Risk Institute- University of Hawaii at Manoa**

This institute will (1) sponsor and house research projects on current and new political risk forecasting models and methods that are being utilized, sponsor publications and host conferences and (2) serve as a collection and monitoring center for data on key variables in political risk assessment. The Institute will be a resource for scholars, policy makers and businesses needing improved information to assess political risk and make decisions regarding international business investments and operations in the Asia-Pacific region. The Institute is UH CIBER’s response to the growth in need and demand for political risk assessment and insurance issues, especially in light of the September 11, 2001 terrorist incidents in the U.S.

### **Special Research Initiative and Conference on Career Outcomes of CIBER Activities- University of South Carolina**

Beginning in 2002 and continuing through the grant period, CIBER will distribute research grants to develop an understanding of the impact of CIBER educational activities on the careers of graduates of CIBER institutions. During this grant period the emphasis will be placed on careers available through professional masters programs. Research proposals will be solicited from other CIBER schools, who will be asked to participate in documenting the career pattern of graduates from their institutions who have participated in the types of educational activities typically sponsored by CIBERs, such as study abroad, overseas internships, foreign language training and specialized international business academic courses. These grants will culminate in a conference on employment patterns in International Business to take place in September 2006.

## **Expanded International Business Education** **Undergraduate Initiatives**

### **Freshman Scholars Seminar-Ohio State University**

Complimenting the Global Institute will be a seminar series called the *University Scholars*, developed by the CIBER for a portion of OSU’s incoming freshman class. In 2001, OSU admitted 1350 Honors Students. The university has been less successful, however, in attracting the ‘next tier’ of bright students, and has lost many of them to any number of the 55 other private four-year colleges in the state. The newly established OSU Scholars Program seeks to remedy this. It will admit students who come from the top 20% of their high school classes to a specially designed *University Scholars Program*. OSU Scholars will live in specially designated areas of university housing. In 2001, OSU admitted 610 University Scholars. One of the special programs being

designed for the scholars is in International Affairs. Students with interest in international affairs will share housing with international student Scholars. The OSU CIBER will develop a year-long Scholars' seminar on globalization to be held within these dormitories. The seminar will be offered at least twice each quarter, and will feature international business experts. One of the seminar's objectives will be to highlight how the Fisher College can provide interesting areas for further study in international business.

### **Interdisciplinary Certificate Programs with Emphasis on Area Studies – Temple University**

Temple CIBER proposes two interdisciplinary certificate programs in collaboration with the Fox School of Business, Asian Studies, and Latin American Studies programs.

#### (i) Asian Business and Society Certificate Program:

Of the top ten economies with which the U.S. trades, five are in Asia. Moreover, Temple University has a large Asian student population. The proposed certificate program is designed to give them an opportunity to study business in the Asian context. As such, the program will integrate study of business functions, geography area study, and a language relevant to the area studies. The 21-credit interdisciplinary certificate program will be open to all majors at Temple University.

#### (ii) Latin American Business and Society Certificate Program:

Similar to Asia, Latin America is emerging as an important trading partner of the United States and efforts are also underway to create a Free Trade of the Americas (FTA) by including all 34 countries in North, Central, and South America. Temple University has a huge Hispanic and Spanish-speaking student population and the proposed certificate program is designed to provide undergraduate liberal arts and business majors and students from other professional programs with an opportunity to study business, language, culture, geography, politics and history in the Latin American context.

### **International Honors Program- University of California at Los Angeles**

The *International Honors Program* is based on two premises: quality students require a more challenging and sophisticated educational experience, and good students can contribute directly to their own learning by participating directly in the creation of the knowledge they wish to learn. Students in this program will be required to complete a special set of courses, be involved in Center-sponsored internships and field studies, and to produce a Center-sponsored original piece of international management research work to be published in a law review-type format. They will also help organize the *Distinguished Visiting Scholar Lecture Series*, *International Business Forum*, and *International Research Conferences*, write and edit related *Newsletters* and *Digests*, and manage data sets and an on-line resource center.

### **International Agribusiness Colloquium- University of Illinois at Urbana-Champaign**

This course examines issues concerning the internationalization of the food and agribusiness sector, with a two-week overseas study tour at semester's end. It was first offered to business and agriculture students in Spring 2001, with a focus on the European Union. Specifically, students learned about the pressing issues confronting the European food industry, including food safety and biotechnology, the response of firms and governments to disruptions in the global food chain, the introduction of the Euro, and the entry of the Central and East European countries into the European Union. The current plan is to offer this course annually, rotating the geographic focus among Europe, Latin America, and Asia.

### **Undergraduate International Business Major- University of South Carolina**

The undergraduate certificate program in International Business of the Moore School of Business at the University of South Carolina has received high national recognition. During the upcoming

grant period, CIBER will support the development of an innovative undergraduate business major in International Business while continuing the School's comprehensive internationalization requirement for all undergraduate majors in Business Administration. The major will have three components: business courses, a foreign language requirement, and an overseas study requirement.

### **Global Issues Exploration- University of Washington**

The goal of this program is an in-depth and multi-disciplinary exploration of global issues effecting international business. The program is organized as a two-year cycle of activities. Year 1 will include an on-campus speaker series and development of curricula. In year 2, a course will be offered for UW students and these students will in turn teach high school students about the issue, using curriculum developed as a one-day module for high school students. The long-term strategic values include training students at a variety of education levels on critical global business issues, unifying the international resources and expertise of several on-campus organizations to thoroughly explore the issues, developing a curriculum that can be used at high schools regionally/nationally, and partnering with off-campus organizations.

## **Expanded International Business Education** **Graduate Initiatives**

### **Globalization of the Graduate Certificate in Manufacturing- Georgia Institute of Technology**

GT CIBER will link with the Georgia Tech Manufacturing Research Center to support an International Track or option to be implemented for graduate students enrolled in the Certificate in Manufacturing. The certificate program is designed to enhance the knowledge of engineering and management students in manufacturing research and technology by providing critical, global, and hands-on experience in a multi-disciplinary environment. The international option will entail one semester overseas study or work experience for U.S. students at GT Lorraine Overseas Campus or at the National University of Singapore. Several firms are now offering five annual fellowships for the international track: Ford, Siemens, Honeywell, and GE. CIBER will work with our Manufacturing and Research Center (MARC) to design the overseas experience and offer two CIBER mobility awards for graduate students pursuing this option. Participating student placements will be tracked to assess the effectiveness of this select program.

### **PhD in Applied International Economics and Business- Purdue University**

In conjunction with the Departments of Economics and Agricultural Economics, CIBER plans to offer a new PhD program in Applied International Economics and Business. One purpose of the program is to provide PhDs in international economics with doctoral training in areas of international management. The second major purpose of the program is to equip PhD economists with skills appropriate to applied analysis of international business problems in both private- and public-sectors, and with the capabilities to teach and conduct research in areas of international business that are not generally accessible to those with a PhD in economics.

### **Internationalization of Doctoral Education in Business (IDEB)- Texas A&M University**

The IDEB workshops for doctoral students are designed to raise these students' level of interest and knowledge in the international dimension of business education and research. The TAMU CIBER mounted the "Internationalization of Doctoral Education in Business" (IDEB) national initiative. The Columbia University CIBER and the Mid America CIBER, the University of Connecticut CIBER, Consortium agreed to join with the TAMU CIBER in organizing a series of workshops annually to internationalize doctoral business students. The impact of these highly successful workshops on the next generation of business professors is unquestionably favorable

for national IB education. In the 2002-2006 period, the IDEB workshops will continue to be held at IDEB consortium campuses, and the TAMU CIBER will open its overseas study tours to include doctoral students as well as faculty members.

### **Integrated Experiential Learning Opportunities- University of Florida**

This program has four specific components:

(a) New partnerships with business, the San Diego State University (SDSU) CIBER, and two universities in Brazil extend the impact of initiatives that build on established UF CIBER expertise in South America. Internships are added to UF's *Business in Brazil Study Program*, a six-week summer program in Rio de Janeiro combining language training in Portuguese with classes on Brazilian business, and visits to Brazilian firms.

(b) An International Business augmentation of the *University Scholars Program*. In this competitive program, both students and faculty are subsidized to carry out specific research projects. CIBER will encourage an IB focus by facilitating the matching of students interested in IB with appropriate faculty, assisting in program proposal preparation, and providing additional funding for international travel and data purchases not covered in the standard university stipends.

(c) *IB 2020* is a unique, innovative approach to development of critical IB skills that simultaneously trains graduate students and improves the competitiveness of small Florida firms in global markets. Students begin the program with a course that teaches a broad spectrum of export operations. After they work with specific companies to develop export strategies, teams of two then go abroad to implement the strategies and finally, upon return, they integrate company reports from different countries into a comprehensive firm study.

(d) *Florida FlyIns*. Coursework on international special projects journalism in the first half of the semester is followed by a visit to a Latin American country where each student, or a team of a writer and photographer, collects material for a story in words and/or pictures that is subsequently published on the Web and in print. CIBER will subsidize a class with an IB focus to encourage interest of these select journalism students in international business and will include business students as "consultants" to participate in the fieldwork and project write-up.

### **International Business Certificate Program- University of Michigan**

CIBER will promote the integration of the business and foreign language curriculum through the introduction of an international business certificate program for doctoral students. We propose the development of a new certificate program to provide doctoral students in language and literature with training in international business. Graduates of the program will be qualified to teach business language courses immediately upon graduation, integrating their knowledge of international business into new and existing courses.

### **Curricular Development for OneMBA program- University of North Carolina-Chapel Hill**

This past fall, the Kenan-Flagler Business School at the University of North Carolina - Chapel Hill announced a new global executive MBA program, OneMBA. The program is a partnership of five business schools on four continents. The OneMBA courses differ from standard residential MBA programs in the following ways: (1) they are developed by faculty members representing each of the five schools, ensuring common subject matter infused with differing regional perspectives of global business, and (2) the courses are delivered to executives working in global virtual teams. Executives will study for two-thirds of the program at their home schools and spend one-third of the program with executives from all of the partner schools in four, week-long experiential learning modules in Asia, Europe and North and South America. Faculty at all five schools are responsible for delivery of the module taking place in their region.

### **Emerging Markets/Private Equity Course and Internship Program – University of Pennsylvania**

Wharton/Lauder CIBER will collaborate with Wharton's Entrepreneurial Programs and help sponsor a program to develop a course of study on private equity in emerging markets, the *Emerging Markets/Private Equity Course and Internship Program*, that will culminate in summer internships with private equity funds. Wharton/Lauder CIBER will support the academic preparation of the course—guided by faculty sponsors from Wharton and the Johns Hopkins School of Advanced International Studies with the collaboration of the International Finance Corporation (IFC) and the management of the program in its initial years. Students eligible for the program will be graduate students at Wharton or SAIS.

### **PRIME PROGRAM- University of Southern California**

The PRIME (Pacific Rim Education) program requires all 300 of the regular MBA students to participate in an intensive, four-week-long experiential-learning course on Pacific Rim Business Opportunities. PRIME seeks to improve awareness and understanding of economic, institutional, and cultural issues pertinent to business, markets, policies, and trade in Asia and Latin America. PRIME includes the following components: (1) Consulting and research projects for 50 firms/government institutions that are located around the Pacific Rim. (2) Seven faculty teams comprised of Marshall School professors, professors from international partner universities, and international business practitioners. (3) Required ten-day field study trips to the 50 sponsoring firms, which in May 2001 were located in Hong Kong, Nanjing, Mexico City, Osaka, Santiago, Shanghai, and Tokyo. PRIME is designed to encourage students, faculty and international business practitioners into creating intensive partnerships that will facilitate the development of cross-cultural capabilities among students and faculty, as well as enable students to integrate the functional business school skills they have learned in their first year of course work.

### **MBA Regional Specializations Program- University of Texas-Austin**

CIBER-UTexas, in conjunction with the McCombs School MBA program leadership, will address the need for increased internationalization of U.S. MBAs by developing and implementing an innovative approach to MBA education. This program, the McCombs MBA Regional Specializations Program (RSP), is a three-pronged effort that proposes to go much further than present study abroad programs, which even in their most successful years (long since past) rarely affected more than 5% of MBA students. The RSP proposes to educate 100% of the MBA student population by requiring each student, as a prerequisite to graduation, to demonstrate an in-depth knowledge of one world region outside of North America. Components of the program include: Workshops on the Region and its Business Culture, Business Language Kick Start Program, and Regional Study Tours.

## **Expanded International Business Education**

### **Other**

#### **CIBER executive students-in-residence- Duke University**

This program will enable business executives to take international elective courses at the Fuqua School of Business without having to enroll in the MBA programs. In return, CIBER executive students-in-residence will serve as a resource to Duke CIBER as consultants for outreach programs, speakers, and honorary advisory board members. This initiative will serve as one of the models for the Duke University Title VI collective outreach programs as well as expand the CIBER Associate network of business executives.



### **Distinguished Visiting Scholars- University of California at Los Angeles**

UCLA CIBER will invite distinguished scholars of international reputation to UCLA to interact and collaborate with students and faculty members and to deliver a series of lectures on a specific theme. These public lectures are intended to provide a synthesis of what is understood about that topic, a dialogue on future challenges, and a research agenda for the future. The lecture series will be edited, published, and made available to all interested students, scholars, institutions, and community members. In any given year, UCLA CIBER will invite one to five international scholars for two-month to one-year stays.

### **Global Project Management Initiatives- University of Kansas**

This initiative addresses the growing demand for, and increasing shortage of, business and engineering graduates who can manage international projects effectively. The KU CIBER leads this collaborative project between the Schools of Business and Engineering in order to 1) accelerate the creation of project managers who are able to work effectively in an international setting, and 2) to make U.S. firms more competitive for international projects. During the current CIBER grant, undergraduate and graduate courses were launched in International Project Management. In the next funding cycle, we propose to add 1) a module on international aspects of project management to be embedded in currently existing professional education programs (often done in-company); 2) an IPM program for young managers; and 3) an executive education program for project managers as they move into roles as leaders of global organizations. A Council of Presidents of global engineering and construction firms located within 500 miles of Kansas City will advise the CIBER on these programs to assure that they meet the goal of accelerating the creation of internationally competent project managers.

### **Internationalization of the Entrepreneur Center and the e-business Center at the Marriott School of Management at Brigham Young University- Brigham Young University**

BYU CIBER will enhance the international effectiveness of the other two academic centers by joint sponsoring of outreach programs such as “Valuing your Global Enterprise” and “How to go Global” workshops aimed at entrepreneurs looking to go international. BYU CIBER will also develop in conjunction with the e-Business center “Global e-Business Grams”, which is an extension of BYU’s wildly popular “Culture Grams”, which are concise, up-to-date information on world cultures. E-Business Grams will contain economic overviews and technology overviews on ten countries and are targeted at the global business executive. BYU CIBER will also develop Global e-business cases intended to facilitate student learning that is applicable in our current world business climate.

### **International Negotiation Workshops- San Diego State University**

*CIBER’s* International Negotiation Workshops for business, language, area studies, and communications faculty and industry participants incorporate language and cultural context into a participatory negotiation environment. Participants gain an understanding of how to implement experiential exercises in an innovative manner in either classroom or business settings. SDSU CIBER and World Trade Centers across the United States will organize workshops, using a variety of country-based simulations from Professor Maureen Maguire Lewis of Duke University’s Fuqua School of Business and other distinguished faculty from SDSU and our partner institutions. National conferences and outreach venues will also be used to disseminate the materials and training. In 2004, the SDSU CIBER Press will, also with Professor Maguire Lewis, produce a new type of international negotiation text, Negotiating Across Cultures through Role-Playing, featuring complete negotiation simulations focused on different American firms doing business in or contemplating entering France, Vietnam, China, Mexico, Cuba, South Korea, Malaysia, Taiwan, Chile, and India.

## **Free Trade Area of the Americas (FTAA)**

### **Economic and Social Issues in the Free Trade Debate Symposium- University of Texas-Austin**

In an attempt to integrate discussion of the economic and social issues in the debate over the Free Trade Area of the Americas (FTAA), CIBER-UTexas proposes to work with the Lozano Long Institute for Latin American Studies to sponsor a symposium on Economic and Social Issues in FTAA, targeting participation of both business and non-business researchers. By bringing together academics from business and the social sciences and encouraging academic research on this topic during the period leading up to the proposed 2005 adoption of the FTAA agreement, this symposium will shed light on the debate between pro-FTAA and anti-FTAA forces.

### **Free Trade Area of the Americas (FTAA) Conference Series-University of North Carolina-Chapel Hill**

FTAA is expected to conclude negotiations by 2005, leading to dramatic market openings in Latin America, rising import pressure, and new opportunities for trade and investment. UNC-Chapel Hill CIBER will sponsor an annual conference for Southern region faculty, business leaders, community leaders, and counterparts in the FTAA region during its next cycle. Each conference will highlight a specific set of issues of particular relevance to the Southern region, such as industry best practices, sources of productivity improvements, new technologies, industry reorganization, industry dynamics, import threats, foreign industry developments, export market developments, status and likely development of trade and commercial policies. Collaborators will be drawn from academia, business, civil society, and government, including other departments of UNC-Chapel Hill, surrounding universities, North Carolina state government and North Carolina's World Trade Center.

## **Corporate Social Responsibility**

### **Corporate Social Responsibility and International Business- Texas A&M University**

The goal of this initiative is to evaluate positive and normative dimensions of multinational enterprise behavior and the effects on individual firm performance. A number of large multinational corporations (MNCs) have responded affirmatively and aggressively to the negative image of multinational enterprise in a variety of ways, such as establishing company codes of conduct in host countries and holding their executives accountable for adherence to them. Objective research needs to be performed to assess current MNC actions in this regard, and the CIBER will sponsor a study of the policies, practices, and performance of selected large MNCs. The World Business Council for Sustainable Development (WBCSD), which includes 150 multinationals, will be a major resource in the study. The research results will be showcased in symposiums on the subject to be held at TAMU.

### **Global Corporate Social Responsibility Programs-University of Michigan**

The University of Michigan CIBER will promote, develop, and support global corporate social responsibility programs. Recently U.S. corporations have begun to embrace corporate social responsibility (CSR) as one of the key drivers of competitive advantage, putting in place board committees and management task forces to draft and implement CSR policies. We believe that political pressures at home and abroad, as well as good business practice and ethical principles, mean that U.S. multinationals must pay greater attention to CSR in a global context. Our CSR initiative will include activities in five related areas: curriculum development, executive education, student training (including internships), research, and public programming.

## **Business Outreach**

### **Collaboration with the Center for Business and Industry Paper Studies (CBIPS)- Georgia Institute of Technology**

In December 2000, the Sloan Foundation awarded Georgia Tech and its Institute for Paper Science and Technology funding for a national industry center, The Center for Business and Industry Paper Studies. The Center is one of sixteen Sloan Foundation national industry centers designed to respond to the threats and opportunities confronting the paper and pulp industry in today's global markets. CIBER will join forces with CBIPS to promote research on the challenges of globalization for the paper and pulp industry and organize an annual CBIPS-CIBER seminar on best global industry practices.

### **Biotech-Pharmaceutical Industrial Cluster in the Region – Temple University**

Pennsylvania ranks fifth in the number of small biotech firms and has the second-largest concentration of bio-pharmaceutical firms in the nation. The former Governor Tom Ridge launched the *Technology 21 Initiative* and identified biotechnology as a primary growth industry for the region. The Ben Franklin Technology Partners and the Delaware River Port Authority which sponsored the only comprehensive report on the bio/pharma sector in the region have underscored the need for periodic monitoring, measurement and evaluation of successes and failures, obstacles and issues confronting the biotech industry in the region.

Research by Michael Porter has shown that both governments and the private sectors can influence cluster upgrading. The Temple CIBER will research the roles of public and private entities in enhancing the Biotech-Pharma industrial cluster in the Eastern Pennsylvania and South Jersey regions. This activity will be a joint effort of Temple University faculty, Ben Franklin Technology Partners, and the Delaware River Port Authority.

### **Global Services Institute- Thunderbird**

Launching of the Global Services Institute, an umbrella organization that will provide support to our key service-sector projects: the Global Financial Services project (banking); the International Retailing Institute (marketing); and the Global Tourism Institute. In each of these areas, Thunderbird will develop a research program, a teaching core, and public conferences and seminars to share knowledge between firms and academic investigators. To launch this initiative, Thunderbird will cooperate extensively with other CIBERs.

### **National Security- University of Colorado at Denver**

Since CU's Global Executive Forum was established in 1994, nine sessions have focused on security topics. Building on these sessions CU will develop a national conference in collaboration with the RAND Corp, "Terrorism, New Security Realities and Business Risk". A special issue of the Global Executive Forum, "New National Security Realities and Business Competitiveness", will be published and disseminated to colleges of business around the nation as well as to schools in the RMCIBER network.

### **Global Business Reporting Summer Institute- University of Illinois at Urbana-Champaign**

One of the fastest growing fields in journalism is business reporting on global economic issues, which provides most of what we know about international business from public sources. However, many journalists and journalism professors do not have formal training in global business reporting. This national summer institute will be team taught by journalism and international business faculty to provide the basic concepts needed by reporters to cover global business issues. One program will be designed for practicing journalists and the other will provide training

to journalism professors on how to teach global business reporting. The five-day institute will include both classroom instruction and practicum sessions involving fieldwork.

### **Special Research Initiative and Conference on U.S.-Africa Business Activities: Integrating Africa into a Global Economy- University of South Carolina**

This conference will focus on U.S. trade and investment activity on Africa. The Moore School has developed substantial expertise in African economic and business issues during the past grant period and seeks to generate further understanding of business issues in this neglected region of the world. During the grant period substantial research on Africa will be conducted under this project to provide a stronger understanding of how the African economy can become integrated with that of the United States and the rest of the developed world. Strategies for increasing U.S. trade and investment flows with Africa will arise from this understanding.

### **DEC Export Fellows Program- University of Texas-Austin**

In a border economy such as Texas, there is great need for programs that address the technicalities of import/export regulation. CIBER-UTexas has begun developing such a program in partnership with the Texas DEC's, offering students and the business community a certificate program built around a course in entrepreneurship and import/export regulation. During the 2002-2006 grant period, CIBER-UTexas will work with the DEC's and representatives from the business, government, and education communities of Texas to make this program available to students and entrepreneurs nationwide.

### **International biotechnology outreach- University of Wisconsin-Madison**

The Wisconsin CIBER will design and deliver programs that will develop and enhance the international skills, awareness, and expertise of those working in biotechnology. Initial surveys of executives in biotechnology companies have indicated an interest in topics such as international genetically modified organisms (GMO) testing, international clinical testing regulations, and global market research. The Wisconsin CIBER will sponsor workshops and research by faculty from economics, business, law, and sociology on the above topics. CIBER will also sponsor short-term study tours in collaboration with the University Research Park, the Wisconsin Department of Commerce, and the governor's office for scientists and executives of these start-up companies and the directors of the Research Park to explore business opportunities and market conditions in Europe and Asia. Another innovation is a travel grant competition for start-up companies to attend international trade shows and to meet with prospective distributors overseas. Students from area studies, foreign language programs, and business will also be involved in the study tours and travel grant programs. We will also target and support student internships and class projects at biotechnology firms in the University Research Park. CIBER will continue existing internships and expand internship opportunities to capitalize on UW-Madison's strengths in biotechnology, which is a major focus of the University's scientific research efforts and an important aspect of the State's export strategy.

## **Educational Outreach**

### **Rocky Mountain CIBER (RMCIBER)- Brigham Young University**

In cooperation with the University of Colorado at Denver, BYU will establish an RMCIBER network whose purpose is to develop international business education at smaller, regional institutions of higher learning. BYU will focus on business language education and case study writing workshops. BYU will hold an annual workshop aimed at developing business language courses and faculty at smaller regional universities and colleges such as Utah State University, Weber State University,

Southern Utah University, Dixie State College and Utah Valley State College, all of which have high numbers of bilingual and culturally experienced students. CIBER managers will also visit individual campuses to assess needs, establish relationships and hear suggestions for ways that BYU as an institution can assist in developing strong international business programs in the region.

### **Improving Pedagogy: Outreach to Functional Areas of Business- Indiana University**

In the last four years, the IU CIBER has established relationships with five important professional societies (Academy of Legal Studies in Business, American Marketing Association, Financial Management Association, Academy of International Business, and the Production and Operations Management Society), connecting them to the CIBER network and to its CIBER Case Collection. The IU CIBER frequently receives requests from business faculty from various disciplines for syllabi examples. The IU CIBER hopes to build on our relationship with the professional associations by providing the societies with research support to identify professors within their ranks who have internationalized their courses in innovative ways, and to make available on the societies' Web sites the syllabi and other proven pedagogy materials recommended by these pioneers.

### **International Business Institute for Community College Faculty- Michigan State University**

The Center will repeat this highly successful biennial faculty development program in May 2003 and again in May 2005. This weeklong FDIB is designed exclusively for community college faculty. It features faculty leaders, industry speakers, and public policy officials and addresses practical ways to internationalize business faculty and curriculum in the community college setting. NASBITE and many other CIBERs serve as cosponsors and nominate local faculty for participation in the Institute. Approximately 45 faculty members, selected from a national pool, are admitted to each class.

### **Mid Ohio Faculty Network (MOFN)-Ohio State University**

The OSU CIBER will create and foster a network of faculty within colleges and universities that have business programs in central Ohio, all located within an hour's drive of Columbus. The OSU CIBER will fund four globalization projects each year for participating colleges or universities. Twice each year, a roundtable including all participants will be convened at OSU to hear reports on the two projects funded the previous semester. Projects will be research or curriculum based. Our expectation is for the MOFN to result in significant sharing of ideas among the faculty who participate in the bi-annual meetings, and subsequent replication on other member campuses.

### **Community College International Business Working Group- San Diego State University**

The SDSU CIBER Community College International Business Working Group assists community college faculty in developing their skills and awareness of International Business curricula and outreach issues. CIBER will facilitate training and consultation on curriculum development at participating community colleges and host annual community college workshops in northern and southern California. As of spring 2002, membership will be limited to community colleges in southern California plus the eight Centers for International Training and Development (CITD's). By 2003, the consortium will be expanded to include all 108 California community colleges. The workshops will be open to community college faculty and administrators at no cost, and initial funding for the activities will be from CIBER, with support from the California Community College Chancellor's Office anticipated to begin in 2003.

### **Hispanic Schools Initiative- Thunderbird**

This project supports schools and universities with high Hispanic student enrollment. We offer FDIB seminar scholarships, international business program evaluations, advice and assistance in locating schools partnerships in Latin America.

### **Outreach to Smaller Schools – RMCIBER- University of Colorado at Denver**

A large unmet need exists for smaller rural colleges to provide international content in their business programs. While these schools offer quality business programs, their faculties have limited international expertise and few campus-based international resources. Expanding on Brigham Young University's (BYU) previous initiatives with other Rocky Mountain schools and CU-Denver's (CU) collaboration with the Western Interstate Commission for Higher Education (WICHE), BYU and CU will develop the Rocky Mountain CIBER Network (RMCIBER) and connect smaller schools in the region with CIBER programs and resources. Each CIBER will take the lead in areas where it has expertise and existing programs. BYU will offer case study writing workshops and business language workshops. CU will offer specialized development programs, dissemination of Global Executive Forum Reports, and access to business speakers. Jointly we will offer a faculty development caravan with FDIBs designed around the needs of small schools, held in alternating venues.

### **Southeast Asia outreach to faculty from minority-serving institutions of higher education- University of Hawaii at Manoa**

After a successful two-year pilot focusing on history, culture and language, the UH CIBER will collaborate with the UH's Center for Southeast Asian Studies in its annual outreach program. We will assist in extending the program to include an international business dimension. Faculty participants are expected to come from historically black, Hispanic, Native American and other minority-serving institutions. The objective is to bring this multi-ethnic group together to Honolulu where they will have the additional opportunity of interacting with Hawaii's Asian and Pacific groups. With additional funding, we expect to take some or all of these faculty participants on a field study trip to three or four cities in Asia.

### **Initiative for the Internationalization of Business Programs at HBCUs (IIBP)- University of Memphis**

Memphis CIBER will join hands with Michigan State, Indiana, Wisconsin, Kansas, Florida, Georgia Tech, and Texas A & M CIBERs and the Institute for International Public Policy (IIPP) at the Memphis CIBER to conduct outreach, mentoring, and development programming for faculty at Historically Black Colleges and Universities. The program features a three-year, lock-step program designed to internationalize business education on the campuses of the nation's Historically Black Colleges and Universities (HBCUs). Two classes of ten HBCU institutions will participate in the program. The first class will begin in the fall of 2002, the second in the fall of 2003. Annual CIBER partner contributions, funds from IIPP, private funds, and in-kind or modest cash contributions from HBCUs will cover program costs.

### **Globally Oriented Schools Initiatives (GOSI "Go See")- University of Memphis**

Memphis CIBER has teamed with faculty from the College of Education, the Department of Foreign Languages and Literatures, and the Manager of the Tennessee Foreign Language Institute (TFLI) to develop pilot programs geared towards college-bound high school and elementary-aged students. Entitled the Globally Oriented Schools Initiative (GOSI), this set of programs includes three pilot programs:

- 1) "Language and International Awareness for Young Children" (LIAYC)

Offered in conjunction with the Tennessee Foreign Language Institute (TFLI), this program is designed to provide comprehensive foreign language and cultural instruction to students in K-3 classrooms.

2) “Global Connections” for children in grades 3-6

Participating schools will send ten teachers/administrators to a 1- ½ day summer training program designed to orient participants to the principles of global mindset and to orient teachers to international resource guides, lesson plans, and experiential case studies available for use within existing curricula.

3) “Language, Culture, and Area Studies” for college-bound high school students

In partnership with Memphis City Schools, Shelby County Schools, and the Department of Foreign Languages and Literature, Memphis CIBER will annually sponsor the participation of seven (7) high school teachers in its Business Workshops in Foreign Language - two each in Spanish, French, and German, and one in Japanese - to attend our annual Foreign Language Workshops. Upon program completion, teachers will be required to design a learning activity for use in their classrooms that incorporates business culture and customs.

### **International Business Language**

#### **Emerging Markets Language Program-Columbia University**

A good grasp of the local language can greatly facilitate the conduct of business in that country. Taking into account the growing importance of the emerging markets, CIBER, in collaboration with Chazen Institute, will introduce intensive business language program for languages spoken in major emerging markets. In the first phase, courses will be offered on Korean, Vietnamese, Hindi, Czech and Hungarian. This will help promote business education and understanding of business cultures in the emerging markets. CIBER will work with the Interregional Council of the School of International and Public Affairs to ensure the effective merging of general language and international business specific vocabulary.

#### **Language in Business Negotiation- Duke University**

Duke University proposes to integrate a language component into the Duke CIBER computer-mediated cross-cultural role-play negotiation simulations. This is a collaborative effort between Duke CIBER and the Duke Center for Slavic, Eurasian, and East European Languages and the Slavic and East European Language Resource Center. The idea is to utilize the web, CD-ROM, and videoconferencing to simulate a realistic and holistic business negotiation environment as well as a method of acquiring basic language comprehension.

#### **PDIB- Florida International University**

Professional Development in Business Spanish-Florida International University  
CIBER is offering a one-month immersion in Lima Peru, at ESAN for beginning Spanish and Intermediate Spanish from July 1-July 31, 2002.

#### **Foreign Language and Multimedia Design Joint Master's Program- Georgia Institute of Technology**

Drawing on the faculty expertise resident in the School of Language, Culture, and Communications (LCC) and the School of Modern Languages, a new two-year joint master's degree in Foreign Languages and Multimedia Design is being planned. This program augments our Languages for Business and Technology programs and responds to the information design technology and media industry training needs. It prepares students for careers as global communications professionals or as digitally sophisticated language teachers, able to localize websites. Combining multimedia design principles and technology with applied language and cultural studies, the program will train experts able to produce advanced business language

multimedia tools and teaching material, of special relevance to the CIBER national program. These international business-related multimedia materials will be shared with other CIBERs through workshops.

#### **Mini-MBA for Foreign Language Faculty- Purdue University**

Recognizing that familiarity with business subjects provides pedagogical advantages to foreign language instructors, Purdue CIBER is implementing a new program to provide education to foreign language faculty and PhD students via admission to the one week, intensive mini-MBA program conducted by the Krannert School of Management's executive non-degree programs. This program, which has worked successfully for PhD scientists and engineers, provides extensive exposure to basic business subject and instructional techniques common in executive programs.

#### **Business Language Research Priorities Conference- University of California at Los Angeles**

Modeled on the highly successful Heritage Languages Research Priorities Conference, UCLA CIBER is organizing a CIBER Business Language Research Priorities Conference to be held spring 2002. The purpose of the conference is to establish a more formal research agenda for the field of language-for-business-purposes instruction. The conference will gather leaders in the language-for-business-purposes field for a meeting designed to formulate an initial research agenda. The product of the conference will be a final report that will be disseminated to researchers and practitioners throughout the country and as part of our on-line resource center. We propose to continue to offer this conference every two years in order to strengthen research in business language, with the goal of helping business language scholars gain a foothold in the traditional language departments.

#### **EuroBusiness & LatinBusiness Programs: Dual Degrees in German and Business, and Spanish and Business- University of Connecticut**

The EuroBusiness and LatinBusiness Programs are designed to prepare business majors for working in the global marketplace by offering an opportunity to experience first hand the business practices in an industrialized or developing economy. The program features: (a) Business coursework leading to a Bachelor of Science degree in Business; (b) German or Spanish coursework leading to a Bachelor of Arts degree in German or Spanish; (c) A six-month business internship with a firm in a German speaking country or Latin America. The program will be open to all majors in the School.

#### **Dissemination of web-based advanced language courses in Chinese, Japanese, and Korean- University of Hawaii at Manoa**

The UH CIBER will collaborate with the UH NFLRC to provide these language courses to other U.S. universities, especially the CIBER schools, that do not have the faculty nor resources to offer advanced levels of these Asian languages. The UH National Foreign Language Resource Center has recently completed the development of an innovative web-based language learning course at the third year level for Chinese while those for Korean and Japanese are underway. These courses have been successfully offered to UH students and can now be made available to universities throughout the U.S. who wish to offer students the opportunity for advanced language study to increase their literacy skills, enabling them to function more effectively in student exchanges, internships abroad and overseas careers.

#### **CIBER Teaching Internships in Foreign Business/Professional Language Training- University of Kansas**

The idea for this program developed out of conversations with KU's foreign language faculty, and is being piloted this year as part of our current CIBER grant. The internships (one per semester) will provide a stipend for a Ph.D. student in a foreign language to work with a faculty member in



teaching a business/professional language course for at least one semester. The intern will also receive CIBER support to attend a conference or workshop on teaching language for business and the professions, such as the annual CIBER Conference on Language, Communication, and Global Management, or a similar program. Another option is for the intern to attend the CIBER's "Doing Business in... (Mexico, China, Japan, France)" short study abroad program. The internships will have a multiplier effect nationally as the interns will subsequently be able to teach business language courses when they accept permanent positions at other universities.

### **Working Mandarin- University of North Carolina-Chapel Hill**

In 1998 the North Carolina Global Center (NCGC) at Kenan-Flagler Business School successfully launched *Working Spanish*<sup>TM</sup>, a unique language course that combines interactive web-based distance learning, periodic instructor-led workshops, weekly conversation hours (either in person or via voice meeting format online), and in-country immersion to create culturally-sensitive Spanish speakers. Beginning in 2005, NCGC, with the help of CIBER funds, plans to launch *Working Mandarin*<sup>TM</sup>, using the same format as *Working Spanish* and the soon to be initiated *Working Portuguese*<sup>TM</sup>.

### **Arabic Track Program – University of Pennsylvania**

To meet the national need for Arabic speakers, Wharton/Lauder CIBER will design and implement an advanced-level *Arabic Track Program* following the model of the Lauder Institute's seven other advanced-level foreign language programs for the joint-degree MBA and MA in International Studies. The need for business personnel who are professionally fluent in Arabic and trained to conduct business effectively within the Middle East region has become even more compelling in the wake of recent tragic events. Once implemented and refined, beneficiaries of this program will include students across the University and beyond, particularly as modules for survival skills in business Arabic are developed.

## **Study/Work Abroad**

### **Courses at Overseas Locations: China, India, and Chile- University of Connecticut**

We plan to develop three 3-credit courses for undergraduate students to be offered annually in China and India, the largest emerging markets, and Chile, a fast developing South American nation, likely to be the first from the region to join NAFTA. Each course will be offered during a 2-week duration on an intensive basis. While at a foreign location, the students will attend lectures, visit companies and government offices, and network with local students. The base in the respective countries will be the Management Development Institute in India, Universidad de Talca in Chile, and Lingnan University in China.

### **MCE+1-University of Pittsburgh**

This program is an optional one-credit add-on to the required freshman business course titled *Managing in Complex Environments*. MCE+1 extends MCE with a two-week research trip to a foreign country. MCE+1 is structured for students with little or no language or travel experience. The course is intended to increase participants' enthusiasm for international studies so that when they return they will enroll in language classes and take a longer study abroad strip as junior or senior. The pilot trips will be to Germany and Czech Republic, with future expansion planned for Brazil, Vietnam, and Ireland. The program design is being studied by University of Pittsburgh's four Title VI area studies centers as a model for their own programs.

### **Semester at Sea: Global Studies Certificate-University of Pittsburgh**

The University of Pittsburgh is the home for the internationally known Semester at Sea program. Each fall and spring, the ship takes about 700 students and 30 faculty on a twelve week voyage.

Only about 50-70 students and 2-3 faculty are from University of Pittsburgh on a given voyage. Under the leadership of the IBC, the University is moving to offer a University of Pittsburgh Global Studies Certificate to *all* students who qualify on each voyage of the ship. Students would need to take some qualifying coursework at their home institution prior to the voyage, and faculty would need to incorporate global studies material into the courses they offer on the ship. This program will have an immediate and lasting impact on about 1400 students each year from colleges and universities across the US.

### **Freeman Fellows Internship Program- University of Southern California**

This eight-week summer internship program in Asia for American undergraduate students provides young Americans with unique opportunities to learn about business practices and Asian cultures, and develops and tests their capabilities to provide assistance to firms and government institutions. This program, which was initiated in Summer 2001 with a "seed money" grant from the Freeman Foundation, successfully placed 24 students in internships in Seoul, Tokyo, Osaka, Shanghai, Hong Kong, Taipei, Manila, Hanoi, and Kuala Lumpur. The goals of this project are to offer business school and non-business school undergraduates a challenging internship opportunity in Asia and to offer American government agencies and private sector firms led by USC alumni the opportunity to have smart, energetic American undergraduate students work for them. In addition to learning about business practices and cultural differences of Asian societies, the interns will develop a greater sense of self-awareness and self-confidence.

### **Undergraduate International Fellows- University of Washington**

In order to fulfill the requirements of the University of Washington's undergraduate international business certificate, students must have an overseas learning experience as well as a practicum experience. The Undergraduate International Fellows program provides students a unique opportunity to link the two. Undergraduate students will do an internship with a local company doing business internationally, and then have an opportunity to work for that company overseas following an international exchange program. The students will gain real-world experience regarding international business while making important contacts for future employment. The companies will benefit from the services of students who have an international focus and are trained in modern business methods. UW CIBER will benefit by further solidifying relationships with international companies headquartered in the Pacific Northwest and by exposing them to the strengths of our undergraduate international business program and its students.

### **Study Abroad Administrators' Network- University of Wisconsin**

The Wisconsin CIBER is creating a network of study abroad administrators who work with undergraduate business students. Many U.S. business schools share common overseas partner universities. While excellent professional organizations for international education already exist, a network of business study abroad administrators can deal with issues unique to our population of students and address specific concerns related to our common overseas partners. The group will meet annually to share best practices and leverage resources in working with our common overseas partners on issues such as grading practices, housing, course offerings, and safety and security. The members of this network will also serve as resources to one another throughout the year. The initial meeting of the network will be held in conjunction with the annual NAFSA conference in San Antonio in May 2002.

## *CIBER Initiatives for 2002-2006* *(by University)*

### **Brigham Young University (BYU)**

#### **Internationalization of the Entrepreneur Center and the e-business Center**

BYU CIBER will enhance the international effectiveness of the other two academic centers by joint sponsoring of outreach programs such as “Valuing your Global Enterprise” and “How to go Global” workshops aimed at entrepreneurs looking to go international. BYU CIBER will also develop in conjunction with the e-Business center “Global e-Business Grams”, which is an extension of BYU’s wildly popular “Culture Grams”, which are concise, up-to-date information on world cultures. E-Business Grams will contain economic overviews and technology overviews on ten countries and are targeted at the global business executive. BYU CIBER will also develop Global e-business cases intended to facilitate student learning that is applicable in our current world business climate.

#### **Rocky Mountain CIBER (RMCIBER)**

In cooperation with the University of Colorado at Denver, BYU will establish an RMCIBER network whose purpose is to develop international business education at smaller, regional institutions of higher learning. BYU will focus on business language education and case study writing workshops. BYU will hold an annual workshop aimed at developing business language courses and faculty at smaller regional universities and colleges such as Utah State University, Weber State University, Southern Utah University, Dixie State College and Utah Valley State College, all of which have high numbers of bilingual and culturally experienced students. CIBER managers will also visit individual campuses to assess needs, establish relationships and hear suggestions for ways that BYU as an institution can assist in developing strong international business programs in the region.

### **Columbia University**

#### **Emerging Markets Language Program**

A good grasp of the local language can greatly facilitate the conduct of business in that country. Taking into account the growing importance of the emerging markets, CIBER, in collaboration with Chazen Institute, will introduce intensive business language program for languages spoken in major emerging markets. In the first phase, courses will be offered on Korean, Vietnamese, Hindi, Czech and Hungarian. This will help promote business education and understanding of business cultures in the emerging markets. CIBER will work with the Interregional Council of the School of International and Public Affairs to ensure the effective merging of general language and international business specific vocabulary.

#### **Cultural Management**

In 2002-2006, CIBER proposes a series of conferences that will focus on a particular area of organizational behavior for which recent research has documented national or cultural differences. Conferences would bring together a number of leading national and international researchers in this area with interested students (MBA and PhD), faculty, and practitioners from Columbia and the New York City area. Presentations will have a dual focus on both basic research insights and managerial implications and applications. Topics to be explored relate to how culture affects decision-making, motivation, consumer behavior/choice, organizational structure, strategy, and multinational and international negotiations.

## **Duke University**

### **Language in Business Negotiation**

Duke University proposes to integrate a language component into the Duke CIBER computer-mediated cross-cultural role-play negotiation simulations. This is a collaborative effort between Duke CIBER and the Duke Center for Slavic, Eurasian, and East European Languages and the Slavic and East European Language Resource Center. The idea is to utilize the web, CD-ROM, and videoconferencing to simulate a realistic and holistic business negotiation environment as well as a method of acquiring basic language comprehension.

### **CIBER Executive Students-in-Residence**

This program will enable business executives to take international elective courses at the Fuqua School of Business without having to enroll in the MBA programs. In return, CIBER executive students-in-residence will serve as a resource to Duke CIBER as consultants for outreach programs, speakers, and honorary advisory board members. This initiative will serve as one of the models for the Duke University Title VI collective outreach programs as well as expand the CIBER Associate network of business executives.

### **Frontiers in International Business Research Conference**

This new annual conference, produced in collaboration with the *Journal of International Business Studies* and seven other CIBER schools, exemplifies another new initiative planned for this grant cycle. The CIBER institutions involved include: Duke University, Michigan State University, University of South Carolina, University of Wisconsin, University of Washington, University of Hawaii, and Indiana University. The primary goal is to explore new and emerging research themes involving global interdependence and outline future research agendas. A perspective paper reporting on the proceedings of each conference will be published in the *Journal of International Business Studies*.

## **Florida International University**

### **MERCOSUR-**

Florida International University's CIBER in cooperation with the Southern Consortium of CIBERs, Duke University, University of North Carolina, University of Florida, Georgia Institute of Technology and the University of Memphis is proud to present the Sixth Annual Professional Development in International Business (PDIB) MERCOSUR Program from May 17 June 1, 2002, to Brazil, Argentina, and Chile-including Rio de Janeiro, Sao Paulo, Buenos Aires, Santiago de Chile. The MERCOSUR program is instrumental for the CIBER programs in forming a powerful network to focus on improving American competitiveness by providing comprehensive services and research to assist United States businesses, colleges and universities in global markets.

### **PDIB**

Professional Development in Business Spanish-Florida International University  
CIBER is offering a one-month immersion in Lima Peru, at ESAN for beginning Spanish and Intermediate Spanish from July 1-July 31, 2002.

## **Georgia Institute of Technology**

### **Foreign Language and Multimedia Design Joint Master's Program**

Drawing on the faculty expertise resident in the School of Language, Culture, and Communications (LCC) and the School of Modern Languages, a new two-year joint master's degree in Foreign Languages and Multimedia Design is being planned. This program

augments our Languages for Business and Technology programs and responds to the information design technology and media industry training needs. It prepares students for careers as global communications professionals or as digitally sophisticated language teachers, able to localize websites. Combining multimedia design principles and technology with applied language and cultural studies, the program will train experts able to produce advanced business language multimedia tools and teaching material, of special relevance to the CIBER national program. These international business-related multimedia materials will be shared with other CIBERs through workshops.

### **Collaboration with the Center for Business and Industry Paper Studies (CBIPS)**

In December 2000, the Sloan Foundation awarded Georgia Tech and its Institute for Paper Science and Technology funding for a national industry center, The Center for Business and Industry Paper Studies. The Center is one of sixteen Sloan Foundation national industry centers designed to respond to the threats and opportunities confronting the paper and pulp industry in today's global markets. CIBER will join forces with CBIPS to promote research on the challenges of globalization for the paper and pulp industry and organize an annual CBIPS-CIBER seminar on best global industry practices.

### **Globalization of the Graduate Certificate in Manufacturing**

GT CIBER will link with the Georgia Tech Manufacturing Research Center to support an International Track or option to be implemented for graduate students enrolled in the Certificate in Manufacturing. The certificate program is designed to enhance the knowledge of engineering and management students in manufacturing research and technology by providing critical, global, and hands-on experience in a multi-disciplinary environment. The international option will entail one semester overseas study or work experience for U.S. students at GT Lorraine Overseas Campus or at the National University of Singapore. Several firms are now offering five annual fellowships for the international track: Ford, Siemens, Honeywell, and GE. CIBER will work with our Manufacturing and Research Center (MARC) to design the overseas experience and offer two CIBER mobility awards for graduate students pursuing this option. Participating student placements will be tracked to assess the effectiveness of this select program.

## **Indiana University**

### **Improving Pedagogy: Outreach to Functional Areas of Business**

In the last four years, the IU CIBER has established relationships with five important professional societies (Academy of Legal Studies in Business, American Marketing Association, Financial Management Association, Academy of International Business, and the Production and Operations Management Society), connecting them to the CIBER network and to its CIBER Case Collection. The IU CIBER frequently receives requests from business faculty from various disciplines for syllabi examples. The IU CIBER hopes to build on our relationship with the professional associations by providing the societies with research support to identify professors within their ranks who have internationalized their courses in innovative ways, and to make available on the societies' Web sites the syllabi and other proven pedagogy materials recommended by these pioneers.

### **The Kelley International Trade (KIT) Connector**

Resulting from discussions and encouragement from the Indiana Department of Commerce, and respondents of an IU CIBER survey of regional businesses, the IU CIBER proposes to develop a structured, online service for companies consisting of four sections: tutorials, market research, reference materials, and networking opportunities. The KIT Connector will be provided on a subscription basis and will be publicized through the Indiana Department of Commerce. The

market research section will feature the *Global Connector*, a specialized IB web search engine developed by the Kelley School's Global Business Information Network with support from CIBER. The networking section will provide an online discussion forum for subscribers, service providers of various kinds, and a Mentor Corps. The tutorials will make use of the Kelley School's Online MBA experience.

## **Michigan State University**

### **globalEDGE™**

This web resource, <http://globaledge.msu.edu/> or <http://www.globaledge.org/>, connects international business professionals to a wealth of information, insights, and learning opportunities on global business activities. The MSU-CIBER team launched globalEDGE™ in May 2001 as a spin-off of its award-winning MSU-CIBER website (<http://ciber.bus.msu.edu/>) to cater more directly to the knowledge needs of business executives, public policy makers, scholars, and students. During the 2002-2006 period, the Center will maintain the same level of excellence offered by its "sister-site." By serving as a gateway to specialized knowledge on countries, cross-border business transactions, and cross-cultural management, globalEDGE™ responds to an expressed interest by global business professionals. It also creates a virtual community, enabling the exchange of professional advice and experiences.

### **International Business Institute for Community College Faculty**

The Center will repeat this highly successful biennial faculty development program in May 2003 and again in May 2005 (earlier programs took place in 1995, 1997, 1999, and 2001). This weeklong FDIB is designed exclusively for community college faculty. It features faculty leaders, industry speakers, and public policy officials and addresses practical ways to internationalize business faculty and curriculum in the community college setting. NASBITE and many other CIBERs serve as cosponsors and nominate local faculty for participation in the Institute. Approximately 45 faculty members, selected from a national pool, are admitted to each class.

## **Ohio State University**

### **Mid Ohio Faculty Network (MOFN)**

The OSU CIBER will create and foster a network of faculty within colleges and universities that have business programs in central Ohio, all located within an hour's drive of Columbus. The OSU CIBER will fund four globalization projects each year for participating colleges or universities. Twice each year, a roundtable including all participants will be convened at OSU to hear reports on the two projects funded the previous semester. Projects will be research or curriculum based. Our expectation is for the MOFN to result in significant sharing of ideas among the faculty who participate in the bi-annual meetings, and subsequent replication on other member campuses.

### **K-12 Global Institute**

In the year 2000, the Ohio Department of Education sponsored the *Global Institute*, a four-day summer workshop for Ohio's K-12 teachers. Approximately 100 individuals participated. Unfortunately, this successful initiative has not been repeated. Professor Merry Merryfield, from the School of Teaching and Learning in OSU's College of Education, will create on an on-line set of resource materials aimed at middle school and High School teachers throughout Ohio. The OSU CIBER proposes to collaborate with Professor Merryfield to integrate business materials in the on-line teaching resource that she will develop for Ohio's teachers, and to disseminate these materials as a virtual *Global Institute*. To leverage the effort, many of the interviews that will be used to internationalize the Fisher College's regional campus general business major, as well as other content suited to this population of teachers, will be utilized in this project.

### **Freshman Scholars Seminar**

Complimenting the Global Institute will be a seminar series called the *University Scholars*, developed by the CIBER for a portion of OSU's incoming freshman class. In 2001, OSU admitted 1350 Honors Students. The university has been less successful, however, in attracting the 'next tier' of bright students, and has lost many of them to any number of the 55 other private four-year colleges in the state. The newly established OSU Scholars Program seeks to remedy this. It will admit students who come from the top 20% of their high school classes to a specially designed *University Scholars Program*. OSU Scholars will live in specially designated areas of university housing. In 2001, OSU admitted 610 University Scholars. One of the special programs being designed for the Scholars is in International Affairs. Students with interest in international affairs will share housing with international student Scholars. The OSU CIBER will develop a year-long Scholars' seminar on globalization to be held within these dormitories. The seminar will be offered at least twice each quarter, and will feature international business experts. One of the seminar's objectives will be to highlight how the Fisher College can provide interesting areas for further study in international business.

### **Purdue University**

#### **Biotechnology and Intellectual Property Rights in Agricultural Markets**

In cooperation with the Schools of Agriculture at Purdue and Texas A&M, and the Texas A&M CIBER, Purdue CIBER is planning a program of research activities, culminating in a major new conference, *The Global Foodfight: Biotechnology and Intellectual Property Rights in Agricultural Markets*. The conference targets opinion-leaders in business, academia, and government with interests in understanding the scientific, economic, and social forces that underlie major conundrums typified by the "global food fight"—the worldwide resistance and outright rejection of genetically modified (GM) crops developed and grown in the U.S. that now means that Europe is virtually closed to imports of U.S. agricultural products that are suspected of GM content.

#### **Mini-MBA for Foreign Language Faculty**

Recognizing that familiarity with business subjects provides pedagogical advantages to foreign language instructors, Purdue CIBER is implementing a new program to provide education to foreign language faculty and PhD students via admission to the one week, intensive mini-MBA program conducted by the Krannert School of Management's executive non-degree programs. This program, which has worked successfully for PhD scientists and engineers, provides extensive exposure to basic business subject and instructional techniques common in executive programs.

#### **PhD in Applied International Economics and Business**

In conjunction with the Departments of Economics and Agricultural Economics, CIBER plans to offer a new PhD program in Applied International Economics and Business. One purpose of the program is to provide PhDs in international economics with doctoral training in areas of international management. The second major purpose of the program is to equip PhD economists with skills appropriate to applied analysis of international business problems in both private- and public-sectors, and with the capabilities to teach and conduct research in areas of international business that are not generally accessible to those with a PhD in economics.

### **San Diego State University**

#### **International Negotiation Workshops**

*CIBER's* International Negotiation Workshops for business, language, area studies, and communications faculty and industry participants incorporate language and cultural context into a participatory negotiation environment. Participants gain an understanding of how to implement experiential exercises in an innovative manner in either classroom or business settings. SDSU

CIBER and World Trade Centers across the United States will organize workshops, using a variety of country-based simulations from Professor Maureen Maguire Lewis of Duke University's Fuqua School of Business and other distinguished faculty from SDSU and our partner institutions. National conferences and outreach venues will also be used to disseminate the materials and training. In 2004, the SDSU CIBER Press will, also with Professor Maguire Lewis, produce a new type of international negotiation text, Negotiating Across Cultures through Role-Playing, featuring complete negotiation simulations focused on different American firms doing business in or contemplating entering France, Vietnam, China, Mexico, Cuba, South Korea, Malaysia, Taiwan, Chile, and India.

### **Community College International Business Working Group**

The SDSU CIBER Community College International Business Working Group assists community college faculty in developing their skills and awareness of International Business curricula and outreach issues. CIBER will facilitate training and consultation on curriculum development at participating community colleges and host annual community college workshops in northern and southern California. As of spring 2002, membership will be limited to community colleges in southern California plus the eight Centers for International Training and Development (CITD's). By 2003, the consortium will be expanded to include all 108 California community colleges. The workshops will be open to community college faculty and administrators at no cost, and initial funding for the activities will be from CIBER, with support from the California Community College Chancellor's Office anticipated to begin in 2003.

## **Temple University**

### **Research and Workshops on Managing Global Virtual Teams**

Increasingly managers are working in cross-national and cross-cultural virtual team formats. How to manage a project in this environment, especially build trust among team members who are miles apart and often unseen, is a problem facing international companies. In view of its importance, Temple CIBER will support: (i) Research on managing Global Virtual Teams, (ii) annual workshops for regional business executives on managing virtual teams, and (iii) Presenting results in professional conferences

### **Interdisciplinary Certificate Programs with Emphasis on Area Studies**

Temple CIBER proposes two interdisciplinary certificate programs in collaboration with the Fox School of Business, Asian Studies, and Latin American Studies programs.

#### **(i) Asian Business and Society Certificate Program:**

Of the top ten economies with which the U.S. trades, five are in Asia. Moreover, Temple University has a large Asian student population. The proposed certificate program is designed to give them an opportunity to study business in the Asian context. As such, the program will integrate study of business functions, geography area study, and a language relevant to the area studies. The 21-credit interdisciplinary certificate program will be open to all majors at Temple University.

#### **(ii) Latin American Business and Society Certificate Program:**

Similar to Asia, Latin America is emerging as an important trading partner of the United States and efforts are also underway to create a Free Trade of the Americas (FTA) by including all 34 countries in North, Central, and South America. Temple University has a huge Hispanic and Spanish-speaking student population and the proposed certificate program is designed to provide undergraduate liberal arts and business majors and students from other professional programs with an opportunity to study business, language, culture, geography, politics and history in the Latin American context.



### **Biotech-Pharmaceutical Industrial Cluster in the Region**

Pennsylvania ranks fifth in the number of small biotech firms and has the second-largest concentration of bio-pharmaceutical firms in the nation. The former Governor Tom Ridge launched the *Technology 21 Initiative* and identified biotechnology as a primary growth industry for the region. The Ben Franklin Technology Partners and the Delaware River Port Authority which sponsored the only comprehensive report on the bio/pharma sector in the region have underscored the need for periodic monitoring, measurement and evaluation of successes and failures, obstacles and issues confronting the biotech industry in the region.

Research by Michael Porter has shown that both governments and the private sectors can influence cluster upgrading. The Temple CIBER will research the roles of public and private entities in enhancing the Biotech-Pharma industrial cluster in the Eastern Pennsylvania and South Jersey regions. This activity will be a joint effort of Temple University faculty, Ben Franklin Technology Partners, and the Delaware River Port Authority.

### **Texas A & M University**

#### **Annual Roundtable of International Business Education & Research Issues**

This series of roundtables will investigate and assess major IB education and research issues and report the findings. The first of four Roundtables in 2003 will be based on findings of a national survey of IB education practices to be conducted in 2002. A committee of MACC/Columbia faculty members will design the survey, which will address organizational as well as course and curriculum issues. The survey will then be distributed via email to all U.S. business schools. The results will be compiled and discussed by MACC/Columbia faculty representatives at the Roundtable.

#### **Internationalization of Doctoral Education in Business (IDEB)**

The IDEB workshops for doctoral students are designed to raise these students' level of interest and knowledge in the international dimension of business education and research. The TAMU CIBER mounted the "Internationalization of Doctoral Education in Business" (IDEB) national initiative. The Columbia University CIBER and the Mid America CIBER, The University of Connecticut CIBER, Consortium agreed to join with the TAMU CIBER in organizing a series of annual workshops annually to internationalize doctoral business students. The impact of these highly successful workshops on the next generation of business professors is unquestionably favorable for national IB education. In the 2002-2006 period, the IDEB workshops will continue to be held at IDEB consortium campuses, and the TAMU CIBER will open its overseas study tours to include doctoral students as well as faculty members.

#### **Corporate Social Responsibility and International Business**

The goal of this initiative is to evaluate positive and normative dimensions of multinational enterprise behavior and the effects on individual firm performance. A number of large multinational corporations (MNCs) have responded affirmatively and aggressively to the negative image of multinational enterprise in a variety of ways, such as establishing company codes of conduct in host countries and holding their executives accountable for adherence to them. Objective research needs to be performed to assess current MNC actions in this regard, and the CIBER will sponsor a study of the policies, practices, and performance of selected large MNCs. The World Business Council for Sustainable Development (WBCSD), which includes 150 multinationals, will be a major resource in the study. The research results will be showcased in symposiums on the subject to be held at TAMU.

## **Thunderbird, The American Graduate School of International Management International Business Information Center (IBIC)**

We are launching of a new online service with information and analysis of countries and regions of the world by our IBIC. This internet-based service will provide U.S. firms and international business students the access to key, up-to-date, regional information about facts, political risk, and business opportunities. The IBIC will also expand on its online existing base of general international business information services for students around the country.

### **Global Services Institute**

Launching of the Global Services Institute, an umbrella organization that will provide support to our key service-sector projects: the Global Financial Services project (banking); the International Retailing Institute (marketing); and the Global Tourism Institute. In each of these areas, Thunderbird

will develop a research program, a teaching core, and public conferences and seminars to share knowledge between firms and academic investigators. To launch this initiative, Thunderbird will cooperate extensively with other CIBERs.

### **Hispanic Schools Initiative**

This project supports schools and universities with high Hispanic student enrollment. We offer FDIB seminar scholarships, international business program evaluations, advice and assistance in locating schools partnerships in Latin America.

## **University of California at Los Angeles**

### **Distinguished Visiting Scholars**

UCLA CIBER will invite distinguished scholars of international reputation to UCLA to interact and collaborate with students and faculty members and to deliver a series of lectures on a specific theme. These public lectures are intended to provide a synthesis of what is understood about that topic, a dialogue on future challenges, and a research agenda for the future. The lecture series will be edited, published, and made available to all interested students, scholars, institutions, and community members. In any given year, UCLA CIBER will invite one to five international scholars for two-month to one-year stays.

### **International Honors Program**

The *International Honors Program* is based on two premises: quality students require a more challenging and sophisticated educational experience, and good students can contribute directly to their own learning by participating directly in the creation of the knowledge they wish to learn. Students in this program will be required to complete a special set of courses, be involved in Center-sponsored internships and field studies, and to produce a Center-sponsored original piece of international management research work to be published in a law review-type format. They will also help organize the *Distinguished Visiting Scholar Lecture Series*, *International Business Forum*, and *International Research Conferences*, write and edit related *Newsletters* and *Digests*, and manage data sets and an on-line resource center.

### **Business Language Research Priorities Conference**

Modeled on the highly successful Heritage Languages Research Priorities Conference, UCLA CIBER is organizing a CIBER Business Language Research Priorities Conference to be held spring 2002. The purpose of the conference is to establish a more formal research agenda for the field of language-for-business-purposes instruction. The conference will gather leaders in the language-for-business-purposes field for a meeting designed to formulate an initial research agenda. The product of the conference will be a final report that will be disseminated to

researchers and practitioners throughout the country and as part of our on-line resource center. We propose to continue to offer this conference every two years in order to strengthen research in business language, with the goal of helping business language scholars gain a foothold in the traditional language departments.

## **University of Colorado at Denver**

### **Outreach to Smaller Schools - RMCIBER**

A large unmet need exists for smaller rural colleges to provide international content in their business programs. While these schools offer quality business programs, their faculties have limited international expertise and few campus-based international resources. Expanding on Brigham Young University's (BYU) previous initiatives with other Rocky Mountain schools and CU-Denver's (CU) collaboration with the Western Interstate Commission for Higher Education (WICHE), BYU and CU will develop the Rocky Mountain CIBER Network (RMCIBER) and connect smaller schools in the region with CIBER programs and resources. Each CIBER will take the lead in areas where it has expertise and existing programs. BYU will offer case study writing workshops and business language workshops. CU will offer specialized development programs, dissemination of Global Executive Forum Reports, and access to business speakers. Jointly we will offer a faculty development caravan with FDIBs designed around the needs of small schools, held in alternating venues.

### **Internationalizing Administrators**

CU plans to co-host a CIBER Assistant Directors' Development Program in International Business. This program would be designed to provide a crash course in international business for those assistant directors and other administrators who oversee international business initiatives but who come from non-business and/or non-international disciplines. A survey of Assistant Directors would initially assess needs and interests, and other CIBER partners would be sought, particularly those with expertise in teaching international business to language instructors.

### **National Security**

Since CU's Global Executive Forum was established in 1994, nine sessions have focused on security topics. Building on these sessions CU will develop a national conference in collaboration with the RAND Corp, "Terrorism, New Security Realities and Business Risk". A special issue of the Global Executive Forum, "New National Security Realities and Business Competitiveness", will be published and disseminated to colleges of business around the nation as well as to schools in the RMCIBER network.

## **University of Connecticut**

### **EuroBusiness & LatinBusiness Programs: Dual Degrees in German and Business, and Spanish and Business**

The EuroBusiness and LatinBusiness Programs are designed to prepare business majors for working in the global marketplace by offering an opportunity to experience first hand the business practices in an industrialized or developing economy. The program features: (a) Business coursework leading to a Bachelor of Science degree in Business; (b) German or Spanish coursework leading to a Bachelor of Arts degree in German or Spanish; (c) A six-month business internship with a firm in a German speaking country or Latin America. The program will be open to all majors in the School.

### **Courses at Overseas Locations: China, India, and Chile**

We plan to develop three 3-credit courses for undergraduate students to be offered annually in China and India, the largest emerging markets, and Chile, a fast developing South American

nation, likely to be the first from the region to join NAFTA. Each course will be offered during a 2-week duration

on an intensive basis. While at a foreign location, the students will attend lectures, visit companies and government offices, and network with local students. The base in the respective countries will be the Management Development Institute in India, Universidad de Talca in Chile, and Lingnan University in China.

### **State of the Art of Research Conferences**

During 2002-2006, the UConn CIBER will sponsor two conferences on the State of the Art of Research in International Management, and the State of the Art of Research in International Finance. The first conference will be held in October 2003 and the second one in October 2005. The purpose of these conferences will be to invite 25-30 top international scholars to present papers on the state of the art of research in different topics in the area. The conferences will be highly interactive, permitting feedback and comments by peers. The papers presented at each conference will later be published in a book. These conferences will be similar to the international marketing conference that we organized in October 2001.

## **University of Florida**

### **Integrated Experiential Learning Opportunities**

This program has four specific components:

(a) New partnerships with business, the San Diego State University (SDSU) CIBER, and two universities in Brazil extend the impact of initiatives that build on established UF CIBER expertise in South America. Internships are added to UF's *Business in Brazil Study Program*, a six-week summer program in Rio de Janeiro combining language training in Portuguese with classes on Brazilian business, and visits to Brazilian firms.

(b) An International Business augmentation of the *University Scholars Program*. In this competitive program, both students and faculty are subsidized to carry out specific research projects. CIBER will encourage an IB focus by facilitating the matching of students interested in IB with appropriate faculty, assisting in program proposal preparation, and providing additional funding for international travel and data purchases not covered in the standard university stipends.

(c) *IB 2020* is a unique, innovative approach to development of critical IB skills that simultaneously trains graduate students and improves the competitiveness of small Florida firms in global markets. Students begin the program with a course that teaches a broad spectrum of export operations. After they work with specific companies to develop export strategies, teams of two then go abroad to implement the strategies and finally, upon return, they integrate company reports from different countries into a comprehensive firm study.

(d) *Florida FlyIns*. Coursework on international special projects journalism in the first half of the semester is followed by a visit to a Latin American country where each student, or a team of a writer and photographer, collects material for a story in words and/or pictures that is subsequently published on the Web and in print. CIBER will subsidize a class with an IB focus to encourage interest of these select journalism students in international business and will include business students as "consultants" to participate in the fieldwork and project write-up.

### **Interdisciplinary IB Research**

The five specific seed projects are: (a) Patterns and effects of entry in the world media market; (b) Comparative international rent gradient patterns; (c) International antitrust in network industries; (d) Cuban policy and its implications for U.S. agribusiness; and (e) Viability of U.S. sustainable use programs in the world crocodilian market. Besides seeding cross-college IB research, the program brings non-traditional UF IB expertise into the CIBER network (particularly, the colleges of journalism and construction and the Florida Museum of Natural

History), and specific research studies also contribute to the two major topical foci of 2002-2006 UF CIBER research—international technology competitiveness and “backlash” to globalization.

## **University of Hawaii at Manoa**

### **Pacific-Asia Risk Institute**

This institute will (1) sponsor and house research projects on current and new political risk forecasting models and methods that are being utilized, sponsor publications and host conferences and (2) serve as a collection and monitoring center for data on key variables in political risk assessment. The Institute will be a resource for scholars, policy makers and businesses needing improved information to assess political risk and make decisions regarding international business investments and operations in the Asia-Pacific region. The Institute is UH CIBER’s response to the growth in need and demand for political risk assessment and insurance issues, especially in light of the September 11, 2001 terrorist incidents in the U.S.

### **Dissemination of web-based advanced language courses in Chinese, Japanese, and Korean**

The UH CIBER will collaborate with the UH NFLRC to provide these language courses to other U.S. universities, especially the CIBER schools, that do not have the faculty nor resources to offer advanced levels of these Asian languages. The UH National Foreign Language Resource Center has recently completed the development of an innovative web-based language learning course at the third year level for Chinese while those for Korean and Japanese are underway. These courses have been successfully offered to UH students and can now be made available to universities throughout the U.S. who wish to offer students the opportunity for advanced language study to increase their literacy skills, enabling them to function more effectively in student exchanges, internships abroad and overseas careers.

### **Southeast Asia outreach to faculty from minority-serving institutions of higher education**

After a successful two-year pilot focusing on history, culture and language, the UH CIBER will collaborate with the UH’s Center for Southeast Asian Studies in its annual outreach program. We will assist in extending the program to include an international business dimension. Faculty participants are expected to come from historically black, Hispanic, Native American and other minority-serving institutions. The objective is to bring this multi-ethnic group together to Honolulu where they will have the additional opportunity of interacting with Hawaii’s Asian and Pacific groups. With additional funding, we expect to take some or all of these faculty participants on a field study trip to three or four cities in Asia.

## **University of Illinois at Urbana-Champaign**

### **International Agribusiness Colloquium**

This course examines issues concerning the internationalization of the food and agribusiness sector, with a two-week overseas study tour at semester's end. It was first offered to business and agriculture students in Spring 2001, with a focus on the European Union. Specifically, students learned about the pressing issues confronting the European food industry, including food safety and biotechnology, the response of firms and governments to disruptions in the global food chain, the introduction of the Euro, and the entry of the Central and East European countries into the European Union. The current plan is to offer this course annually, rotating the geographic focus among Europe, Latin America, and Asia.

### **Global Business Reporting Summer Institute**

One of the fastest growing fields in journalism is business reporting on global economic issues, which provides most of what we know about international business from public sources. However,

many journalists and journalism professors do not have formal training in global business reporting. This national summer institute will be team taught by journalism and international business faculty to provide the basic concepts needed by reporters to cover global business issues. One program will be designed for practicing journalists and the other will provide training to journalism professors on how to teach global business reporting. The five-day institute will include both classroom instruction and practicum sessions involving fieldwork.

### **Using "Grid" Technologies to Coordinate Global Workteams**

The National Center for Supercomputing Applications (NCSA) at UI is the lead institution in developing an advanced computing and information infrastructure known as the National Technology Grid ("Grid"). This system integrates high-performance computers, advanced visualization environments, remote instruments, and massive databases via high-speed networks to form the most powerful and comprehensive problem-solving environment ever created. CIBER will fund a research project on applying "grid" technologies to coordinate global work teams with members from diverse geographical locations and speaking various languages. The investigation will be conducted first in a lab environment and then in the field, using subsidiaries of multinational firms as research sites.

## **University of Kansas**

### **CIBER Teaching Internships in Foreign Business/Professional Language Training**

The idea for this program developed out of conversations with KU's foreign language faculty, and is being piloted this year as part of our current CIBER grant. The internships (one per semester) will provide a stipend for a Ph.D. student in a foreign language to work with a faculty member in teaching a business/professional language course for at least one semester. The intern will also receive CIBER support to attend a conference or workshop on teaching language for business and the professions, such as the annual CIBER Conference on Language, Communication, and Global Management, or a similar program. Another option is for the intern to attend the CIBER's "Doing Business in... (Mexico, China, Japan, France)" short study abroad program. The internships will have a multiplier effect nationally as the interns will subsequently be able to teach business language courses when they accept permanent positions at other universities.

### **Global Project Management Initiatives**

This initiative addresses the growing demand for, and increasing shortage of, business and engineering graduates who can manage international projects effectively. The KU CIBER leads this collaborative project between the Schools of Business and Engineering in order to 1) accelerate the creation of project managers who are able to work effectively in an international setting, and 2) to make U.S. firms more competitive for international projects. During the current CIBER grant, undergraduate and graduate courses were launched in International Project Management. In the next funding cycle, we propose to add 1) a module on international aspects of project management to be embedded in currently existing professional education programs (often done in-company); 2) an IPM program for young managers; and 3) an executive education program for project managers as they move into roles as leaders of global organizations. A Council of Presidents of global engineering and construction firms located within 500 miles of Kansas City will advise the CIBER on these programs to assure that they meet the goal of accelerating the creation of internationally competent project managers.

## **University of Memphis**

### **Initiative for the Internationalization of Business Programs at HBCUs (IIBP)**

Memphis CIBER will join hands with Michigan State, Indiana, Wisconsin, Kansas, Florida, Georgia Tech, and Texas A & M CIBERs and the Institute for International Public Policy (IIPP) at

the Memphis CIBER to conduct outreach, mentoring, and development programming for faculty at Historically Black Colleges and Universities. The program features a three-year, lock-step program designed to internationalize business education on the campuses of the nation's Historically Black Colleges and Universities (HBCUs). Two classes of ten HBCU institutions will participate in the program. The first class will begin in the fall of 2002, the second in the fall of 2003. Annual CIBER partner contributions, funds from IIPP, private funds, and in-kind or modest cash contributions from HBCUs will cover program costs.

### **Globally Oriented Schools Initiatives (GOSI “Go See”)**

Memphis CIBER has teamed with faculty from the College of Education, the Department of Foreign Languages and Literatures, and the Manager of the Tennessee Foreign Language Institute (TFLI) to develop pilot programs geared towards college-bound high school and elementary-aged students. Entitled the Globally Oriented Schools Initiative (GOSI), this set of programs includes three pilot programs:

1) “Language and International Awareness for Young Children” (LIAYC)

Offered in conjunction with the Tennessee Foreign Language Institute (TFLI), this program is designed to provide comprehensive foreign language and cultural instruction to students in K-3 classrooms.

2) “Global Connections” for children in grades 3-6

Participating schools will send ten teachers/administrators to a 1- ½ day summer training program designed to orient participants to the principles of global mindset and to orient teachers to international resource guides, lesson plans, and experiential case studies available for use within existing curricula.

3) “Language, Culture, and Area Studies” for college-bound high school students

In partnership with Memphis City Schools, Shelby County Schools, and the Department of Foreign Languages and Literature, Memphis CIBER will annually sponsor the participation of seven (7) high school teachers in its Business Workshops in Foreign Language - two each in Spanish, French, and German, and one in Japanese - to attend our annual Foreign Language Workshops. Upon program completion, teachers will be required to design a learning activity for use in their classrooms that incorporates business culture and customs.

## **University of Michigan**

### **Global Corporate Social Responsibility Programs**

The University of Michigan CIBER will promote, develop, and support global corporate social responsibility programs. Recently U.S. corporations have begun to embrace corporate social responsibility (CSR) as one of the key drivers of competitive advantage, putting in place board committees and management task forces to draft and implement CSR policies. We believe that political pressures at home and abroad, as well as good business practice and ethical principles, mean that U.S. multinationals must pay greater attention to CSR in a global context. Our CSR initiative will include activities in five related areas: curriculum development, executive education, student training (including internships), research, and public programming.

### **International Business Certificate Program**

CIBER will promote the integration of the business and foreign language curriculum through the introduction of an international business certificate program for doctoral students. We propose the development of a new certificate program to provide doctoral students in language and literature with training in international business. Graduates of the program will be qualified to teach business language courses immediately upon graduation, integrating their knowledge of international business into new and existing courses.

## **University of North Carolina-Chapel Hill**

### **Curricular Development for OneMBA program**

This past fall, the Kenan-Flagler Business School at the University of North Carolina - Chapel Hill announced a new global executive MBA program, OneMBA. The program is a partnership of five business schools on four continents. The OneMBA courses differ from standard residential MBA programs in the following ways: (1) they are developed by faculty members representing each of the five schools, ensuring common subject matter infused with differing regional perspectives of global business, and (2) the courses are delivered to executives working in global virtual teams. Executives will study for two-thirds of the program at their home schools and spend one-third of the program with executives from all of the partner schools in four, week-long experiential learning modules in Asia, Europe and North and South America. Faculty at all five schools are responsible for delivery of the module taking place in their region.

### **Working Mandarin**

In 1998 the North Carolina Global Center (NCGC) at Kenan-Flagler Business School successfully launched *Working Spanish*<sup>TM</sup>, a unique language course that combines interactive web-based distance learning, periodic instructor-led workshops, weekly conversation hours (either in person or via voice meeting format online), and in-country immersion to create culturally-sensitive Spanish speakers. Beginning in 2005, NCGC, with the help of CIBER funds, plans to launch *Working Mandarin*<sup>TM</sup>, using the same format as *Working Spanish* and the soon to be initiated *Working Portuguese*<sup>TM</sup>.

### **Free Trade Area of the Americas (FTAA) Conference Series**

FTAA is expected to conclude negotiations by 2005, leading to dramatic market openings in Latin America, rising import pressure, and new opportunities for trade and investment. UNC-Chapel Hill CIBER will sponsor an annual conference for Southern region faculty, business leaders, community leaders, and counterparts in the FTAA region during its next cycle. Each conference will highlight a specific set of issues of particular relevance to the Southern region, such as industry best practices, sources of productivity improvements, new technologies, industry reorganization, industry dynamics, import threats, foreign industry developments, export market developments, status and likely development of trade and commercial policies. Collaborators will be drawn from academia, business, civil society, and government, including other departments of UNC-Chapel Hill, surrounding universities, North Carolina state government and North Carolina's World Trade Center.

## **University of Pennsylvania**

### **Methodologies for Effective Distance Learning**

Wharton/Lauder CIBER proposes to develop its model for effective distance learning via Internet2 through its *Methodologies for Effective Distance Learning Project*. This model requires the design and implementation of a complete business simulation module over Internet2; and it involves the faculty and students of partner institutions (one domestic, one international) who co-produce the curriculum and methodology. During this grant cycle, the Wharton/Lauder CIBER will collaborate with Singapore Management University, Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), INSEAD, and Fondation National des Sciences Politiques, Institut d'Etudes de Paris (Sciences Po) to develop projects. Templates for these videoconferences and course modules will be made available to other CIBER institutions.

### **Emerging Markets/Private Equity Course and Internship Program**

Wharton/Lauder CIBER will collaborate with Wharton's Entrepreneurial Programs and help sponsor a program to develop a course of study on private equity in emerging markets, the



*Emerging Markets/Private Equity Course and Internship Program*, that will culminate in summer internships with private equity funds. Wharton/Lauder CIBER will support the academic preparation of the course—guided by faculty sponsors from Wharton and the Johns Hopkins School of Advanced International Studies with the collaboration of the International Finance Corporation (IFC) and the management of the program in its initial years. Students eligible for the program will be graduate students at Wharton or SAIS.

### **Arabic Track Program**

To meet the national need for Arabic speakers, Wharton/Lauder CIBER will design and implement an advanced-level *Arabic Track Program* following the model of the Lauder Institute's seven other advanced-level foreign language programs for the joint-degree MBA and MA in International Studies. The need for business personnel who are professionally fluent in Arabic and trained to conduct business effectively within the Middle East region has become even more compelling in the wake of recent tragic events. Once implemented and refined, beneficiaries of this program will include students across the University and beyond, particularly as modules for survival skills in business Arabic are developed.

### **University of Pittsburgh**

#### **MCE+1**

This program is an optional one-credit add-on to the required freshman business course titled *Managing in Complex Environments*. MCE+1 extends MCE with a two-week research trip to a foreign country. MCE+1 is structured for students with little or no language or travel experience. The course is intended to increase participants' enthusiasm for international studies so that when they return they will enroll in language classes and take a longer study abroad strip as junior or senior. The pilot trips will be to Germany and Czech Republic, with future expansion planned for Brazil, Vietnam, and Ireland. The program design is being studied by University of Pittsburgh's four Title VI area studies centers as a model for their own programs.

#### **Semester at Sea: Global Studies Certificate**

The University of Pittsburgh is the home for the internationally known Semester at Sea program. Each fall and spring, the ship takes about 700 students and 30 faculty on a twelve week voyage. Only about 50-70 students and 2-3 faculty are from University of Pittsburgh on a given voyage. Under the leadership of the IBC, the University is moving to offer a University of Pittsburgh Global Studies Certificate to *all* students who qualify on each voyage of the ship. Students would need to take some qualifying coursework at their home institution prior to the voyage, and faculty would need to incorporate global studies material into the courses they offer on the ship. This program will have an immediate and lasting impact on about 1400 students each year from colleges and universities across the US.

#### **PRIDE (Pittsburgh Regional International Data Entity)**

In collaboration with the Pittsburgh Regional Alliance, the Pennsylvania Office of International Business Development, and the U.S. Department of Commerce District Export Council, the IBC will take on the task of providing current and accurate information on the nature, extent, and impact of international business activity in the Pittsburgh region. The IBC will use secondary data sources and surveys to obtain the information, which will reside on the IBC website in a location titled the *Pittsburgh Regional International Data Entity (PRIDE)*. In addition, the Center will provide estimates of regional economic activity generated by the internationally focused businesses.

## **University of South Carolina**

### **Undergraduate International Business Major**

The undergraduate certificate program in International Business of the Moore School of Business at the University of South Carolina has received high national recognition. During the upcoming grant period, CIBER will support the development of an innovative undergraduate business major in International Business while continuing the School's comprehensive internationalization requirement for all undergraduate majors in Business Administration. The major will have three components: business courses, a foreign language requirement, and an overseas study requirement.

### **Special Research Initiative and Conference on Career Outcomes of CIBER Activities**

Beginning in 2002 and continuing through the grant period, CIBER will distribute research grants to develop an understanding of the impact of CIBER educational activities on the careers of graduates of CIBER institutions. During this grant period the emphasis will be placed on careers available through professional masters programs. Research proposals will be solicited from other CIBER schools, who will be asked to participate in documenting the career pattern of graduates from their institutions who have participated in the types of educational activities typically sponsored by CIBERs, such as study abroad, overseas internships, foreign language training and specialized international business academic courses. These grants will culminate in a conference on employment patterns in International Business to take place in September 2006.

### **Special Research Initiative and Conference on U.S.-Africa Business Activities: Integrating Africa into a Global Economy**

This conference will focus on U.S. trade and investment activity on Africa. The Moore School has developed substantial expertise in African economic and business issues during the past grant period and seeks to generate further understanding of business issues in this neglected region of the world. During the grant period substantial research on Africa will be conducted under this project to provide a stronger understanding of how the African economy can become integrated with that of the United States and the rest of the developed world. Strategies for increasing U.S. trade and investment flows with Africa will arise from this understanding.

## **University of Southern California**

### **PRIME PROGRAM**

The PRIME (Pacific Rim Education) program requires all 300 of the regular MBA students to participate in an intensive, four-week-long experiential-learning course on Pacific Rim Business Opportunities. PRIME seeks to improve awareness and understanding of economic, institutional, and cultural issues pertinent to business, markets, policies, and trade in Asia and Latin America. PRIME includes the following components: (1) Consulting and research projects for 50 firms/government institutions that are located around the Pacific Rim. (2) Seven faculty teams comprised of Marshall School professors, professors from international partner universities, and international business practitioners. (3) Required ten-day field study trips to the 50 sponsoring firms, which in May 2001 were located in Hong Kong, Nanjing, Mexico City, Osaka, Santiago, Shanghai, and Tokyo. PRIME is designed to encourage students, faculty and international business practitioners into creating intensive partnerships that will facilitate the development of cross-cultural capabilities among students and faculty, as well as enable students to integrate the functional business school skills they have learned in their first year of course work.

### **Freeman Fellows Internship Program**

This eight-week summer internship program in Asia for American undergraduate students provides young Americans with unique opportunities to learn about business practices and Asian cultures, and develops and tests their capabilities to provide assistance to firms and government institutions. This program, which was initiated in Summer 2001 with a "seed money" grant from the Freeman Foundation, successfully placed 24 students in internships in Seoul, Tokyo, Osaka, Shanghai, Hong Kong, Taipei, Manila, Hanoi, and Kuala Lumpur. The goals of this project are to offer business school and non-business school undergraduates a challenging internship opportunity in Asia and to offer American government agencies and private sector firms led by USC alumni the opportunity to have smart, energetic American undergraduate students work for them. In addition to learning about business practices and cultural differences of Asian societies, the interns will develop a greater sense of self-awareness and self-confidence.

### **University of Texas-Austin**

#### **Economic and Social Issues in the Free Trade Debate Symposium**

In an attempt to integrate discussion of the economic and social issues in the debate over the Free Trade Area of the Americas (FTAA), CIBER-UTexas proposes to work with the Lozano Long Institute for Latin American Studies to sponsor a symposium on Economic and Social Issues in FTAA, targeting participation of both business and non-business researchers. By bringing together academics from business and the social sciences and encouraging academic research on this topic during the period leading up to the proposed 2005 adoption of the FTAA agreement, this symposium will shed light on the debate between pro-FTAA and anti-FTAA forces.

#### **MBA Regional Specializations Program**

CIBER-UTexas, in conjunction with the McCombs School MBA program leadership, will address the need for increased internationalization of U.S. MBAs by developing and implementing an innovative approach to MBA education. This program, the McCombs MBA Regional Specializations Program (RSP), is a three-pronged effort that proposes to go much further than present study abroad programs, which even in their most successful years (long since past) rarely affected more than 5% of MBA students. The RSP proposes to educate 100% of the MBA student population by requiring each student, as a prerequisite to graduation, to demonstrate an in-depth knowledge of one world region outside of North America. Components of the program include: Workshops on the Region and its Business Culture, Business Language Kick Start Program, and Regional Study Tours.

#### **DEC Export Fellows Program**

In a border economy such as Texas, there is great need for programs that address the technicalities of import/export regulation. CIBER-UTexas has begun developing such a program in partnership with the Texas DEC's, offering students and the business community a certificate program built around a course in entrepreneurship and import/export regulation. During the 2002-2006 grant period, CIBER-UTexas will work with the DEC's and representatives from the business, government, and education communities of Texas to make this program available to students and entrepreneurs nationwide.

### **University of Washington**

#### **Global Issues Exploration**

The goal of this program is an in-depth and multi-disciplinary exploration of global issues effecting international business. The program is organized as a two-year cycle of activities. Year 1 will include an on-campus speaker series and development of curricula. In year 2, a course will be offered for UW students and these students will in turn teach high school students about the issue,

using curriculum developed as a one-day module for high school students. The long-term strategic values include training students at a variety of education levels on critical global business issues, unifying the international resources and expertise of several on-campus organizations to thoroughly explore the issues, developing a curriculum that can be used at high schools regionally/nationally, and partnering with off-campus organizations.

### **Undergraduate International Fellows**

In order to fulfill the requirements of the University of Washington's undergraduate international business certificate, students must have an overseas learning experience as well as a practicum experience. The Undergraduate International Fellows program provides students a unique opportunity to link the two. Undergraduate students will do an internship with a local company doing business internationally, and then have an opportunity to work for that company overseas following an international exchange program. The students will gain real-world experience regarding international business while making important contacts for future employment. The companies will benefit from the services of students who have an international focus and are trained in modern business methods. UW CIBER will benefit by further solidifying relationships with international companies headquartered in the Pacific Northwest and by exposing them to the strengths of our undergraduate international business program and its students.

### **University of Wisconsin-Madison**

#### **Study Abroad Administrators' Network**

The Wisconsin CIBER is creating a network of study abroad administrators who work with undergraduate business students. Many U.S. business schools share common overseas partner universities. While excellent professional organizations for international education already exist, a network of business study abroad administrators can deal with issues unique to our population of students and address specific concerns related to our common overseas partners. The group will meet annually to share best practices and leverage resources in working with our common overseas partners on issues such as grading practices, housing, course offerings, and safety and security. The members of this network will also serve as resources to one another throughout the year. The initial meeting of the network will be held in conjunction with the annual NAFSA conference in San Antonio in May 2002.

#### **International biotechnology outreach**

The Wisconsin CIBER will design and deliver programs that will develop and enhance the international skills, awareness, and expertise of those working in biotechnology. Initial surveys of executives in biotechnology companies have indicated an interest in topics such as international genetically modified organisms (GMO) testing, international clinical testing regulations, and global market research. The Wisconsin CIBER will sponsor workshops and research by faculty from economics, business, law, and sociology on the above topics. CIBER will also sponsor short-term study tours in collaboration with the University Research Park, the Wisconsin Department of Commerce, and the governor's office for scientists and executives of these start-up companies and the directors of the Research Park to explore business opportunities and market conditions in Europe and Asia. Another innovation is a travel grant competition for start-up companies to attend international trade shows and to meet with prospective distributors overseas. Students from area studies, foreign language programs, and business will also be involved in the study tours and travel grant programs. We will also target and support student internships and class projects at biotechnology firms in the University Research Park. CIBER will continue existing internships and expand internship opportunities to capitalize on UW-Madison's strengths in biotechnology, which is a major focus of the University's scientific research efforts and an important aspect of the State's export strategy.

**Digitized Library Resources**

Funded by the U. S. Department of Education, the General Library System is working on the Digital Asia Library Initiative (DALI) in partnership with The Ohio State University libraries and the University of Minnesota-Twin Cities libraries to create a catalog of Asian Internet resources. The resources are carefully evaluated and selected by area studies specialists and cataloged by professional librarians. We will expand this effort by adding resources on Western Europe to the existing resources on East, South and Southeast Asia. We will also focus on obtaining data and statistics frequently needed by undergraduate and graduate business students including micro data items, such as book prices, GDP, labor force statistics, and demographics.

Over the next four-year cycle of CIBER funding we will:

- Become a national resource in digital information by making international business data sets available and easily accessible via the Internet,
- Establish a series of seminars for faculty, graduate assistants, and librarians to review information to students, and identify unmet needs, and
- Produce a comprehensive web-based bibliography of the database resources that have been identified.

Complementing the data available on Michigan State University's GlobalEDGE, an added value and distinctive component of the Wisconsin website is that it will provide a specialized focus on website data sets to help students find the valuation measures needed for financial analysis of companies.

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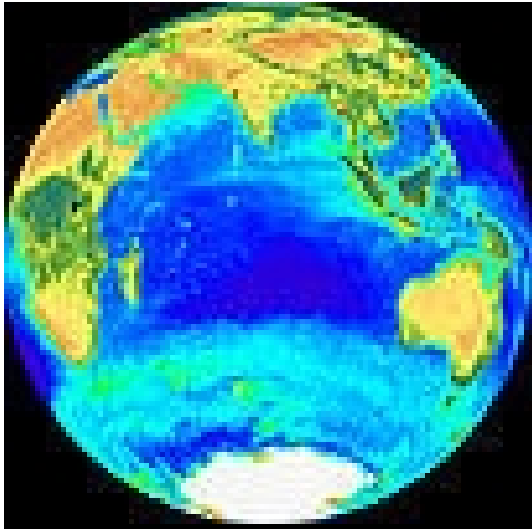
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