

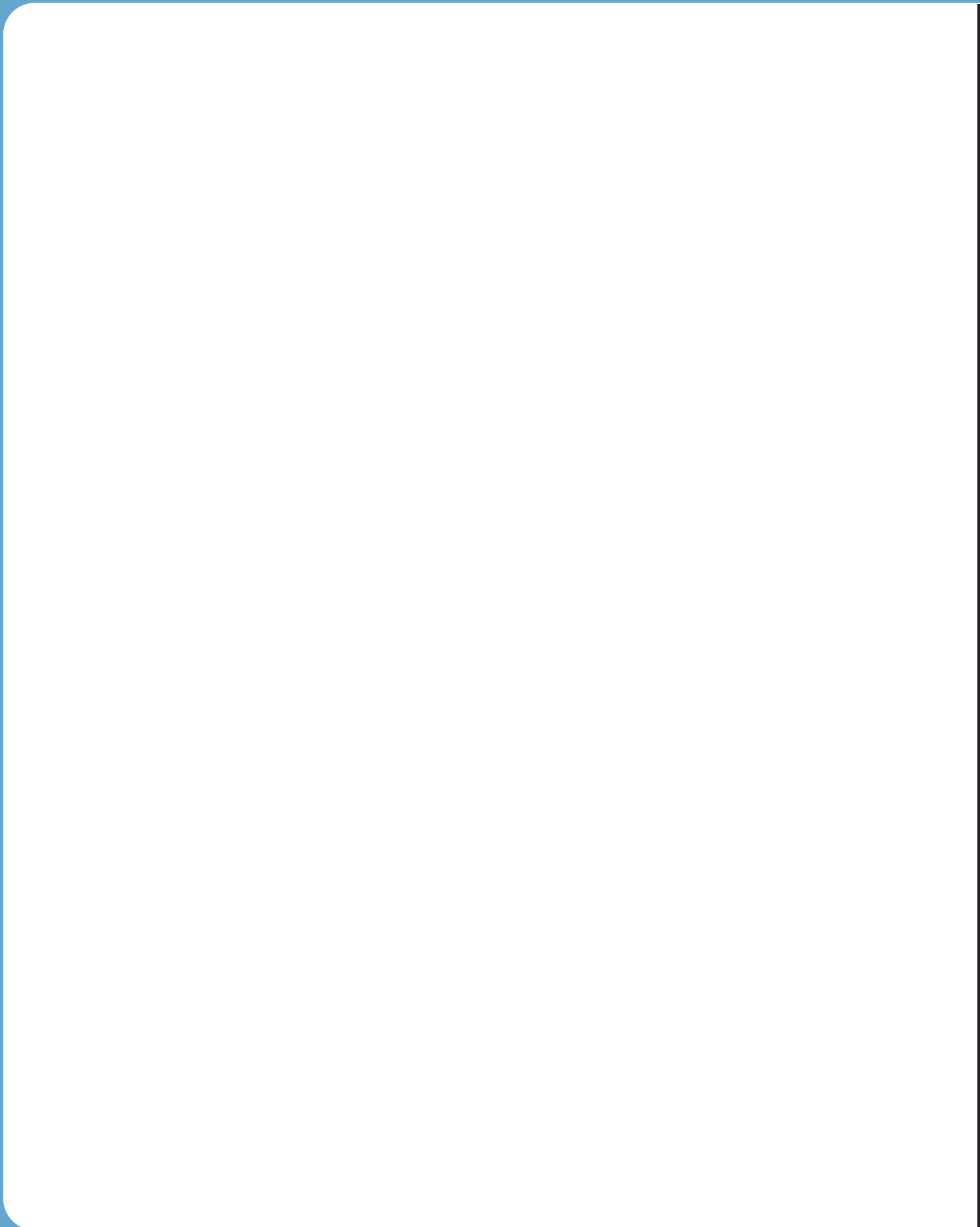


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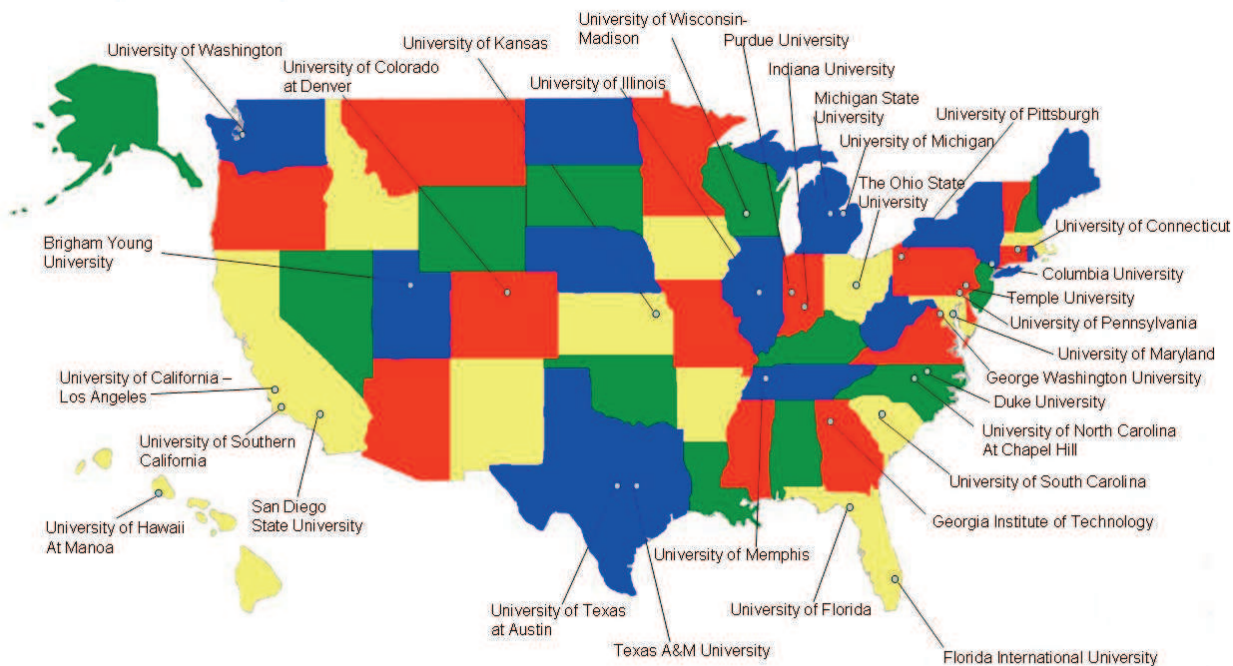
Abstracts 2006 ~ 2010



Centers for International Business Education and Research



CIBER LOCATIONS



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

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Executive Summary

Background

Authorized under the Omnibus Trade and Competitiveness Act of 1988 and transferred to the US Department of Education for administration under Title VI, part B of the Higher Education Act of 1965 (pp. 5-6), the first CIBERs were awarded in 1989 to leading business schools in the United States to help internationalize US business education. Today, the CIBERs serve as national resources for teaching, research, and outreach in international business.

During the most recent competition, 31 schools (p. i) were selected to house CIBERs during the 2006 – 2010 cycle. This publication contains the expanded abstracts of those 31 CIBERs.

The CIBER Mandates

The CIBER legislation requires that every Center will provide a comprehensive array of services including six mandatory activities related to international business: programs for business faculty and students; programs for international studies and language faculty and students; business outreach; educational outreach; curriculum development; and international business research. What follows are a few highlights of individual CIBER programs by mandate.

1. Programs for Business Faculty and Students

Under this heading are programs that introduce international concepts to business faculty and students at all levels, these can include language and culture training or international business concepts. Examples of programs aimed at business faculty are The Ohio State University's Fisher College International Faculty Seminars (p. 67) and University of Memphis' FDIB Globalization Seminars (p.151). Programs for students range from undergraduate to graduate programs. Examples of programs for undergraduate students include University of Southern California's Experiential Corporate Environment Learning Program (p. 197) and University of California Los Angeles' International Short Courses (p. 97). Several schools have also developed entire graduate degree programs in international business like Florida International University's International MBA (p. 30). Another innovative program is University of Texas – Austin's CIBER Career Handbook for International Business (p. 202). Also popular are the student case competitions, like the Global Social Entrepreneurship Competition (p. 206) for undergraduates at the University of Washington and the International MBA Case Competition (p. 216) at the University of Wisconsin.

2. Programs for Non-Business Faculty and Students

Programs in this area focus on providing international business content to faculty and students in other disciplines such as international studies and language. An example of interdisciplinary

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programming for faculty is the University of Connecticut's Academy for Global Economic Advancement (p.110). Another example is Purdue University's sponsoring of language faculty in the Krannert Mini-MBA program (p.76). For non-business students, University of Kansas plans to introduce a Minor in International Business (p. 137). Georgia Institute of Technology is implementing a series of five initiatives for students called Making Engineers into Global Managers (p. 50).

3. Business Outreach

In terms of business outreach, CIBERs have created programs that impact everyone from small business, like University of Pittsburgh's International Briefings for Small Business (p. 181), to large multinationals, like University of Colorado's Global Executive Forum (p. 106). There are also programs that focus on specific regions of the world, like the University of Florida's Latin American Business Environment Report (p.113) or specific industries, like the University of Wisconsin's International Biotechnology Outreach (p. 220). San Diego State University is developing programs that teach language and intercultural competence to the regional business community (p.81).

4. Educational Outreach

Programs in this category are intended to broaden the reach of the CIBERs to impact other education institutions. For example, the University of Pennsylvania has created the Northeast Institute for Community College International Business Education (p. 172). The University of Colorado has taken a regional approach by creating the Rocky Mountain CIBER Network (p. 105). Using technology to expand its reach, Michigan State University runs the incredibly popular and useful GlobalEdge website (p.65), and Temple University created the Virtual Language and Linguistic Center (p. 86).

5. Curriculum Development

In the area of curriculum development the ideas and programs seem limitless. Courses are being developed on specific topics like Brigham Young University's IB Ethics Course Module (p. 11), and on specific regions like Columbia University's Latin American Business and Economy course (p. 18). There are new experiential business courses like University of Hawaii's In-Country Experimental Learning courses (p. 123) and University of Illinois's Product Development Laboratory (p. 131). In addition to new business courses, many CIBERs are developing new language courses and modules, like George Washington University's extensive Less Commonly Taught Languages Initiative (p. 41)

6. International Business Research

Given that the majority of the current CIBER universities are designated as Carnegie Research I universities, there should be no surprise at the depth and breadth of research activities. Some CIBERs are creating research networks or conferences like Duke University's Off-

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shoring Research Network (p. 23), and the University of Michigan's International Business Strategy Conference (p. 162). Other CIBERs are funding research around a specific topic like Texas A & M University's Impact on US Competitiveness of Increasing Energy Costs (p. 91) and University of Memphis's Global Supply Chain Management Research (p. 162).

Beyond the Mandates

The legislation also allows for "other allowable activities." Under this heading, CIBERs have developed two common areas of importance related to improving international business education at the higher education level.

Homeland Security

In the post 9/11 environment, CIBERs have realized the importance of homeland security and the vast impact it has on international business. Accordingly, a number of CIBERs have developed activities that fill this need. One example is the University of Maryland's National and Homeland Security Initiative (p 143). This initiative includes branching together preexisting knowledge and creating appropriate teaching and research programs. For graduate students, the University of South Carolina is designing a degree program in Security Studies to be taken jointly with the IMBA program (p. 185). The University of North Carolina is giving an opportunity to undergraduate students by providing a homeland security and global competitiveness intern to the Institute for Defense and Business (p. 168).

K-12 Education

Although the CIBERs' main focus is on higher education, the Centers have become increasingly aware of the limitations of starting the process of introducing international business at this level. It is impossible to explore advanced topics in international business when students come in without the basics. Therefore several CIBERs have implemented K-12 programs to "move down the supply chain" so to speak. One example of this is the University of Connecticut's High School Resource Guide program. Originally developed in 2000, this cycle the University of Connecticut will update these three resource guides and convert them to electronic format so that they will be available free of charge to high school teachers throughout the country. Each guide has three chapters and each chapter contains readings, transparencies or powerpoints, activities, and tests, all created to be easily implemented by high school teachers. While the UConn initiative targets teachers, Indiana University has developed an International Studies Summer Institute for high school students (p. 59).

CIBERs Working Together

Although the process of selecting CIBERs is a competitive one, once a cycle begins CIBERs

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become exemplars of cooperation. CIBERs work hard to make sure every penny of federal money is spent wisely. This is accomplished by the continuous sharing of information so that CIBERs cover a wide range of topics and do not develop competing programs. CIBERs with similar initiatives often work together for this very purpose. Examples of this include the Internationalizing Doctoral Education in Business (IDEB) Conference (sponsored by 11 CIBERs), the Globalizing Business Schools Initiative working with Historically Black Colleges and Universities (HBCUs) (sponsored by 9 CIBERs), and the Faculty Development in International Business (FDIB) Abroad programs. The latter is a series of short term intensive study abroad opportunities for faculty to learn about business in a particular country or series of countries. Each one is organized by a particular CIBER and cosponsored by 5 – 10 other CIBERs who send participants either from their own schools or from regional schools.

In addition, there are two conference sponsored by all 31 CIBERs, the National Forum on Trade Policy (NFTP), which is aimed at providing policy makers with the latest information and research about international business, and the CIBER Business Language Conference, which offers professors of business language an outlet to share their research and best practices with their peers.



One of the ways CIBERs share information is through CIBERWeb (pp. 6-8). Housed and maintained by Michigan State University, CIBERWeb is available to the general public and contains documents, information, and event listings.

CIBERs also work together to produce booklets such as this one that help people understand what it is they do. Examples of these publications include: The Leading Edge Book; 15 Years of CIBER; and CIBER Initiatives in Homeland Security, amongst others. All of these can be downloaded from CIBERWeb.

CIBER LEGISLATION

Title VI of the Higher Education Act Part B - Business and International Education Programs Findings and Purposes

Sec. 611

(a) The Congress finds that-

- (1) the future economic welfare of the United States will depend substantially on increasing international skills in the business community and creating an awareness among the American public of the internationalization of our economy;
- (2) concerted efforts are necessary to engage business schools, language and area study programs, public and private sector organizations, and United States business in a mutually productive relationship which benefits the Nation's future economic interest;
- (3) few linkages presently exist between the manpower and information needs of United States business and the international education, language training and research capacities of institutions of higher education in the United States, and public and private organizations; and
- (4) organizations such as world trade councils, world trade clubs, chambers of commerce and State departments of commerce are not adequately used to link universities and business for joint venture exploration and program development.

(b) It is the purpose of this part-

- (1) to enhance the broad objective of this Act by increasing and promoting the Nation's capacity for international understanding and economic enterprise through the provision of suitable international education and training for business personnel in various stages of professional development; and
- (2) to promote institutional and non-institutional educational and training activities that will contribute to the ability of United States business to prosper in an international economy.

Sec.612. CENTERS FOR INTERNATIONAL BUSINESS EDUCATION.

(a) PROGRAMS AUTHORIZED.-

- (1) IN GENERAL — The Secretary is authorized to make grants to institutions of higher education, or combinations of such institutions, to pay the Federal share of the cost of planning, establishing, and operating centers for international business education which-
 - (A) will be national resources for the teaching of improved business techniques, strategies, and methodologies which emphasize the international context in which business is transacted;
 - (B) will provide instruction in critical foreign languages and international fields needed to provide understanding of the cultures and customs of United States trading partners; and
 - (C) will provide research and training in the international aspects of trade commerce, and other fields of study.

CIBER LEGISLATION

(2) SPECIAL RULE — In addition to providing training to students enrolled in the institution of higher education in which a center is located, such centers shall serve as regional resources to businesses proximately located by offering programs and providing research designed to meet the international training needs of such businesses. Such centers shall also serve other faculty, students, and institutions of higher education located within their region.

(b) AUTHORIZED EXPENDITURES.- Each grant under this section may be used to pay the Federal share of the cost of planning, establishing, or operating a center, including the cost of-

- (1) faculty and staff travel in foreign areas, regions, or countries;
- (2) teaching and research materials;
- (3) curriculum planning and development;
- (4) bringing visitor scholars and faculty to the center to teach or to conduct research; and
- (5) training and improvement of the staff, for there purpose of, and subject to such conditions as the Secretary finds necessary for, carrying out the objectives of this section.

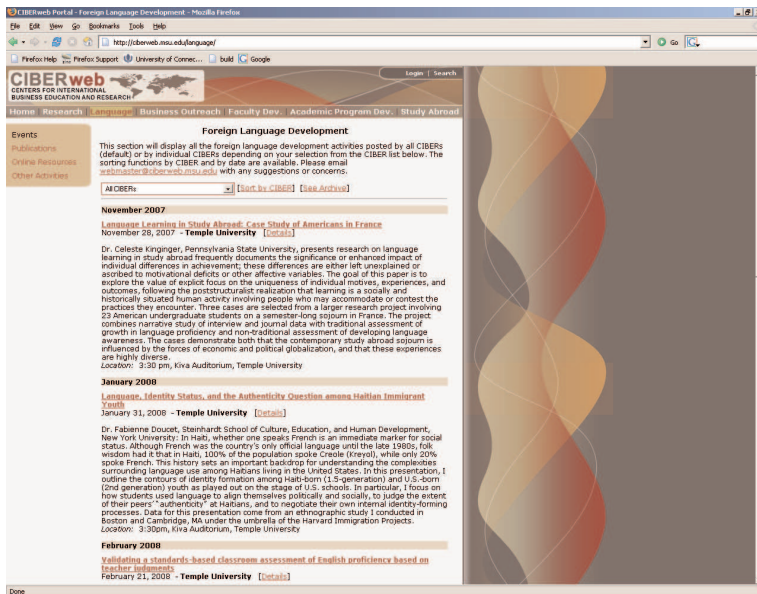
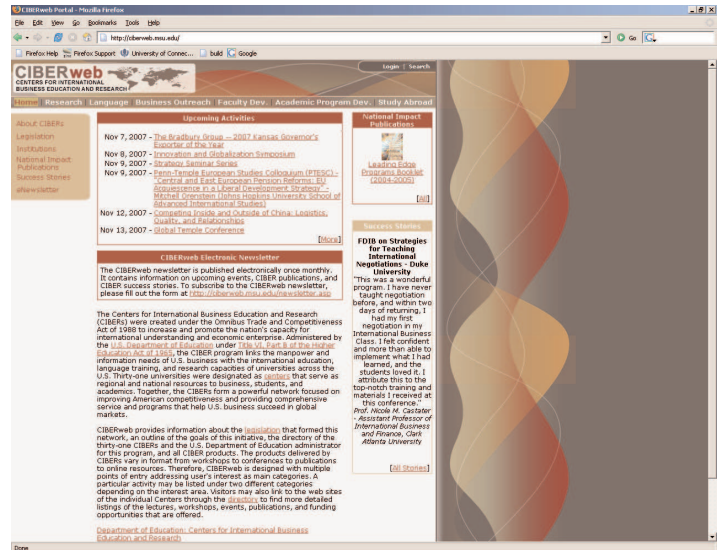
(c) AUTHORIZED ACTIVITIES.-

(1) MANDATORY ACTIVITIES.- Program and activities to be conducted by centers assisted under this section shall include-

- (A) interdisciplinary programs which incorporate foreign language and international studies training into business, finance, management communications systems, and other professional training for foreign language and international studies training into business, finance, management, communications systems, and other professional curricula;
- (B) interdisciplinary programs which provide business, finance, management communications systems, and other professional training for foreign language and international studies faculty and advance degree candidates;
- (C) evening or summer programs, such as intensive language programs, available to members of the business community and other professionals which are designed to develop or enhance their international skills, awareness, and expertise;
- (D) collaborative programs, activities, or research involving other institutions of higher education, local educational agencies, professional associations, businesses, firms, or combinations thereof, to promote the development of international skills, awareness, and expertise among current and prospective members of the business community and other professionals;
- (E) research designed to strengthen and improve the international aspects of business and professional education and to promote integrated curricula; and
- (F) research designed to promote the international competitiveness of American businesses and firms, including those no currently active in international trade.

CIBER on the Web

About 10 years ago, CIBER schools established *CIBERWeb*, the web portal that provides information about all aspects of CIBERs. The site includes information on the Title VIB legislation that created the CIBER program, the objectives of the program, a directory of the CIBERs around the country, our program administrators in the U.S. Department of Education, and, most importantly, an extensive array of products and activities developed by CIBERs. Initially developed by Purdue University CIBER, the web portal is now developed and maintained by Michigan State University CIBER. *CIBERWeb* is governed by a committee of CIBER schools and the program administrators in the U.S. Department of Education. For more information please visit <http://CIBERWEB.msu.edu>.



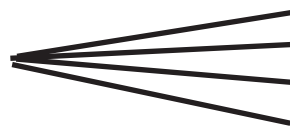
One important feature of *CIBERWeb* is the one-stop-shopping approach for our users to find out what activities are taking place at each CIBER, historically, now, and in the future. As such, *CIBERWeb* serves as the “hub” for all CIBERs and their programs, activities, and products. These range from workshops and conferences (events) to publications to online resources and research reports. As a user-friendly element of the site, *CIBERWeb* is designed with multiple points of entry addressing each user’s main interests. The categories of activities are Research, Foreign Language Development, Business Outreach, Faculty Development, Academic Program Development, and Study Abroad. CIBERs reach out to target audiences by holding events (conferences, workshops, speaker series, etc.), distributing publications, disseminating online resources, and providing research and workshop papers in the areas of international business. The activities range from homeland security issues to internationalizing business curriculum to U.S. competitiveness in global

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markets.

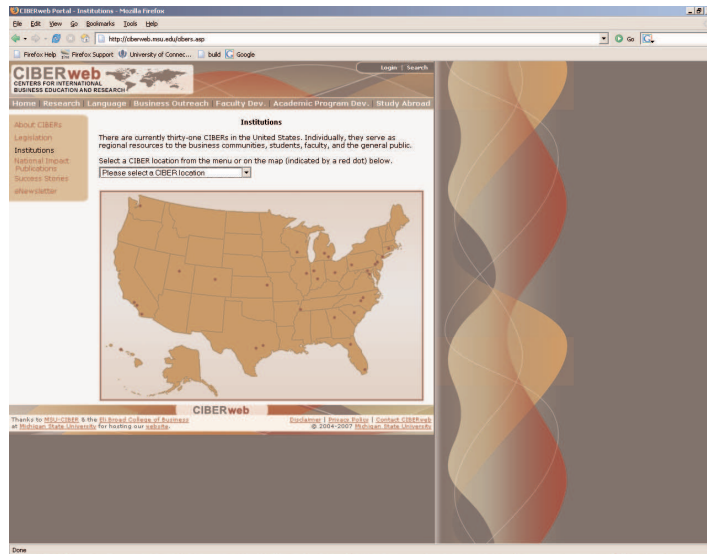
The categories of activities are:

Research
Foreign Language Development
Business Outreach
Faculty Development
Academic Program Development
Study Abroad



Events
Publications
Online Resources
Other Research

A particular activity may be listed under several different categories depending on the audience targeted. For example, a CIBER activity or product can be an event (workshop or conference), a publication, an on-line resource, or a research project. Additionally, a CIBER may organize a conference for foreign language faculty for professional development purposes. That particular event would appear in the faculty development category and also in the foreign language development category. As another example, a CIBER may organize a conference on study abroad for faculty development purposes that produces a publication, which then would be listed under study abroad and the faculty development would be listed as an event and a publication. The development, descriptions, and cross-linking of programs, products, and activities is done “behind-the-scenes” by CIBERs to provide an easy-to-use tool for our constituency groups.



Beyond the wealth of information on *CIBERWeb*, visitors can also find easy access to the web sites of the individual CIBERs through the online directory. Each CIBER typically supplies more detailed descriptions of lectures, workshops, events, publications, and funding opportunities, in particular activities that pertain to that CIBER’s area of specialization.

Brigham Young University

Globalization and advances in technology have increased our ability to communicate, interact, and engage in international business (IB). With this ever-widening capacity, however, the U.S. faces complex and shifting challenges. Never before has the United States had a greater need for international business education. Political and economic events of the past five years have intensified our need for individuals with a solid background in global economic and trade issues and experience in the lesser-understood parts of the globe. Our nation's future success is strongly connected to current training of capable and ethical business professionals, proficient in foreign languages and with expertise in area studies and national cultures. These current and future leaders must be able to make crucial global business decisions for our nation to reach its potential. Brigham Young University ranks among the best universities in the IB arena.

The Brigham Young University (BYU) Center for International Business Education and Research (BYU CIBER), housed in the Marriott School of Management, focuses on a project that addresses major challenges facing international business practitioners, educators, and students. The project builds upon the multilingual skills and international experience of Marriott School students and faculty, and takes advantage of the Marriott School's capacity for teaching and researching business ethics. The BYU CIBER will strengthen its local, regional, and international networks as it impacts international business training and practice at all three levels. This project is designed to: Build international business leaders; Develop a national resource in global business ethics; Provide leadership in business language training; Impact international business education and research in the Rocky Mountain region; Extend outreach to the business and professional communities; Expand the body of international business knowledge.

Founded in 1875, BYU is the largest private university in the U.S. A multilingual institution of higher education, BYU's influence increasingly extends beyond the region and nation as an international institution. For example, in the 2004-2005 academic year, BYU offered 90 study abroad programs in 50 countries. As one of the flagship colleges of BYU, the Marriott School of Management is a nationally recognized business school whose influence in training global business leaders continues to expand. *Business Week* recently ranked the BYU undergraduate program 8th nationally. Many Marriott School students gain unique language and cultural experience at BYU; this positions them to stand at the cutting edge of the international business. The Marriott School of Management is able to build upon the foundational cultural experiences of its students to help mold strong, ethical, international business leaders of the future.

DEVELOP INTERNATIONAL BUSINESS LEADERS

The Marriott School program curriculum builds on the international experience and language skills of its students while training them to be outstanding future international business lead-



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ers. The global competency of Marriott School faculty members permits in-depth international training across the business school. Continuous improvement in curriculum design and implementation are essential to prepare students to lead in an ever-changing business world. In order to move the Marriott School's capacity for training international business leaders to the next level, the BYU CIBER will launch the following initiatives:

-BYU International Exchange Program

Starting in 2007, the Marriott School will implement student and faculty exchange agreements with the Monterrey Institute of Technology (ITESM) in Mexico and Fundação Getulio Vargas (FGV) in Brazil. The depth of exchange experiences planned under these agreements will surpass those of other Marriott School alliances. These programs will allow BYU students to engage in internships using their skills in Spanish and Portuguese, take language-based courses at these institutions, and go abroad to undertake research and global consulting projects. BYU CIBER estimates that 30 to 60 students and faculty members per year will participate in programs made possible through these exchange agreements.

-Global Business Plan Competition



New business development is an important key to economic growth. The Center for Entrepreneurship at the Marriott School organizes an annual Business Plan Competition that awards over \$100,000 to assist students as they implement their business plans. To encourage U.S. expansion in international ventures, the BYU CIBER will sponsor an annual award for the best global business plan.

-Visiting Global Scholar Program (Faculty Development Program)

The Visiting Global Scholar Program is designed to meet several objectives, including encouraging faculty to engage in international research, assisting faculty in the development of international teaching materials, and enriching BYU by promoting international perspectives. At least one Visiting Global Scholar will visit the Marriott School each year to conduct research, give lectures, teach classes, and support faculty internationalization efforts.

DEVELOP A NATIONAL RESOURCE IN GLOBAL BUSINESS ETHICS

In the aftermath of recent high-profile ethical failures in business, the issue of ethics in business has received renewed and vigorous attention. Business schools are having difficulty responding to resulting demands for increased education in ethics. In an article entitled "B-Schools: Only a C+ in Ethics," (*Business Week*, 5 Sept. 2005, 110), the outgoing dean of



Yale's School of Management argues that "MBA programs have come a long way—but not nearly far enough." He concludes by stating that "enhancing ethical education...is arguably the highest priority that business schools should have. Although many are working at it, none has yet fully risen to that challenge."

The *Wall Street Journal* ranks the Marriott School 2nd in the nation for ethical students. The BYU CIBER aspires to support the Marriott School in training and developing ethical global leaders. The BYU CIBER will combine its expertise in IB with its standing as a noted school for training ethical students as it initiates three projects to support development of a national resource in global business ethics.

- Establish an FDIB Program in Teaching IB Ethics

BYU CIBER will establish an FDIB program in teaching IB ethics. This FDIB program will be available to faculty members in the Rocky Mountain region and across the country. This two-day program will include sessions on course content, available teaching materials, pedagogy, and course module development. Participants will be encouraged to share their experiences and ideas for teaching ethics from the perspective of international business.

- Provide IB Ethics Seminar for PhD Students

PhD students are the future of international business programs. Their current and future teaching and research can be impacted if they are trained to consider IB ethical issues in their course design and theory development. BYU CIBER will create a bi-annual IB ethics seminar for PhD students at BYU and throughout the Rocky Mountain region. While the focus will be on teaching, discussions of scholarly work in the field will be included. Travel stipends will be provided for up to ten doctoral students to enable participation.

- Develop Teaching Materials for IB Ethics Course Modules

Teaching materials will be developed to provide classroom learning activities in the IB ethics course modules. These materials will include written cases, video case materials, online resources, and other multimedia teaching materials. To support efforts of incorporating ethics training into IB programs, the complete modules, including materials and teaching notes, will be made available to all interested business schools and professors across the U.S. These modules will be adaptable to extend schools' business ethics courses or to contribute to IB courses.



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LEAD IN BUSINESS LANGUAGE AND CULTURE TRAINING

BYU is truly a multi-lingual campus. Courses in 76 languages are taught on campus and about 72% of BYU students speak a language other than English. Most of these students have lived abroad, some in remote parts of the world. About 80% of BYU MBA students speak a second language at a conversational level. These foundational culture and language experiences give BYU students an uncommon advantage, and the Marriott School aims to build upon this by enabling students to gain experience and become proficient in an IB setting. Following are BYU projects in regarding business languages, which will extend BYU's unique language capabilities:

- Global Consulting and Applied Research Projects Using Language Skills

The Marriott School will provide opportunities for students enrolled in the Global Management Certificate Program to apply their business and language skills to real business problems. Teams of five to seven students will endeavor to solve applied problems. They will be required to use the language of the country or region studied. At least four global consulting projects using different languages will be offered each year during the new grant period.

- BYU / BYUH / NIBES Business Language Case Competition

BYU is a founding member of the Network of International Business and Economic Schools (NIBES). This network, composed of 17 schools in 15 countries, promotes student exchanges, fosters faculty development and research, and hosts conferences on IB education.

BYU-Hawaii (BYUH), an independent sister college located in Laie, Hawaii, emphasizes education in the Asia-Pacific region. The BYUH School of Business has network relationships in Asia and Oceania that support the school's mission.

In 2007 and 2010, BYU CIBER will coordinate with BYUH and NIBES to host an International Business Case Competition in multiple languages. Several CIBER schools, NIBES schools, BYUH networked schools, and other U.S. business schools will be invited to participate. The competition components will include a section in English for the foreign-speaking teams and cases in Chinese, French, German, Japanese, Korean, Portuguese, and Spanish for BYU and other school teams whose native language is English.

- Develop Business Turkish

Turkey, a nation strategically located at the crossroads of the Middle East and Europe, is a potential trade partner important to U.S. security. Turkey's membership in NATO and its application for European Union admission signal intentions for expanded economic relationships with the west. The Turkish language is spoken in numerous countries in the Middle East and



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in former Soviet Republics where U.S. security and trade relations are a high priority. Clearly, increasing U.S. capacity in business Turkish is in the best interest of the U.S.

In addition to a strong business language program in the CIBER, BYU is also home to the National Middle East Language Resource Center (NMELRC). The University of Texas offers the combined academic resources of its CIBER and its Middle East Research Center, while the Michigan State University CIBER and Muslim Studies Center are prepared to merge their efforts in business language development. These six academic centers will unite to develop teaching materials, curricula, and a course in Business Turkish. After completion of a needs analysis and course development, the course will be piloted and tested at BYU, Texas, and Michigan State. In 2010, the course will be incorporated into BYU's summer intensive language program and will be offered at a Turkish partner campus. All materials will be posted on CIBERWEB for national distribution.

- National Business Language Conferences

The BYU CIBER has been an active co-sponsor of the annual CIBER Business Language Conference, serving as national host for the recent 2005 meeting. Joining with all other members of the CIBER network, BYU will continue its strong support for the annual three-day conference. BYU business language faculty will join other faculty across the nation as they contribute to workshops, paper presentations, and panel discussions on issues relevant to business language teaching and IB. Four business language faculty members from BYU and BYUI will be funded annually as they attend the conference for faculty development purposes.

IMPACT INTERNATIONAL BUSINESS EDUCATION AND RESEARCH IN THE ROCKY MOUNTAIN REGION

- Rocky Mountain CIBER

Rocky Mountain Region



The BYU and University of Colorado CIBERs have joined forces to impact IB education and research in the Rocky Mountain region. At a meeting in Denver on March 24, 2004, the RMCIBER association was formed with representatives from non-CIBER colleges and universities from Montana, Idaho, Utah, Colorado, and Nevada. The RMCIBER will meet in December 2006 in Las Vegas and yearly thereafter to share best practices in IB teaching. During the next grant period, we will extend the network to include representatives from Wyoming, northern New Mexico, and northern Arizona. There



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are approximately 11 research universities, 13 state universities and colleges, and numerous other four-year and two-year institutions within the Rocky Mountain area.

OUTREACH TO THE BUSINESS AND PROFESSIONAL COMMUNITIES

BYU understands that new economic issues are changing global business that the additional risks and costs now associated with homeland security have challenged U.S. international businesses. Because the business and professional communities are anxious to remain abreast of international developments and issues, several outreach initiatives will be carried out in order to help local managers, teachers, and other professionals remain current in their responsibilities. Dissemination of globalization information, homeland security updates, and K-12 education support are among the new outreach endeavors planned for 2006-2010.

- WTA of Utah

As a founder of the local World Trade Association (WTA), the BYU CIBER has been a strong WTA supporter for the past decade. The BYU CIBER will continue to be a sponsoring member of the WTA of Utah. The BYU CIBER will co-sponsor industry globalization seminars, and will work to develop new WTA chapters in Utah in conjunction with other RMCIBER schools.

- BYU Student Seminars in Spanish on Accounting, Taxes, and Other Issues for Prospective Small Business Persons

In the U.S. there are approximately two million Hispanic-owned businesses that generate almost \$300 billion in annual gross receipts. (Sources: Small Business Administration, HispanicTelligence®). The BYU CIBER will offer free seminars to managers in small Hispanic-owned businesses in Utah. The seminars will address the topics of accounting, taxes, finance and organization. These classes will be taught by BYU business students taking the Business Spanish class and supervised by BYU faculty and staff. The twofold goal of this project is: (1) to support local Hispanic-owned businesses by providing training, and (2) to help students develop and strengthen their business skills and business language. Classes will be taught in both Spanish and English to assist participant understanding of the subject matter, and to emphasize the English terms important for conducting business.

EXPAND THE BODY OF INTERNATIONAL BUSINESS KNOWLEDGE

Marriott School faculty members are research-active, especially in the field of international business. During the 2004-2005 school year, the faculty were involved in 143 research projects examining international business themes. The BYU CIBER will support faculty research



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to expand the body of knowledge in international business topics as well as a new journal to provide another vehicle for reporting that knowledge.

- Faculty Research Support

Research support will be provided to Marriott School and other BYU faculty researchers to create new knowledge in the areas of international business ethics, business language theory and pedagogy, global supply chain management (including open-sourcing, outsourcing, and offshoring), international corporate governance, and international portfolio management.

- International Law and Management Review Journal

In 2005, The J. Reuben Clark Law School and the Marriott School joined forces to publish a new journal titled *The International Law and Management Review Journal*. During the upcoming grant cycle the BYU CIBER will increase the journal's breadth of reach and depth of inquiry as this fledgling project expands its impact in enlarging the body of knowledge in the areas of global law and trade.

In meeting the purposes of the authorizing statute, and in order to achieve stated objectives, the BYU CIBER has established numerous collaborative relationships. The BYU CIBER fulfills the letter and spirit of the Title VI legislation for CIBERs.

INTERNATIONAL
LAW & MANAGEMENT REVIEW

Columbia University

The Center for International Business Education and Research is a distinct organizational unit of the Business School and the School of International and Public Affairs (SIPA). Since its inception in 1990, it has linked resources around Columbia University to ensure international business education and research is of the highest caliber, greatest possible breadth, and is integrated between the two Schools and with the rest of the University. Following mandates set by the CIBER Advisory Council, the daily operations of the Center are managed by the CIBER Operating Committee of faculty and administrative staff members drawn from the two schools.

The Columbia University CIBER consistently promotes the development of new international business research and innovative teaching within the University while linking resources in national academic and business communities through joint ventures and program development. The New York City location makes Columbia a natural focus for international business education and both schools possess some of the most renowned faculty and research resources worldwide. Columbia has active, dynamic regional institutes covering the following world areas: East Asia, South Asia, the Middle East, Eastern Europe, Russia and Central Asia, Western Europe, Africa and Latin America. Columbia's excellence in international and area studies has been recognized through the award of Title VI National Resource Center Grants to various regional institutes at SIPA since the 1970s, with six of the Institutes currently carrying that designation. Furthermore, the University's social science departments and professional schools are recognized worldwide as leaders in their fields, and by connecting these units to each other and to programmatic Institutes and Centers throughout the University, the CIBER is ideally situated to promote interdisciplinary and cross-regional international research and teaching.

Each year, the Business School trains over 1,400 MBA students, 400 students in its Executive Education Program and 18 PhD students to become global business leaders and educators through its strong ties to the individuals and organizations that make New York City an international center of finance, media, advertising, non-profit organizations, and commerce. Columbia Business School provides students with the necessary leadership skills and experience to tackle difficult issues in the global marketplace. Central to this experience is the core curriculum, which provides Business School students with cross-cultural knowledge of management methods and familiarity with the international marketplace.

At SIPA, approximately 220 students benefit each year from the curriculum in the International Finance and Policy Concentration (IFP). Through IFP courses, SIPA extends the boundaries of a traditional business education in banking and finance by focusing on public policy questions in finance and by incorporating foreign languages, international economics, knowledge of foreign political and economic systems, and international public policy issues. SIPA has provided courses in international business, banking and finance since the early 1970s, while the Business School's rich international business teaching heritage dates to the inception of

the School in 1917. Approximately 30 students take advantage of both schools through enrollment in the Dual MBA/MIA three-year degree program.

The establishment of the Center for International Business Education and Research at Columbia University brought together these complementary resources to produce a collaboration with demonstrated influence on international business education throughout the United States. The exceptional combination of applied functional business fields with in-depth policy studies based in the social sciences identifies the Columbia CIBER as a world class institution and a leader in the CIBER community. The Columbia CIBER faculty members conduct and communicate sophisticated analyses of U.S. competitiveness and apply original and inventive methods and ideas to international business education to the benefit of American businesses and scholars around the world.

The CIBER's overarching mission meets three interrelated strategic objectives: (1) to build interdisciplinary bridges across the University, strengthening international business education in research and teaching in the social sciences and in the professional schools; (2) to open and sustain dialogue between the nation's leading international business community and one of its foremost research universities; (3) to promote the creation of new knowledge on global business and its translation and dissemination to the American business sectors.

The individual programs supporting these objectives are conceived to meet the goals of the Higher Education Act, namely (1) to serve as a national resource for teaching of improved business techniques, for example with the development of an innovative, interdisciplinary, inter-school course on the Latin American Business & Economy; (2) to provide instruction in critical foreign languages, as is the case with high-level intensive intersession courses on Arabic and Chinese business language; (3) to provide research and training on international aspects of trade and commerce, exemplified by high-profile conferences and seminars on China and India, involving both the academic and business communities; (4) to provide training to students, demonstrated in the development of new and academically demanding study tours; (5) to serve as a resource to businesses, for example through the involvement of businesses in multiple lecture series and through the International Entrepreneurship Mentoring Board; (6) to serve institutions of higher education within the region, as will be done in the Northeast International Community College Institutes, to be offered jointly with the University of Pennsylvania, and Temple University.

Globalizing the Curriculum for Students

In pursuit of its strategic objectives, the Columbia University CIBER will draw on interdisciplinary resources throughout the University and business resources throughout the New York City region to mount curriculum initiatives including support of Columbia Business School's MBA, Executive MBA-Global and Doctoral degrees as well as the SIPA's International Finance

and Policy Concentration in the MIA degree, the Executive Master of Public Policy and Administration (EMPA) degree, the Doctoral Degree in Sustainable Development and the joint MBA-MIA Dual Degree program administered by both schools. Two leading curriculum developments are:

- Implementation of MBA Curriculum Enhancements. The Columbia CIBER's Faculty Director Charles Calomiris will work with division chairs, senior administrators and faculty in the Business School to assess and increase international content in elective courses and the core MBA curriculum. During 2006-2010, eight to ten instructors and courses from across five academic divisions will receive financial support for course enhancements. New international course content may include case studies, teaching modules, and/or guest speakers.
- Course Development: Latin American Business and Economy. The CIBER will support the development of a new interdisciplinary course on Latin American economics, finance, and political history. The course will combine comparative case studies, analyses of specific countries, lectures and visiting speakers and will be developed and taught by a team of faculty with expertise in the region drawn from both the Business School and SIPA.

Global Training Opportunities for Students

In pursuit of its strategic objectives, the Columbia CIBER will provide global training opportunities for students through international immersion programs, practica and forums. Initiatives available to our students include: a semester-long MBA Exchange Program, Overseas Study Tours, Sponsorship of Summer Fieldwork Abroad and Student International Business Conferences. Two leading initiatives are:

- Intensive One-Week International Immersion Programs. During the 2006-2010 grant cycle, the CIBER will bolster overseas study by developing intensive one-week international business modules at three of its most popular exchange partner institutions. Programs will offer students a broad perspective of the country's business, political and cultural environments. Host institution faculty will deliver multidisciplinary lectures and classes, which will be complemented by corporate visits to explain the strategies and processes of local and international companies.
- 'Interstate Programme'. The CIBER will annually sponsor Columbia students to attend the 'Interstate Programme,' a well known, non-profit organization designed to bring future global business leaders together to analyze developments in the European Union with special focus on its relationship to the U.S. Upon return, students will lead seminars to share knowledge gained and produce an article to be published in the School's *Web Journal of International Business*.

Business Foreign Language Initiatives for Students and Faculty

In pursuit of its strategic objectives, the Columbia CIBER will draw on the University's formidable language resources and invite participation from instructors throughout the New York City region to maximize the impact and quality of foreign business language training for students and faculty. Programs available to study Business Foreign Language include: the Chazen Language Program, the CIBER January Intensive Advanced Language Program, Language House Programs, Engaging the Business Languages of the Arabic World and Faculty Development Language Study Grants. Two leading language initiatives include:

- CIBER/Language Resource Center Individualized Language Study Grants. In cooperation with the Columbia University Language Resource Center (LRC), the CIBER will offer individualized Language Study Grants for students interested in studying less commonly taught or heritage languages with a focus on advanced business terminology. Ten flexible, one-on-one tutorials will allow students to accommodate language study into their schedules. Training will be at a level or in a specialization not available through the regular curriculum at Columbia.
- The K-12 Initiative: Training the Language Trainers. In 2006-10, a small number of New York City Public High School language teachers will be invited to join leading policy and business school students at Columbia in the one-week January CIBER Intensive Advanced Business Language Program. By training these local language trainers, public school students will learn about international business through enhanced foreign language studies in their own classrooms.

International Business Research and Training for Faculty

Over the next four years, the Columbia CIBER will enhance the interrelationships between faculty and the public and private sectors by rolling out a series of topics around the world that demonstrate and augment the bridge between research and practice. Initiatives to accomplish this will include the following seminar, conferences and lecture series: Seminar on China and International Business, Columbia University Trade Conference, Revenue Management Conference, African Economic Forum, Global Branding Lecture Series, International Speaker Series, and the *Web Journal of International Business*. Two leading research initiatives include:

- Faculty and Doctoral Research Grants. The CIBER will sponsor faculty and doctoral summer research on international business topics focusing on American competitiveness overseas. Upon submission of a required working paper, research reports and papers will become a part of the CIBER Working Paper Series to be posted on the Columbia CIBER website and the collaborative online initiative, CIBERWeb. In addition, grant awardees will be invited to form discussion panels, presenting their research findings to the Columbia community.
- Internationalizing Doctoral Education in Business (IDEB). Acting as a national resource for the advancement of international education, the Columbia CIBER is a

partner in the Internationalization of Doctoral Education in Business (IDEB), a joint CIBER national initiative. This CIBER alliance will offer an annual workshop for doctoral students designed to raise their level of interest and knowledge in the international dimension of business education and research. The Columbia CIBER hosted the 2007 IDEB Conference.

Collaborative Programs with Institutions of Higher Education

In pursuit of its strategic objectives, the Columbia CIBER will engage in collaborative educational programs in international business with institutions of higher education located around the University, throughout the New York City region, and across the country. These programs include: Model UN Globalization, Trade, Finance and Development Curriculum and the International MBA Career Services Conference. Two leading initiatives:

- Northeast Institute for Community College International Business Education. This initiative is a professional development program for faculty at community colleges around the region who want to internationalize the content of their business courses and/or develop new courses focused entirely on international business topics. Columbia University, Temple University and the University of Pennsylvania CIBERs will jointly manage the program, which provides participants with presentations on curriculum development, opportunities for sharing best practices, and classroom materials that can be incorporated into their teaching. The first summer institute will take place in summer 2008 in New York City and will rotate around the sponsoring institutions thereafter.
- New York International Business Essay Competition. The Columbia CIBER will develop an essay competition on international business topics targeting 11th and 12th grade high school students in the New York City region. Designed to foster a global mindset, heighten awareness of international business issues, and influence an international business track, this initiative will be a joint project between Columbia Business School faculty, MBAs, and students from some of New York City's leading secondary schools.

Programmatic and Research Opportunities for Businesses

In pursuit of its strategic objectives, the Columbia University CIBER will bring faculty research to the business community, facilitating the exchange of ideas and best practices, through conferences and lectures. These conferences and lectures include CIBER-Council of State Governments, The Workshop in International Finance and Policy (IFP), Executive Education Program Alumni Seminars, *Ideas at Work*, International Entrepreneurship Mentoring Board, Business and Homeland Security Studies CIBER Consortium and the National Forum on Trade Policy (NFTP). Two leading opportunities include:

- Sir Gordon Wu Distinguished Speaker Forum. This bi-annual lecture series at the Business School focuses on the thriving business outlook between the United

States and China by bringing leading Chinese business executives and policy makers to New York to share their perspectives on China's economy, business policies and practices with faculty, doctoral researchers, firms in the Tri-State area and U.S. business leaders present at the events.

- Columbia University Business Security Conference. The CIBERs at Columbia University, the University of Pennsylvania and Texas A&M University will organize a business security conference in 2008 focusing on the United States' traditional agglomeration economies in the post-9/11 environment, including industry distribution and the implications for supply-chain management and competition in the retailing, manufacturing and real estate sectors. Looking at areas including markets and operations, the conference will explore the need for financial centers and the security issues that influence a company's decision to locate in these financial centers, or move headquarters elsewhere.



Roundtable participants from academia and the business world discuss China's Foreign Exchange policy. At China at the Crossroads in February 2006. Over 120 alumni, faculty and practitioners attended the two-day conference. This multiyear research initiative leveraged academics and business practitioners in China and from across North America at a joint conference with Tsinghua University in Beijing and a major public conference at Columbia University.

Duke University

Duke CIBER, in concert with Duke University itself, is poised to embark on a new stage of internationalization, one that will cause international awareness to become an integral part of the university's internal and external character. For the 2006-2010 grant, Duke CIBER has identified three overarching goals encompassing all educational and outreach purposes of the CIBER legislation. The first goal is to advance IB research at the Fuqua School of Business (FSB), Duke and elsewhere; the second, to advance IB education at FSB, Duke and across the US; and third, to increase the capacity of US businesses to succeed in the global economy. To achieve these goals, Duke CIBER will continue a small number of the more successful innovations of the past while following a radically new research strategy involving a set of initiatives which rest on two major research projects undertaken and led by Duke CIBER.

The first of these research-based initiatives, **INTERCULTURAL EDGE (ICE)**, has the goal of offering a new methodology for research and teaching cross-cultural communication awareness and skills. ICE is one of Duke CIBER's two most ambitious projects. ICE is a new online cross-cultural communication assessment instrument under collaborative development by Duke CIBER, the Duke Fuqua School of Business, Richard Lewis Communications Ltd (UK), Cultureactive.com, and 8 cosponsoring CIBERs. The first goal of the ICE project is to **complete research and development of a scientifically valid instrument**. ICE will develop a new, theoretically grounded assessment instrument, for measuring cross-cultural communication effectiveness; a new approach for conducting cross-cultural research in IB; professional and student training programs; and new teaching resources promoting increased business communications effectiveness for key countries around the globe. ICE programmatic outputs satisfy all categories of mandatory authorized activities.

ICE measures the communication patterns of individuals and contextualizes it with the language of management, listening habits, leadership concepts, motivational and negotiation styles typical of different national cultures. ICE is based on the LMR Model of cross-cultural communication assessment created by Richard Lewis (*When Cultures Collide*, 1996). Unlike other approaches LMR does not stereotype individuals based on their country of origin, instead classifying cultures and individuals according to relative placements on a three-part communication scale. LMR identifies communication patterns in terms of *Linear Active* (task-oriented, highly organized, step-by-step planners following a linear agenda, more truthful than diplomatic), *Multi-Active* (people-oriented, loquacious interrelators) and *Reactive* (introverted, predictable, respect-oriented listeners).

In 2004, following two years of experimentation with LMR and CultureActive.com in several FSB programs, Duke CIBER conceived and organized the **ICE Research Consortium (IRC)** to research and develop a scientifically valid assessment model and associated instruments based on LMR. IRC includes international scholars specializing in IB, Sociology, and Psychology. The principal investigators are Professors Wendy Adair (Waterloo), Nancy Buchan (South



Carolina) and Xiao-Ping Cheng (Washington). IRC team intends to have a scientifically validated instrument online by September 2008 for use in teaching and research.

The IRC team theorizes that factor loading will vary by country and language; that non-native English speakers are primed to think more like westerners when surveyed in English; and that individuals from different countries who share a work context communicate in styles that are more alike than different. To explore these questions in detail, teams of international research partners using Duke CIBER's web infrastructure will **translate the experimental (long) version of the survey instrument into Korean, Mandarin, Japanese, French and Spanish**. They will administer the survey to non-native English speaking populations of undergraduate, MBA, and executive MBA students. They will be randomly assigned to take the survey in English or in their native language. IRC team members will analyze this new data to further determine similarity and differences in national communication styles and begin constructing new national profiles, appropriately stratified by profession and representation in the population, to replace the 44 country profiles in CultureActive (CA.com). Simultaneously, Duke CIBER and the World Bank will collaboratively develop country competency tests measuring global management skills and mastery of cultural and factual information. All data, survey instruments, and tests will be available via Duke CIBER to any researcher for their own studies beginning in Year 3 of the grant.

Beginning fall 2008, Duke CIBER will organize and lead an **annual Junior Faculty and Ph.D. student workshop** introducing next generation IB researchers to ICE, sharing research findings and ongoing projects, and exploring new research directions that could effectively incorporate ICE measures. The **ICE Teaching Consortium (ITC)** will offer **Certification workshops** to train faculty from all academic fields on using ICE in the classroom. ITC will design **web-based teaching modules** to meet specific teaching needs (e.g. international business negotiation, business language instruction, etc), allowing faculty to integrate ICE applications and sub-sets of content into new and existing curricula. Faculty and student users will be able to interact via **online discussion forums** on the ICE website. In 2009 Duke and UNC-CH CIBERs will begin developing ICE for **use in high schools** as one of their joint efforts to improve IB related teaching in NC high schools. In addition, ICE materials will become the foundation of one week open enrollment program on **Strategic InterCultural Management** offered by Duke CIBER and Duke Corporate Education (five years running best corporate education in the world).

The second key initiative is the **OFFSHORING RESEARCH NETWORK (ORN)**, a multi-year annual research project focusing on American competitiveness and the offshoring of administrative and technical work. Its hallmarks are a multi-year annual survey collecting and analyzing firm-level data on the economic, organizational, and human effects of offshoring white collar work. ORN is a collaborative effort with corporate sponsor, The Conference Board, that



combines academic rigor with relevant practitioner perspectives.

ORN is the first and so far only **panel study collecting firm level data on offshoring business, IT, engineering, and science processes across all business functions, regions, implementation models, and industries**. It is a multi-year panel study tracking the drivers, risks, strategies, implementations, actual performance, and future plans of US companies regarding offshoring white-collar work. The ORN survey will be administered annually to managers designated by participating companies. Over 90 US companies, not all of which are offshoring, responded to the 2004 pilot survey and approximately 150 completed the 2005 revised pilot survey (combined total of 178 companies). In 2006-10 Duke CIBER expects the number of responding companies to increase at a rate that matches or exceeds the forecasted 20-30% annual compound growth in white-collar offshoring. (McKinsey, 2005)

Following each annual survey, Duke CIBER and The Conference Board will host **closed debriefing workshops for responding firms** to interpret the results and share experiences, lessons learned, and best practices. Complete research results and analyses with disaggregated industry data will be available to participating companies before they are released to the public. Companies participating in the survey will have access to a **customized website** offering a range of research-based resources to help them access practical knowledge on risks, benefits, and practices around white-collar offshoring. Related **web-based forums** will allow all ORN respondents, other companies considering offshoring, academic researchers, and third party service providers to exchange experiences, learn from one another, join moderated discussion groups, and share best practices in a virtual environment. In addition, Duke CIBER will launch the ORN Best Practices Institute in January, 2008, with PricewaterhouseCoopers as the first founding company. The mission of the institute is to research, document, and certify offshoring best practices based on case studies.



Third survey participants discuss the findings.



Duke CIBER and Duke Executive Education will partner to offer a suite of annual and on-demand **open enrollment workshops on successful offshoring strategies, remote management of white-collar work, and other ORN generated topics**. Workshops will be designed to help companies determine if and how they could benefit, either long or short term, by offshoring administrative or technical work and to devise appropriate strategies. These programs will include **case studies** researched by Duke CIBER emphasizing new and evolving business models and emerging hybrid organizational forms likely to define future global competition.

Offshoring white-collar administrative and technical work is a global phenomenon. Duke CIBER recruited **academic international research partners** from Germany, France, UK, Spain, Scandinavia, Netherlands, Belgium, and Australia to administer the ORN survey in their countries. In addition Duke CIBER expects to recruit academic research partners in Hong Kong, Japan, Singapore, and Korea. This international data will be integrated into the Duke CIBER ORN database to become the basis for comparative studies of offshoring strategies and global and local consequences. Duke CIBER has signed MOUs with eight universities and expects all research partners to be in place by the end of 2008. ORN international research partners are self-financing and will make foreign language translations of the survey instrument (if needed). Duke CIBER Director Arie Y. Lewin serves as Lead Principal Investigator, and Duke CIBER will provide organizational support, administrative coordination, and web infrastructure.

ORN has **applications for teaching** international business strategy and organizational design themes in undergraduate business, MBA, and EMBA programs. Duke FSB has a history of successfully migrating IB research into MBA courses in many functional areas, providing a model for integrating ORN into the business curriculum. All three Duke FSB EMBA programs will receive half-day briefings on the latest developments in offshoring and the implications for strategy, new organization forms, and IB. ORN **case studies** exploring individual offshoring situations in depth will include teaching notes for faculty. Foreign language versions of ORN survey will be developed into exercises to be used in teaching business language courses at FSB and Duke.

Both ICE and ORN offer multiple and distinct outcomes that in total meet all stated purposes of the CIBER legislation *and* include every type of activity required by statute. They enable Duke CIBER to meet all three of its overarching goals for 2006-10. ICE and ORN will realize new research findings, scholarly publications, faculty and professional development workshops, graduate student training, foreign language related instruction, and teaching modules for use at all levels of business education. Both ICE and ORN include multiple outreach activities to regional and national businesses. Complementing these two all-encompassing initiatives, Duke CIBER will implement six new complementary initiatives promoting cross-disciplinary awareness of IB



and the benefits of increasing international skills as a strategy for economic success in a globally interdependent world.

The six new complementary initiatives include **Short Term Study Abroad Workshops** for faculty and administrators; several new **Business Languages programs**; **K-12 Outreach** initiatives aimed primarily at NC schools; **Outreach to Hampton University**, Business School; the **National Forum on Trade Policy** (co-created and led with UNC-CH CIBER) linking government, businesses and universities; and multiple **Homeland Security Initiatives**. Business Languages and Homeland Security initiatives address the two invitational priorities.



Advisory Council Members review upcoming initiatives.



CIBER Director Arie Y Lewin addresses the group.

SHORT-TERM STUDY ABROAD (STSA). This initiative creates a resource for improving the business curriculum and serves students, faculty and business school administrators nationwide. NAFSA: The Association of International Educators recently observed that many colleges unconsciously discourage study abroad. Unmotivated faculty, curricular barriers, financial disincentives, and failure to consider the needs of nontraditional and graduate students are some of the discouraging factors. As a way to address this problem, Duke CIBER successfully piloted (May 2004) a **development workshop for faculty and administrators interested in establishing short-term study abroad courses**. For 2006-10, Duke CIBER and 8 cosponsoring CIBERs propose holding annual STSA workshops designed to help other business schools establish academically substantive programs and providing a forum where participants from established programs can explore emerging issues and share best practices. The design of each workshop will integrate **cultural and language education with multiple STSA models curriculum designs**.

BUSINESS LANGUAGES. These Duke CIBER initiatives will provide instruction in critical foreign languages and international fields; foster training in the international aspects of US business; and create new programs and resources specifically for Duke and NC faculty and students. Foreign language competency is widely recognized as a weak link in US education.



Within the FSB and with the active support of Dean Blair H. Sheppard, Duke CIBER is spearheading the design of a new **IB Certificate Program** for the daytime and Executive MBA programs, new **international MBA-MA joint degree options**, and a **new International MBA degree**. These programs emphasize foreign language competency as integral to a global business career and will **require foreign language competency from applicants, advanced business language study during the program, and mandatory internships abroad** that require students to use their foreign language skills on the job. Students pursuing the IB certificate will be required to complete courses focusing on global strategy and organizational management. IMBA students will pursue an entirely new international focused curriculum.

Duke CIBER will continue to serve on the steering committee for the **CIBER National Business Language Conference** and will join two new CIBER collaborations promoting business language study. The **Business Language and Teaching Consortium (BLTC)** led by Kansas CIBER is designed to encourage foreign language graduate students and faculty to incorporate business issues into their research and teaching agenda. To encourage business language teaching on the Duke campus, Duke CIBER will offer **short seminars on IB and business language topics** for foreign language graduate students and faculty and promote participation in consortium members' business language competitions, workshops, and conferences.

The **Consortium on Global Business Project**, led by UNC-CH CIBER, will develop and execute unique language and business immersion programs for MBA students. Duke CIBER will partner with the Duke Slavic and Eastern European Language Resource Center (SEELRC) and the Slavic Languages Department to offer **month long programs in Georgian** (one of the less commonly taught languages).

K-12 OUTREACH INITIATIVES. Recognizing the importance of bringing global business education to younger students, the Duke and UNC-CH CIBERs are proposing joint collaborative outreach initiatives aimed primarily at NC high schools. Through these initiatives, Duke CIBER will be a resource for teachers as well as students before they begin university study or full-time work.

Two K-12 outreach efforts, the **Global Business Preparatory Program (GBPP)** and **ICE for use in high schools**, will be offered under the umbrella of *North Carolina in the World* (NCIW), the Governor's statewide K-12 international education action plan organized in 2005 by the NC Center for International Understanding. **GBPP will offer internships with globally connected NC companies to qualified high school students, linking classroom education with real business practices.** Participating students will attend a post-internship workshop designed to expand their international competence and language proficiency. GBPP will be piloted at one or two select high schools in 2007-08, and the number of participating schools will be increased incrementally in ensuing years.



Duke CIBER will continue to reach out to K-12 educators nationally through participation in the **CIBER K-12 Consortium**. Initiated by Duke CIBER in the current grant cycle and supported by eight other CIBERs, the Consortium will meet annually to exchange and discuss best practices, teaching materials, and K-12 professional development programs. Consortium members will regularly contribute teaching materials and program announcements to the K-12 section of CIBERweb maintained by Michigan State University CIBER.

OUTREACH TO HAMPTON UNIVERSITY. All CIBERs are required to be a regional resource for faculty and students from other universities as well as providing IB related research and training opportunities. In response to a request from the chair of Hampton University's Department of Management (DoM), Duke CIBER has formally agreed to **serve as a resource for Hampton's DoM** during 2006-10 as they work to internationalize its faculty and course offerings. In order to leverage resources and make the greatest impact, Duke CIBER joined a consortium led by the University of Memphis CIBER called **Globalizing Business School (GBS) Program for HBCU Institutions**. Thus, Duke CIBER is able to integrate the existing relationship into this program. The GBS's mission is to internationalize partnered HBCU institutions' curriculum, faculty, and students.

NATIONAL FORUM ON TRADE POLICY (NFTP). NFTP promotes the ability of US businesses to prosper in an international economy. Recognizing that new free trade agreements create both opportunities and challenges for individual states or regions of the US, Duke and UNC-CH CIBERs established an alliance in 2003 to develop an annual forum encouraging dialog and problem solving among local, regional, and national trade interests. Twenty-eight of the current CIBERs have committed to support the NFTP in 2006-10. **NFTP will bring together state and national trade officials, policy makers, industry representatives, and academic field specialists annually to discuss international trade issues and develop proactive solutions** to the challenges arising at the intersection of local and international business. Duke and UNC-CH CIBERs will continue to lead the NFTP Steering Committee, which will meet three times annually for planning and evaluation.

HOMELAND SECURITY INITIATIVES. The purpose of these initiatives is to promote research and training on this topic both nationally and locally. The relationship between homeland security needs and US economic competitiveness is a key concern of all CIBERs. Several Duke organizations study national security issues, but impacts on business are rarely part of the discussion. Duke CIBER will work with the Center on Law, Ethics and National Security (LENS) and the Triangle Institute for Security Studies (TISS) to **develop business-related themes for their programs**, including the LENS annual spring conference. Both LENS and TISS have well-established traditions of organizing conferences, seminars, and sponsoring



research at Duke. Duke CIBER and TISS will design and host a **new conference on security implications** in Year 3 exploring national security issues from multiple social science vantage points, including business. Duke CIBER and TISS will also **commission a study to assess business spending directly caused by Homeland Security regulations**, a topic that has yet to be studied in depth despite its relevance for both businesses and policy makers. Together Duke CIBER and LENS will create a web-based **National Security Speaker's Bureau** where companies nation-wide can find speakers well versed in various topics related to homeland security regulations and their impact on the conduct of business.

CONTINUING INITIATIVES. Duke CIBER will continue a limited number of programs begun under previous grants, including the creation of new GATE courses at Duke FSB; introduction of business language courses; acquisition of IB resources for the Ford Library at Duke FSB; the Dean's International Faculty Development Seminar Series; hosting international visiting scholars; and research grants for faculty IB projects. As a member of the longstanding CIBER Doctoral Consortium, Duke CIBER will continue to send Duke FSB faculty instructors and Ph.D. students to consortia workshops, and host the workshop on International Management and Organizational Design. Duke CIBER will continue financial support for ongoing development and maintenance of the shared CIBER website hosted by MSU and NASBITE Trade Certification Training Initiative. Duke and Michigan State University CIBERs will continue to lead the Annual JIBS Conference on Emerging Research Frontiers in International Business. All proposed Duke CIBER initiatives are collaborative in design and execution, thereby magnifying and extending their effectiveness, scope, reach, and impact on FSB, Duke University, and the wider academic and business community.

Florida International University

FIU CIBER is proud to present, after careful and detailed planning with our Advisory Council, 47 activities which we believe meet the legislative mandates. These activities also include two Invitational Priorities on the teaching of foreign languages, and programs that focus on homeland security and U.S. international competitiveness. We have built upon the framework we established in our 3 previous funding cycles, and believe we have exceeded what we committed to do 4 years ago. Our intent is to carry forward the activities that have been successful and add exciting new initiatives. Many of our activities have become self supporting, now embedded in the CBA.

Our activities fall within two thematic categories: 1) Improving U.S. International Competitiveness in Today's World of Heightened Security; and 2) Using Languages and Technology Wisely in International Business: Improving K-12, College and Organizational Absorption. That includes our academic programs, language programs, K-12 activities, collaborative activities including the Faculty Development in International Business Programs, research and developmental activities.

The first academic program to highlight is the International MBA. FIU CIBER's role has been to assist in study abroad and language training for Spanish, Portuguese, French, Advanced Business English and now Mandarin, given our new China track. The IMBA student specializing in Latin America can now elect to take CIBER's MERCOSUR PDIB (Professional Development in International Business) in lieu of an IB course.

FIU CIBER administers approximately 30% of the university's study abroad classes. CIBER has responsibility within the CBA to conduct all student study abroad programs including our EMBA, IMBA and evening MBA Programs with their graduate study abroads. On our undergraduate programs, we work with Professor Randall Martin from MIB who conducts 5 programs a year to places such as Central Europe, Germany, Greece, Japan, Paris, Rome and Spain with courses on IB and Strategic Management

One of our new language programs is Intensive Chinese for Business. This program will be conducted for a 6 week period during summer at FIU. We will offer it at a time convenient for members of the local Miami business community at our new downtown campus. This course will emphasize business vocabulary, conversation and cross cultural issues taught by Professor Peng Lu, who comes to FIU from the Chinese Ministry of Education.

FIU CIBER, in conjunction with our nationally-recognized Asian Studies Center will teach Japanese for Business totally online! FIU has had for the last number of years a strong Japanese Language program, strengthened by close connections to the Japanese government, and the many grants that the Department of Modern Languages has received from the Japan Foundation. Thus an extension of this successful program will be developed by Professor



Asuka Haraguchi, a Japanese Instructor of Modern Languages, using WebCT. Japanese I on-line is under development. This course can be available to other CIBERs where enrollment constraints make it impossible for interested students to have coursework available in Japanese for Business.

Pushing forward with promoting less commonly taught languages our Intensive Arabic for Business builds on our growing enrollment in Arabic language since 2001. This course will follow the same time frame and curricular format as the Intensive Chinese for Business.

During this new cycle, we have created a K-12 and language initiative in order to further the second thematic category; Using Languages and Technology Wisely in International Business: Improving K-12, College and Organizational Absorption. Therefore, in concert with the China Track IMBA program, FIU CIBER will host and sponsor a 1-day seminar on 'Doing Business in China.' The objective is to provide an overview of the Chinese way of doing business. Professor Peng Lu will explore differences on doing business in China, including language basics, an overview of the economic and political landscape, a synopsis of business practices, as well as protocols in Chinese business etiquette using case studies and real examples. The audience is the business community and IMBA students; it is slated for 2006.

On the K-12 activities, FIU CIBER proposes 2 new initiatives on this program. The 1st is to take our existing PDIB in Spain: Teaching Spanish for Business and expand it to include special materials for Spanish teachers in K-12. The 2nd initiative is the creation of a 1-day seminar on teaching Spanish for Business for High Schools. This course utilizes the latest in instructional technology focused on the U.S. Hispanic market. The objective is to instruct local high school teachers and others throughout the U.S. on the importance and necessity of incorporating Spanish for Business into the standard high school Spanish curriculum. The purpose of this program is to merge the disciplines of language and business, so teachers are better able to transfer this knowledge to students. Dr. Maida Watson of FIU's Modern Language Department leads this new initiative and she expects to attract teachers from outside Miami as well as local teachers. Spanish for Business is much less commonly taught, but is critical in today's world.

Moreover, FIU CIBER joins the CIBERs of Duke, UNC-Chapel Hill, San Diego, Connecticut, Memphis, Kansas, Ohio, and Purdue in continuing the CIBER K-12 Consortium which was formed during the 2002-2006 grant cycle. We propose a national outreach to K-12 educators by creating a national clearinghouse for K-12 teaching materials, particularly in IB and business languages, and resources using innovative methods and materials promoting global education and language.

FIU-CIBER firmly believes in reaching out to as many people, both in and out of our community, as possible. Consequently, we have focused on creating and maintaining excellent Fac-



ulty and Professional Development Programs. Our FDIB's expand to every corner of the world, providing our faculty and professionals the tools necessary to further their research and other professional activities. The PDIB Mercosur program makes faculty and professionals aware of the importance of international dimension of today's business environment, and gives faculty across the disciplines an opportunity to observe the Latin American arena first-hand. A field experience can vividly illustrate differences in contextual environments, culture, business customs, etc., of different countries, particularly when it combines social and business differences. This 2-week PDIB's learning objective is to develop an international perspective for faculty otherwise unfamiliar with Latin America. Because of consistently strong evaluations the CBA will offer this program in 2006 to IMBA graduate students as an alternative to taking a course.



PDIB Mercosur 2006 Group in Brazil

The Anti Money Laundering program is our second professional development program. Many countries have established comprehensive anti-money laundering initiatives whose aim is to increase awareness. This CIBER PDIB will cover all aspects of money laundering, including multilateral initiatives by the UN, Bank of International Settlements, and OAS, to name a few. This program gives participants the opportunity to learn first-hand about AML activities in Miami and Panamá, legendary enclaves for money laundering. The objective is to raise US business professionals' and faculty awareness of how easy it is to launder money, and how steep the penalties are if caught.

This new cycle, FIU CIBER will join the U of South Carolina on an FDIB to develop understanding of business in Sub-Saharan Africa and the opportunities for U.S. businesses to increase involvement in that region. Americans remain largely unaware of the economic and



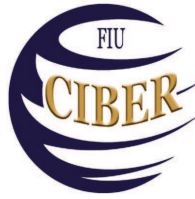
business developments taking place in Africa and with minor exceptions; the U.S. business education system has paid limited attention to Africa. The objectives are to increase awareness of business, economic, political, and cultural environment that exists in Sub-Saharan Africa, and internationalize faculty via travel, study, and networking in a “less-than-commonly” visited region of the world. The FDIB Africa program will help participants broaden their research by initiating academic, business, and governmental contacts. This 2 week program, conducted in South Africa and Kenya in May, 2007 will expose participants to Africa’s diverse range of business opportunities and challenges.

FIU CIBER joins the CIBERs of Duke and Georgia Tech, and the U of Maryland in sponsoring a Professional Development in International Business to China. We will take a group of faculty to Hong Kong, Beijing, then fly to Chongqing to board the East King ship (the one taken by Bill Gates!) for a 4-day, 3-night excursion down the Yangtze to see the breathtaking Three Gorges scenery, and tour the TG dam site. After arriving at Yichang, we complete our tour in Shanghai. In Hong Kong, we will meet faculty from Chinese U of HK; in Beijing we will meet faculty from Peking U's Guanghua School of Management, and in Shanghai we will meet faculty from CEIBs and Shanghai Jiao Tung U. In addition there will be company visits (Lenovo, Bank of China), cultural events (Great Wall, Forbidden City) and country/business briefings by various officials.

One of the new initiatives that FIU-CIBER is proposing for the new cycle is the FDIB India program is for faculty teaching and researching international business issues, and seeking to expand scholarly interests in India. The 2 week program will connect professors with senior management of Indian and foreign companies, introduce them to government policy makers, and exchange ideas with leading Indian academic institutions such as IIM Bangalore. Participants will visit New Delhi, Bangalore, Bombay, and Calcutta during their stay and will highlight the economics of a huge developing country, its culture and commercial environment. Dr. Sumit Kundu will lead the group. With a billion people many of whom are highly educated, India is at the center of controversial offshoring/outsourcing discussions.

As a result of a new partnership between the FIU College of Business and FIU-CIBER with the Asia Institute of Technology and Chulalonghorn U in Bangkok, a new PDIB was born. The purpose of this PDIB is to take faculty and professionals to Thailand to explore academic and business partnerships, research and community outreach activities. Slated for '08, PDIB Thailand will also focus on AIDS awareness, and Thailand's remarkable responses.

Two of our Faculty Development in International Business Program’s have been merged into two key categories, language programs and faculty development programs. The merge allows FIU-CIBER to achieve higher, more specific targeted goals that would otherwise be lacking.



The first program merging these two important activities is our Annual Spanish Language Faculty Development Program, "Teaching Spanish for Business: A Global Approach" provides Spanish language faculty with knowledge of business terminology, methodology of teaching *Spanish for Business*, information about the business world in Spain and its relationship to the EU. The seminar consists of classes by renowned academicians, visits to small and large businesses and cultural experiences. Lectures are given by faculty from UNED (Universidad Nacional de Educación a Distancia), University of Salamanca, FIU and Real Academia Española. In 2006, FIU CIBER will add 2 sessions to the curriculum to attract Spanish teachers from K-12.

Another program that has been merged is the Spanish Language Immersion Program held at ESAN in Lima, Peru began 4 years ago for Business faculty; because of its success, faculty and staff at FIU as well as outside the university have taken advantage of this immersion program. Designed for beginners and intermediate Spanish speakers, it is aimed at taking fluency levels much higher.

As a way to increase the outreach to our community, FIU-CIBER has formed several alliances with important local and state entities. As part of Governor Jeb Bush's Office of International Affairs' efforts to increase the interaction of Florida's large and dynamic international community with state officials, a series of monthly forums aimed at bringing Florida's government closer to the centers of international trade, commerce and investment was created. Governor Bush has supported 'International Day' in the past, where all groups involved in any type of international activity went to Tallahassee for discussions with himself, Kathryn Harris and others. Now Governor Bush supports the 'International Forum' with a more targeted sponsorship of specific groups, which include: FIBA, FIU CIBER, Florida FTAA, and Enterprise Florida. Events will not only be hosted in Miami, but throughout Florida.

FIU CIBER will work with the Executive Director of the City of Miami's Mayor's International Council to jointly produce training sessions and conferences on themes around developing international trade in less common venues (for the trading community of Miami-Dade). Traditionally, trade here has focused on the Caribbean, Central America and South America; however, the Mayor's Office, along with the Governor's Office, is working with FIU CIBER to sensitize local and regional businesses to trade opportunities elsewhere, i.e. China, India. As a first step, FIU CIBER will conduct short courses on "Doing Business in China" or "Doing Business in India" which will range from 1-day seminars, to 4-week seminars. We will provide the 'cultural context', language portion, and accurate trade data for the countries under consideration. Thus, "Doing Business in China" would emphasize trade opportunities in China, Chinese customs, do's and don'ts, etiquette, common Chinese business phrases. The 1st is slated for 06. It is expected that as a result, Miami's Mayor Carlos Alvarez (and Governor Bush) will take a trade mission to China for Florida traders to explore possibilities.



Our activities in research and development are diverse. We are planning on taking part in several new initiatives, including the Bangalore Internship, as well as continuing with well established programs and activities that have been successful. FIU CIBER will participate in the Bangalore Internship Initiative in partnership with Temple U and San Diego State U CIBERs, and GWU. The Bangalore Internship entails the placement of 24 Spanish-speaking interns from our 4 schools' undergraduate IB programs with a prominent Indian company, Infosys. In recent years, Bangalore's top IT/BPO companies have wanted to expand their client base to Latin America; however since there are few Spanish-speaking Indians, they're seeking Spanish-speaking students and interns from the U.S. and Latin America. These IB students will be trained in Bangalore and sent to call centers in Latin America for 3-6 months. The program will enhance students' sales ability in Spanish, their knowledge of outsourcing and it will occur in one of the most dynamic IT and BPO (Business Process Outsourcing) environments in the world.

An ongoing research activity lead by Dr. Zdanowicz is the TRI CIBER Trade Data Project. Dr. John Zdanowicz recently received a \$2million grant from Congress to study suspicious financial transactions (imports and exports) using the US Trade Database of the Department of Commerce. His reputation in uncovering abnormal trade pricing (as a means of detecting money laundering, tax evasion, terrorist financing and capital flight) drew the attention of the Department of Homeland Security when he shifted his sights into abnormal weights (as a way to detect terrorist shipments of explosives and/or weapons). His data are unique because they are based on original source documents, a rarity in this type of cumbersome work. The U.S. Customs Service collects import data and the Department of Commerce collects export. The Census Bureau sanitizes the data, deleting the names of trading parties. The government summarizes the data and issues aggregate reports. Dr. Z has developed a computer program that extracts data from the CD-ROM of original transactions and analyzes it in a variety of ways. For example, the only trade statistics for S Florida are the Miami Customs District which includes Port Everglades in Ft. Lauderdale, the Port of Miami and Key West. Dr. Z can extract specific data for each individual port in any form of analysis required. FIU CIBER has a joint venture with TRI, his trade-related consulting firm, called TRI-CIBER Trade Data Website, which allows one to focus on any country's exports and imports at both 4 and 10 digit harmonized commodity codes. Dr. Z sits on the CIBER Advisory Council.

The relationship between homeland security and U.S. international competitiveness is a big concern of CIBERs. Accordingly, the CIBER Network on Homeland Security was formed to examine the relationship between Homeland Security and U.S. International Competitiveness. The project includes analyses of national security policy and practice as demonstrated in national security initiatives and impacts of homeland security measures on the risk profile and competitiveness of U.S. firms. How will new costs of protection to avoid terrorist activity affect



American firms and in particular those of us in South Florida? How can homeland security be conceptualized as a cost or risk of doing business for U.S. firms? These are a few questions explored by the CIBER Network, which is producing outputs jointly and individually. Activities include conferences, research projects that study national security costs to business, development of new courses on national security and competitiveness, etc. FIU is in an excellent position to serve as a center for broad, multi-focused educational programs, in view of our new *"U.S. Intelligence Community Center of Academic Excellence Program"*

FIU-CIBER in collaboration with the College of Business has aligned several National Security Research Activities; Research on Port/Container Security, Research on Corporate Strategies Under Terrorism and Adversity, Terrorist Trade Financing Research, and Research on Suspicious Trade Financing, Suspicious Weights and Smuggling.

Our last National Security Project involves the new U.S. Intelligence Community Centers of Academic Excellence Program. FIU was one of 4 universities selected in March, 2005 for a pilot of a \$3 million federal grant to train future intelligence analysts and researchers crucial to the heightened effort on national security. A consortium of intelligence gathering agencies in Washington, D.C. selected FIU to lead in the development of academic programs that will produce well-trained and more diverse intelligence analysts. The program is a legislative initiative to diversify ranks of intelligence analysts and "build long-term partnerships with accredited universities that teach academic disciplines aligned with Intelligence Community core mission skills and competencies." The new center will provide scholarship funds, on a competitive basis to support advanced language and other academic training. The Center's mandate is to establish an undergraduate and graduate-level program leading to a certificate in "Intelligence and Security Studies." Dr. Ralph Clem, the Center's Director, says the program will encompass some new classes (Int'l Risk Assessment) and current ones in business, geography, political science, international and area studies. U.S. Intelligence Community picked FIU because S. Florida is ideal for bolstering the ranks of minorities in the intelligence community.

We are strongly committed to deliver unique curricular, research and outreach programs that serve our students, faculty and university community, our local business and educational community within South Florida. Our goal is to make all our constituents more competitive in the global economy, and continue as a local and regional resource for promoting U.S. business' global reach. We have bold and exciting things planned for our region, as we strive to honor our commitment to deliver programs that make an impact!

George Washington University

The George Washington University has established a Center for International Business Education and Research in Washington, D.C.—the capital city for the United States and the unequaled home of leading private, public and nongovernmental sector organizations and multilateral institutions deeply concerned with international business. Owing to our large and productive International Business Department and international orientation of our business school faculty; recognized leadership in the essential components of global competitiveness, including corporate social responsibility; nationally ranked sister schools in International Affairs, Law and Public Policy/Public Administration; strong university commitment; diverse and distinctive collaborating partners in the business and academic community, and our central Washington, D.C. location, the GW-CIBER serves as a vital portal for businesses, policy makers, citizens, students and faculty throughout the nation to increase their international skills and awareness of the internationalization of our economy. Through this portal, these stakeholders have ready access to the distinctive international business resources that GW, our partner organizations, and our D.C. location offer in promoting the future economic welfare of the United States.

The GW-CIBER is organized in five key and mutually-reinforcing objectives, with twenty corresponding initiatives, under the unifying theme of ***Institutions and Development in International Business***, which substantively address all of the purposes, mandatory activities and permissible activities of the authorizing statute. Our proposed activities promote enhanced U.S. competitiveness and homeland security by addressing critical unmet needs through research, teaching and outreach to the business and policy community.

Objective 1: Develop and promote *integrated programs* of education, research, and outreach around *focal themes related to institutions and development* in international business for our stakeholders through *interdisciplinary programs* spanning the fields of business, foreign languages, international studies, and public policy in a broad range of disciplines, including those often ignored by existing programs in international business. These focal program areas are as follows:

Global Governance

In most parts of the world government policy has become much more business friendly, but at the same time local competition is steeper, a newly powerful civil society claims greater attention, and government's ability to set the rules of the game is often in question. In response, governance models are changing. U.S. firms increasingly debate the appropriateness of their governance role. Additionally, the participation of many different kinds of actors can lead to competing regulations, elevating the uncertainty of doing business abroad and making it harder for companies to evaluate risk. U.S. firms are clearly trying to adapt and respond appropriately to local norms throughout the world, but are only beginning to understand the scope and nature of these changes and challenges related to the governance of organizations,

within economies, and of society at large. Therefore, there is a clear need to develop a better understanding of and find effective responses to the appropriate roles for business, government and civil society, particularly in the developing world, where five billion people are redefining the future of the world economy in which American firms operate. The GW-CIBER will address these gaps in knowledge, teaching and business training through its program on Global Governance.

Trade, Investment and Labor Issues in Developing Countries

U.S. businesses and workers face enormous opportunities and challenges in the coming years as globalization and technological advances continue. The examples of national interdependence in terms of trade, investment and labor markets are many. The integration of China and India into the global economy, whose citizenry represent about one-third of the world's total population, could mean both enormous new markets and dynamic new competitors for U.S. enterprises. Institutional realities abroad, including foreign government regulatory decisions (e.g., technical standards or administered protection) can also have profound effects on U.S. firms. Instability in emerging markets not only can suddenly close off potential markets to U.S. exports, but also the resulting increase in perceived risk can affect long term U.S. interest rates and profoundly change long term growth prospects for U.S. companies. The U.S. economy also faces competitiveness problems from mismatched domestic labor demand and domestic labor supply, especially with skilled workers in sectors vital to U.S. well-being such as information technology and health care. The GW-CIBER will provide a nexus for studying trade, investment, and labor market challenges, particularly with regard to developing countries, all of which have direct implications for U.S. business competitiveness.

International Security and Crisis Management

Security is a broad subject that receives a great deal of attention in international affairs and defense. Unfortunately, little of this literature addresses how the private sector is affected by security issues. The neglect of business in security scholarship and teaching is striking, given the fact that about 80 percent of terrorist attacks on Americans are on business targets, according to Paul Bremer (2002). Our approach to homeland security issues emphasizes the importance of risk management and how security issues impact the competitive capabilities of firms.

These problems are better understood by the firm and the public when presented as barriers to flows (i.e., of goods, services, and information), frictions and bottlenecks to transactions and to free exchange, added costs, strategic impediments and additional risks to doing business. Reframed in a business context, our effort puts homeland security issues in a management and manageable perspective.

Even within the field of international business (IB), security is an understudied area. In IB research and teaching, managing political risk typically refers to assessing aspects of the secu-

rity environment in various host nations, as well as the ability to protect FDI from security threats. *Ex post* analysis – how to manage, once a crisis has occurred—is almost completely neglected, despite its clear and compelling implications for competitiveness; some firms have taken years to recover from poor crisis management.

The behavior of U.S. MNEs shapes their image abroad, with implications for perceptions of the U.S. government. Thus, the furthering of the study of security in the private sector is critical for international business scholarship and practice, not only because it impacts competitiveness, but also because it has implications for security institutions globally and to foster a positive image of the U.S. abroad.

Diasporas in Development

Diasporas are “ethnic minority groups of migrant origins residing and acting in host countries but maintaining strong sentimental and material links with their countries of origin – their homelands” (Sheffer, 1986, 3). They represent an enormous fund of and for human capital. Economic remittances—money sent back to the homeland (hundreds of billions in US \$ annually), transnational entrepreneurship, and foreign direct investment comprise this vast fund. Recently, perspectives on remittances have broadened in scope, and explored issues of including social remittances, such as skills transfer, and cultural and civic awareness/experience. These diaspora contributions hold enormous promise for private sector development in the homeland, both directly and in support of an enabling environment for private sector development, with important repercussions for U.S. businesses’ competitiveness. Transnational enterprises founded by Americans who consider themselves part of a diaspora are of central concern, as are those U.S. businesses who seek to harness the financial and human resources of diasporas for profitable enterprises in home countries, either through direct investments in the homelands or through partnerships with diaspora transnational enterprises and local (homeland) firms. GW-CIBER-affiliated researchers are exploring how diaspora resources, networks and expertise contribute to homeland development, enhancing the environment for U.S. competitiveness in these markets.

Business and Society in Critical Countries

Markets in developing countries are becoming increasingly important to U.S. business. Developing countries account for the majority of the world’s population, land, and natural resources. Per-capita output is growing at a phenomenal pace in the developing world: Britain took 60 years to double its per capita output during its industrial revolution, yet China doubled its per capita output rate in only 10 years. Analysts predict that GDP growth in developing countries as a whole will continue to outperform high income countries in the foreseeable future.

At the same time, firms based in developing countries are entering foreign markets at a rapid pace and are becoming formidable competitors for U.S. business in the global arena. The



share of developing countries in global outward investment stock rose from five percent in 1990 to almost 12 percent in 2000, according to the UN Commission on Trade and Development (UNCTAD). Today, many of these developing-country multinational enterprises are found among UNCTAD's list of Top 100 Transnational Companies and among the Fortune Global 500.

The developing countries of Brazil, Russia, India, China (the so-called *BRICs*), the Commonwealth of Independent States, and the countries of the Middle East and North Africa account for some 10 percent of world GDP. These are examples of "*critical countries*," or developing national markets particularly vital to the economic and political interests of the United States. As these economies strengthen, they are developing into lucrative opportunity markets for U.S. companies but their firms present as increasingly formidable competitors in the global marketplace, and their governments and societies often chafe at U.S. economic and foreign policy—further hampering the efforts of U.S. firms to constructively and profitably engage in these critical countries. U.S. businesses will remain competitive in the future global marketplace only if U.S. managers are poised to contend specifically with these critical countries, seizing opportunities and launching effective defensive strategies.

Activities and Initiatives for Focal Areas

The integrated initiatives relating to education, research and outreach for the foregoing five focal theme programs include the following activities, which are specified and funded through annual open call competitions; each activity type is supported in the focal theme areas annually. The GW-CIBER provides the following type of support:

- **Research support** for faculty and doctoral students aligned with each focal theme;
- **Conference travel support** for faculty and doctoral students in each focal theme;
- **Focal Theme Conference, Seminar and Workshop Development, Promotion and Implementation** for focal theme research colloquia, seminars and workshops with faculty and doctoral students from both inside and outside GW;
- **Visiting Scholars, Research Professors, and Executives in Residence** from the United States and abroad with specialized expertise in each focal theme area to reside at GW and work collaboratively with faculty, students and members of the business community;
- **Focal Theme Professional Development** for faculty and doctoral students to attend workshops such as other CIBER Faculty Development Workshops in International Business (FDIBs) and CIBER Overseas Study Tours and participate in other professional development activities;
- **Focal Theme Course and Course Materials** Development for faculty and doctoral students to purchase background materials, conduct site visits, write

cases on international business and policy related to international business, create textual and other media-based materials and curricula and receive salary support and/or academic year course relief associated with development time. These materials will be created for university students, practitioner training and education, and K-12 curriculum enhancement;

- **Archiving, Publication and Dissemination of Research, Conferences and Course-Related Products** wherein all relevant outputs of each focal theme area will be archived, published and disseminated through a range of channels including text, audio and video document dissemination through the GW-CIBER website and other digital distribution systems; broadcasting and videoconferencing with external academic, practitioner and K-12 audiences; hardcopy dissemination of all materials.

Objective 2: Establish a holistic and far-reaching initiative to develop, deliver and disseminate a novel *Business Languages* program with specific focus on critical, less-commonly-taught language areas, integrating international resources available in Washington, D.C.

A native English-speaker once said: “Sure everyone else in the world speaks English – except when they’re talking about us.” This statement drives home the notion that in the global marketplace, while English speakers may enjoy an edge, those who speak *only* English are at a great disadvantage. Yet business school programs typically place little emphasis on training their students in foreign languages, due at least in part to the lack of time in the curriculum for additional language and culture training. One solution is to mesh business content and practices with foreign language education by integrating one into the other.

The proposed programmatic element focuses on the less commonly taught languages – including Arabic, Chinese, Hebrew, Japanese, Korean, and Russian – also referred to as “critical languages” as they are linked to countries viewed as actors that play a critical role in matters of international trade and U.S. security. Our particularly unique approach is to integrate into these new courses and materials the rich international resources at our fingertips in the nation’s capital, and then make these available to others across the region and country.

The Business Languages objective will be carried out through the GW-CIBER in conjunction with the newly established GW Language Center and the National Capital Language Resource Center of which GW is a member, and in collaboration with native speaker business faculty from GW. Washington Area Consortium universities will also be involved in fulfilling this objective, which will include the following initiatives:

- **Develop new Business Language courses** in at least four critical languages (Arabic, Chinese, Korean and Russian) and **new Business Language modules**

- in at least nine languages (Arabic, Chinese, Korean, Russian, Hebrew, Japanese, French, German and Italian) to complement existing GW Business Language courses in German, Spanish and French.
- **Create a Business Languages Faculty Summer Workshop** for GW and D.C. regional area faculty and doctoral students in languages to learn from GW Business Languages lead faculty, and to exchange materials and best practices gleaned from GW and other CIBER resources.
 - **Develop a Business Languages Faculty Summer Immersion Program** to complement the successful National Capital Language Resource Center Language Summer Immersion Program for faculty from K-16 around the U.S. wherein these language instructors work exclusively in their foreign language area and interface with key practitioners and institutions in the Washington, D.C. area in their selected foreign language.
 - **Extend the GW 'Study-Abroad-at-Home' Program** to include new language area opportunities for students to serve as interns in Washington, D.C. businesses, agencies and organizations where students' foreign language skills are used in professional settings. Faculty leaders in each business language area will work with the Language Center director in identifying these opportunities with relevant language area institutions.
 - **Investigate market demand for Business Languages Certificate Programs** in critical less commonly taught languages for students and professionals in the Washington regional area, in collaboration with the GW College of Professional Studies and the GW Office of Government, International and Corporate Affairs. Should demand exist for one or more certificate programs, at least one such program will be developed by the relevant language area leader, the GW Language Center director, the GW College of Professional Studies and the GW Center for Innovation in Teaching and Learning and piloted during the period of the grant.

Objective 3: Develop a distinctive *scholarly community* of high caliber doctoral students and faculty through a uniquely *intensive* and *interdisciplinary summer doctoral program* on institutions and development in international business in Washington, D.C.

One of the most effective ways of promoting scholarship, teaching, and outreach in the area of *institutions and development* lies in instilling the next generation of scholars with the interest, understanding, and capabilities to pursue the topic throughout their careers. By offering a summer doctoral institute to promising young scholars, the GW-CIBER will inspire career-long inquiries into this important research area, as well as give doctoral students the tools and understanding necessary to incorporate such issues as integral elements of their courses from the very first time they teach. The GW-CIBER will assist in breaking down disciplinary barriers by forming a research community spanning diverse paradigms and methodologies.

The GW-CIBER Summer Doctoral Program will provide leading pre-, post- and currently



enrolled doctoral students from across the U.S. an opportunity to conduct research in Washington DC in collaboration with aligned GW faculty experts. Both doctoral and faculty participants will be recruited from a wide range of fields, such as from business, political science, economics, sociology, public administration, international relations, and economic geography. Student participants will live together for two months in the summer in GW townhouses on our downtown Washington, D.C. campus to promote interaction and the development of a scholarly community. Program members will participate in research colloquia and doctoral seminars related to international business and our unifying theme of institutions and development; take advantage of Washington, D.C. experts and resources in conducting important international business research related to institutions and development; gain exposure to leading academic and practitioner experts from across the U.S. who will visit the GW-CIBER and participate as seminar leaders with this program; engage with GW doctoral students and faculty in various fields, and develop a scholarly community for future collaboration.

Objective 4: Professional Development in International Business. The CIBER network has a long-standing tradition of providing critical professional development to faculty and doctoral students in areas related to international business. The GW-CIBER proposes to follow in this established tradition by leveraging its particular faculty expertise, synergies with other programs proposed for the GW-CIBER, and offering distinctive access to a range of resources available in Washington, D.C. through two initiatives:

- **Develop and launch a new FDIB in Institutions and Development.** A weakness inherent in curricula and scholarship in the core business disciplines lies in a lack of attention to the importance of formal and informal institutions and a lack of generalization of ideas to developing countries. Likewise, many social science disciplines considering issues related to institutions and development are hampered by a lack of understanding of business topics. This biannual FDIB is designed to overcome these weaknesses by providing a coherent introduction as well as specific course materials, pedagogical techniques and research approaches to faculty and doctoral students from across the country. Participants will interact with leading GW faculty from diverse fields who are leaders in research and teaching topics relevant to institutions and development, and are aligned with the GW-CIBER's five focal theme areas. Leading experts from outside GW will also be invited as workshop co-leaders to insure that the participants in this FDIB have access to a range of specialized experts working in this area. Participants will further benefit from Washington, D.C. site visits to key organizations in the private sector, public sector, non-governmental sector and multilateral spheres to further bolster their learning about teaching and research related to institutions and development in international business. The Temple CIBER is collaborating with us on this initiative, and the related IB Research

- Forum that they are hosting on a related topic in Spring, 2007 in Philadelphia.
Assume leadership and primary responsibility for the highly successful FDIB on Teaching International Business Negotiation. This biannual FDIB will continue the successful program originated at the Duke CIBER to provide training to faculty and doctoral students in business, international studies, and related fields including law, communications and political science who would like to develop or improve a course or module on International Business Negotiation (IBN). This FDIB will consist of workshop discussion and presentations by leading faculty of IBN from around the U.S. and will incorporate sessions with faculty from diverse disciplines who have successfully included IBN in their own teaching portfolios. Frameworks for module or course organization and a range of field-tested and validated course materials including relevant role plays, simulations, cases and background materials are introduced. Participants will consult individually with faculty experts concerning their particular professional development needs. Site visits to, and presentations by, leading Washington, D.C. organizations and experts in a range of negotiation arenas including foreign market development, project finance through multilateral institutions and venture capitalists, diplomacy through commerce, and trade negotiations will significantly improve upon this highly successful FDIB and will serve to further incorporate the theme of institutions and development into negotiation teaching around the country. We are fortunate to have the collaboration of the Duke, Temple and University of Texas CIBERs in ensuring the successful transition of this FDIB to its new home at the GW-CIBER in Washington, D.C.

Objective 5: Promote International Business Careers/Career Readiness; Build upon existing career services at GW by developing a multiplex program for promoting and enhancing *international business-related career opportunities* for students and community members interested in pursuing international careers.

The program of work seeks to build a bridge between U.S. universities and career professionals extending across the full scope of possible international business professions: private, public, and nongovernmental sectors and multilateral institutions.

The International Careers objective will be carried out in close coordination with the Career Services offices of the School of Business and the Elliott School of International Affairs; with GW-CIBER partners such as the National Foreign Trade Council and the Washington Area Board of Trade who have members active in international business fields; and with the GW chapter of a leading global student-run organization called AIESEC which has as its mission the improvement of global understanding through professional international exchange in cross-border internships. This objective will be achieved through the following four initiatives:



- **International Business Resume and Interviewing Skills Workshop and Job Fair;**
- **International Career Information: Speaker Series, Speaker Bureau and International Career Opportunities Directories and Databases;**
- **Design, Produce and Disseminate 'Careers in International Business' Video Vignettes.** The GW-CIBER will take advantage of the wide range of organizations in the Washington, D.C. area working in international business, and its other international business career-related initiatives, in creating video vignettes with interviews of professionals in International Business from the private sector, the public sector, the non-profit sector, and multilateral organizations;
- **Provide professional development and organizational support for AIESEC-GW in order to increase the participation of GW students in this organization and in overseas professional internships.**

In conclusion, we are confident that through unique and integrated programming and leverage of a broad range of distinct resources, the GW-CIBER provides cost-effective, high-impact solutions to key issues critical to the competitiveness of U.S. firms in the global marketplace.



GW-CIBER hosted Daniel S. Sullivan, Assistant Secretary of State for Economic, Energy and Business Affairs, for a discussion on "BUILDING THE FUTURE: THE LONG-TERM INTERNATIONAL ECONOMIC AGENDA," on February 20, 2007.

Georgia Institute of Technology

This proposal extends the Georgia Tech Center for International Business Education and Research (GT CIBER), a national and regional center, through FY 2006-2010. GT CIBER was established in July 1993 and renewed in 1996, 1999 and 2002. Georgia Tech proposes to continue using the GT CIBER as a catalyst to mobilize the University's resources to enhance international competitiveness and national security.

During the current grant cycle Georgia Tech CIBER will focus on the following geographic areas:

- Northeast Asia
- EU (with special emphasis on France and Germany)
- Southern Cone of Latin America
- India

We also seek to leverage Georgia Tech's strengths by focusing on the following fields of study:

- Information and Communications Technologies
- Life Sciences
- Pharmaceuticals
- Manufacturing Technologies

Our key program elements fall under the following seven categories, with the following selected sample programs:

- **Strengthening Applied Language and Intercultural Studies: Georgia Tech's Language for Business and Technology**
 - o Establishment of "Language for Business and Technology" (LBAT) Consortia - With a proven track record of professional benefits to participants and linguistic achievements, these programs offer a model for external extension. Internal expansion of four of these programs is already under way. We will launch six LBAT consortia with collaborating universities, select criteria, open programs, and recruit students regionally, then nationally; assess expansion targets and establish criteria to select partner CIBER and non-CIBER schools and faculty.
 - o LBAT Model Faculty Training Workshops - A series of faculty development workshops will be offered as the program grows. These workshops will provide exposure to the pedagogy underlying the LBAT approach, proprietary materials, and the procedures to establish such a program. It will prepare instructors to participate in Georgia Tech expanded LBAT programs and subsequently in programs replicated elsewhere.
 - o Develop a Chinese Program to LBAT Program: The kernel summer program now in existence will be upgraded to a full-fledged LBAT program. With the implementation of a fourth-year Chinese curriculum with a view to increase the number of summer upper division Chinese courses offered in program, boost

- program quality with greater intensive immersion to speed up language acquisition, increase enrollments and assess program quality with external review.
- o Develop a Russian LBAT Program: Similarly, a new Russian LBAT will be developed in response to the demands of the Sam Nunn School of International Affairs and of government employers. This undertaking is predicated on a Title VI, Part A grant award, effective October 2005 and the CIBER commitment to integrate business into the program and to support it in the following manner; increase the number of summer upper division Russian language courses, and plan and launch program, to reach self-supporting status.
 - o “Languages Across the Curriculum:” This interdisciplinary program brings together language-competent professors in economics, management, and the social sciences with language professors to teach classes in the target foreign language. Faculty will work together and develop content-based courses in Chinese, Japanese, Korean and Russian, one year at a time and evaluate each course offered.
- **Broadening the Scope and Reach of International Business-Related Academic Offerings**
 - o Georgia Tech-wide International Plan: Under the International Plan (IP) partnership, Georgia Tech students must (a) demonstrate oral and written proficiency in a second language, (b) complete an international residential experience (two terms) in their respective countries, and (c) complete a set of three selected courses, culminating in a capstone course tying their international education and experience in the student’s major. Upon completion, students will receive a degree with the IP designation. The goal is to have fifty percent of graduating undergraduates in the plan by 2010.
 - o Globalization of the PhD Program in Innovation and Strategy: GT CIBER will strengthen and deepen the process of internationalizing the College of Management's expanding doctoral program. With fifty doctoral students in the functional management disciplines, the doctoral program has placed its PhDs in over 60 universities. This process includes two CIBER doctoral research awards a year and incentives for summer language programs and doctoral international pro-seminars with a research methods week.
 - o Consortial Doctoral Workshop in International Entrepreneurship: GT CIBER launched a consortial international business doctoral workshop focused on international dimensions of entrepreneurship. The workshop allows pre-dissertation-stage doctoral students to formulate research topics and obtain early guidance. Collaboration continues with Georgia State University, and the University of Minnesota. GT CIBER will offer this doctoral workshop annually and increase the number of sponsoring business schools, increase doctoral student

attendance to 35 and broaden the circle of established scholars invited as workshop leaders.

- o PRIME Masters Certificate in European Science and Technology Policy (US-EU Program): Sponsored by the European Union, PRIME is an interdisciplinary network of excellence involving leading European universities in research and innovation policy. Established through the European Inter-University Association on Society, Science and Technology, Georgia Tech School of Public Policy is a full core member. Starting in AY 2006-07, Georgia Tech students will be able to pursue the PRIME master's certificate. It requires five courses from GT offerings, a semester abroad at a partner European university, completion of a thesis or professional project or internship. CIBER will support the development of a series of international science and technology STI policy courses and promote international business-relevant STI research in the form of theses or professional projects.
- **Enhancing the Global Competence of Faculty and Students: A Model**
 - o Consortial Faculty Globalization Seminars: In consortial partnership with the University of Memphis and six other Universities, we have taken part in organizing, providing curricular materials, and recruiting faculty for a three-day, five-business-disciplinary track, series of Globalization Seminars each June.
 - o China and India Campus Committee Initiatives: Georgia Tech is establishing two linked campuses in China and India. Regarding China, it has signed commitments with Chinese universities: with Shanghai Jiaotong University to develop two faculty per year and exchange students; second with Peking University to develop a joint College of Engineering in Beijing. CIBER will promote faculty delegation visits, student exchanges, internships, global practica to China and India and develop joint research projects with faculty exchanges.
 - o MBA Global Practicum: The GT MBA Global Practicum is designed to sharpen MBA students' managerial skills by solving real-world international business problems for client firms. Students work in teams with a client; target a common country; organize a field study trip, spend one week in the target country, prepare a team brief and present to the client upon returning. For the period 2006-2010, the Practicum will focus on Ireland, China, India, and France.
 - o Short-Term MBA Study Abroad Faculty Development Consortium: In collaboration with Duke University Fuqua Business School CIBER, we will respond to the need for a venue to train MBA faculty and administrators in the best practices and experiential project-based learning for short-term MBA global practica and study abroad. We will offer an annual two-day workshop with training material and assessment methods.

- **Researching Globalization, Innovation & Competitiveness: Leveraging Georgia Tech's Strengths**
 - o Produce and Disseminate Annual GT CIBER Working Paper Series: Twenty five Working Papers are produced and disseminated per year. The bulk of papers focus on four identifies research axes.
 - o **Four Research Axes:** Each of the four research axes will generate an annual research colloquium bearing on the CIBER-sponsored faculty research output. Research results will be presented by key CIBER-funded faculty to an audience of academic colleagues and impacted business executives and government officials. It will be widely advertised, using the extensive network of the Center and College of Management.
 - **First Research Axis: Global Technology Sourcing Strategies:** Global technology sourcing has become critical because the locus of innovation has moved to trans-border networks of learning and innovation. Questions such as alliance timing and sequencing as well as the balance between internal and external technology sourcing remain to be answered. The generalizability of research must be enhanced by expanding the sample of industries, focusing on chosen technology sectors.
 - **Second Research Axis: Global Financial Integration and Corporate Governance:** Global capital market integration is predicated on transparency and norms of generally accepted corporate governance. Can firms in sourcing of capital across national financial markets with various corporate governance practices and policies remain globally competitive or will disintegrated capital markets limit the potential for global growth.
 - **Third Research Axis: Managing Global R&D and Protecting Intellectual Property:** The team will address the role intellectual property protection plays in creating firm, industry, and country-level incentives for innovation research across national borders, how innovating firms' choice of strategies are affected by the institutional environments and shape on international strategic opportunities. The 2005 UNCTAD World Investment Report, Transnational Corporations and the Internationalization of R&D, underlines the centrality of this research axis.
 - **Fourth Research Axis: Globally Distributed Work to Support Integrated Value Chains:** Globally distributed work (GDW) is an emerging area dealing with the management of work parceled out geographically across nations, economies, and cultures. Asia is at the forefront of new GDW patterns, such as the international outsourcing of services. The fourth axis research team is spearheaded by Prof. S. Mitra (Information Technology Management area coordinator, CoM), expert on strategic management of IT and its economics,

- **Making Engineers into Global Managers: Blending Engineering and Management Education**
 - o EMSMoT Overseas Residency: An essential component of the executive masters in management of technology (EMsMoT) is taking the students for an intense technology-oriented residency overseas. CIBER will strengthen the two-week overseas residency for EMsMoT students, and add an Asian and Latin American residency to the current European residency on a rotating basis.
 - o China-Georgia Tech Joint Engineering Campus Initiative (Peking University): Following a memorandum of understanding signed between Georgia Tech and Peking University, the Georgia Tech Committee on China is moving forward towards developing a new joint college of engineering located on the Peking University campus in Beijing. CIBER will work with the Georgia Tech College of Engineering to insure that the curriculum institutionalizes an international management component for Georgia Tech engineering students on exchange there.
 - o International Strategies for Recycling & Remanufacturing Initiative: Doctoral Training: The objective of this initiative is to create a model and replicable training environment for 12 doctoral engineering and management students to learn new approaches and solutions to global closed-loop production. It is estimated by the EPA that 73,000 U.S. firms sell \$53 billion worth of remanufactured products globally. CIBER will support the program's international educational thrusts and provide international exchange opportunities with collaborating universities. A global business perspective pro-seminar will be developed with GT CIBER.
 - o Global Tec Challenge: Global Business Plan Competition: Designed to encourage international high technology ventures, this competition will bring together graduate students, high-tech entrepreneurs, and venture capitalists at Georgia Tech. It will draw competitors from eight U.S. and international partner schools. GT CIBER, as a co-sponsor, will provide student mobility stipends to participants.
 - o Intercultural Edge (ICE) Consortium: Cross-Cultural Learning: Duke CIBER, Richard Lewis Communications Ltd.'s Cultureactive.com, in collaboration with GT CIBER and cosponsoring CIBERs are working to develop a valid, cross-cultural skills instrument and associated teaching modules to be used in academic research, teaching, and executive training workshops. GT CIBER will generalize use of the ICE web-based survey instrument in the international management education of engineering and technical students and participate in the supporting underlying research.
- **Business and Academic Communities Outreach: /Market/Issues Dissemination**
 - o Annual Georgia Tech CIBER Global Business Forums: The Global Business Forum is a two-day annual event which reaches an average of 150-200 Metro-Atlanta area attendees. Supported with grants from UPS and other firms, it highlights a different country or region or international business issue each year.

- o Atlanta Executive Roundtable on Critical Regions: This series of annual half-day morning programs, held at the World Trade Center/Atlanta, is designed to deal with an international economic question at the request of our outreach partners and Advisory Council. Based on meetings with our outreach partners, the following topics have already been identified: "Does Japan Still Matter?," "The Russian Federation: The Energy Markets of the Future," "The EU Technology Markets: Alliance Strategies for Southeastern U.S. Firms," and "CAFTA: Its Implications for the Southeastern U.S. Regional Economy."
- o Dissemination of Global Technology Opportunities Analysis (GTOA) to SMEs: GTOA provides tailor-made deliverables for U.S. technology-intensive small and medium enterprises (SMEs), such as techno-competition and innovativeness maps for a given country and technology. Building on extensive software development, we will increase the use of GTOA by regional small and medium-sized firms up to 25 studies a year, create an enhanced, user-friendly web-based version of GTOA software, and integrate the results into our CIBER outreach for dissemination.
- o Bioterrorism Preparedness: A Public-Private Partnership: The Partnership Roundtable is a concept for enhancing the exchange of information between the emergency management and corporate executives about global bioterrorism. The resulting Partnership Roundtable will work with Business Executives for National Security (BENS) to explore how to build a better understanding of governmental plans and policies, and examine ways in which business could assist. CIBER will work collaboratively with the Partnership through position papers and periodic meetings. Objectives include: enlarge membership, educate, assess costs and benefits to international business operations, and disseminate results.
- o International Business (IB) Pilot Program with North Fulton Magnet High School: This City of Atlanta public school system international business (IBP) magnet program is administered by North Atlanta High School's Center for International Studies. Over 90 students enroll annually and the program is recognized as an international trade literacy national model. Upon completion, students receive an international business program diploma along with their high school diploma. We will focus on two areas: GT CIBER will participate in curriculum design with Georgia Tech faculty as curricular advisors; assist in the design of a standardized web-based testing program for the IBP diploma; and foster a Model High School International Business Program.
- **Supporting Georgia's Economic Development Goals**
 - o International Co-op & Internship with Industry: GT CIBER will mobilize its corporate network to identify paid co-op and internship positions in technological. CIBER will provide an interface for the Division of Professional Practice.
 - o International Business Academy: Atlanta-based small and medium-sized

- business executives seek international business training in a concentrated and convenient format. GT CIBER, in alliance with local partner universities and the Atlanta World Trade Center, conceptually designed and tested this initiative with Ms. J. Gautier, international banker and consultant. The academy will meet twice a year for eight consecutive Fridays.
- o Georgia Tech European Campus: Intercontinental Technology Transfer Institute: Emergent, technology-oriented, innovative companies must take into account the global nature of market requirements. The Intercontinental Technology Transfer Institute at Georgia Tech Lorraine seeks to promote economic development by supporting the intercontinental activities of Georgia firms, from bridging cultural gaps, resolving product localization issues, addressing legal differences, to facilitating contacts with local partners and financial institutions. CIBER will link educational initiatives to this Georgia economic development project and leverage the GT Lorraine European Campus management program by offering international technology market ITTI start-up projects to select resident students and undergrad research projects and work with the International Co-op Program to place select co-op students.
 - o G-Tec Centers (International business accelerators): The College of Management has obtained memoranda of understanding with Instituto de Em-prendimientos Cientificos y Tecnologicos (IECyT), Buenos Aires, and Universidad de Los Andes Graduate Business School, Bogotá, Colombia, to establish customized global technology commercialization centers (G-Tec Centers) to share best practices and provide exposure for Georgia Tech faculty, students, and business partners. CIBER will leverage IP program undergrad research opportunities for G-Tec projects and Global MBA Practicum projects.
 - o Technocompetitiveness Indicators: GT CIBER and the Technology Policy Assessment Center will continue their collaboration to produce international high technology competitiveness indicators and forecasts (by industry and by country). American firms can determine the intensity of competition for a particular technology. This program element is one of the guiding lights in our outreach initiatives.



2005 Global Business Forum group meeting with Singaporean President His Excellency S.R. Nathan in the Istana (Presidential Residence) in March 2005.

Indiana University

The Indiana University CIBER is focusing its efforts over the next four years on understanding and explaining key business phenomena impacting U.S. competitiveness today. These include regional economic integration, the emergence of a number of very large, fast growing, and highly competitive economies (referred to as the BRIC nations), and the continuing challenges of resource security, whether human, intellectual, financial, or other. Whether academic or programmatically oriented (particularly in terms of outreach), I.U. CIBER programs largely reflect this strategic focus.

Below you will find more information about the I.U. CIBER and the opportunities it offers to you and your colleagues. These include research, curriculum development, access to practical and up-to-date business information, foreign language study, and experience abroad, each of which has a role to play in sustaining and increasing the competitiveness of U.S. business today. We welcome your questions and suggestions.

Pedagogy Development and Study Abroad Opportunities

- ***Undergraduate Study Tour Courses.***

CIBER is supporting the development of undergraduate courses that provide a more content-rich international business (IB) study & travel framework than is available through the standard travel abroad programs. With assistance from IU's East Asian Studies Center, CIBER helped develop a semester-long pilot course with a mid-course study tour and tested it over the last two years. In light of its success, such course offerings are being expanded in number and content. For example, a group of honors students and faculty have just returned from the first of these new courses, having spent twelve days in one of the world's largest and fastest growing economies, India. Further courses will focus on Brazil (including a Portuguese foreign language component) and China (with Mandarin offered to a select group of students).

IU's rich area studies resources are contribution greatly to each of these course, and participation by Arts & Sciences students adds to the learning environment pective with their own knowledge of culture, history, and language, and participating faculty will benefit as well.

- ***Supply Chain Management: Technology, Competitiveness, and Security.***

CIBER is supporting the School's Operations & Decision Technologies Department as it develops a curriculum and practicum focusing on Radio Frequency Identification (RFID). This technology, particularly attractive in the post-9/11 environment, has the potential to dramatically increase U.S. businesses ability to track products and provide the extensive data that is the bedrock of competitive advantage. In cooperation with the Marketing Department, ODT will embark on an expansive curriculum development project, expanding its simulation lab into an interdisciplinary RFID technology center, developing business cases to evaluate managerial issues, and creating a series of simulation-based cases that will provide students hands-on ex-



perience with RFID technologies. CIBER will help further disseminate these cases and simulations through its case collection at the European Case Clearinghouse (ECCH) and provide avenues for SME outreach with similar kinds of training.

- ***Incorporating Less Commonly Taught Languages (LCTLs): Summer I-Core Language Program.***

To encourage foreign language study beyond IB majors, particularly the study of LCTLs, IU CIBER is working with faculty from IU's foreign language departments and a highly motivated student pool to offer integrated Portuguese and Chinese language course options. The successful pilot course, in Portuguese, was offered in conjunction with Summer 2006 I-Core, and Mandarin will be added in Summer 2007. The choice of Chinese and Portuguese for the pilot project reflects the need to encourage business-relevant LCTLs in the context of a central aspect of business competitiveness today, the large emerging economies.

- ***Foreign Language Tutoring Program for MBAs.***

CIBER will continue to administer its popular foreign language tutoring program for MBA students as well as arranging special language and culture sessions for graduate study tour groups. For details about the program visit <http://www.kelley.iu.edu/ciber/foreignlanguage/training.cfm>.

- ***CIBER Case Collection at ECCH: Pedagogy Development and Dissemination.***

The CIBER Case Collection (CCC), established a decade ago, is a growing resource for timely IB content and curriculum tools from all business disciplines, for faculty as contributors to and consumers of high quality cases. Visit <http://www.kelley.iu.edu/ciber/casecollection.cfm> for more information.

- ***CCC: Professional Association Input.***

CIBER will continue to sponsor international case and PhD research competitions with a number of professional business associations. These include the Academy of Legal Studies in Business, the Financial Management Association, the Production and Operations Management Society, and the Academy of International Business. The competitions result in the generation of high quality, up-to-date cases from a range of functional areas, the best of which are added to the CCC.

- ***CIBER Library Collection at the Business/SPEA Library.***

CIBER has supported a collection of IB pedagogy materials, housed at the Business/SPEA Library Reserve Desk, for use by KSB instructors. The collection contains a wide variety of videos, CDs, and DVDs for use in most business disciplines as well as general IB courses. For a listing of currently available video materials, visit <http://www.kelley.iu.edu/ciber/documents/CIBER%20Library%20Collection.0806.doc>. The collection also contains books, jour-



nals, games, and simulations. A complete list of the holdings is available at the library reserve desk. Your suggestions for new additions to the collection are encouraged.

Undergraduate Scholarships

CIBER will fund four \$1,000 scholarships for students pursuing a dual degree or major/minor in business and a foreign language or business and an area study in 2006-07. The selection process is managed by the KSB Undergraduate Programs.

Research & Academic Conferences

- ***Faculty International Business Research Awards.***

As business faces major changes in the global environment, an understanding of the related issues is essential to U.S. business success. IU CIBER will continue to support faculty interest in important IB research. Grants of \$3,000-\$5,000 each will be offered on an annual, competitive basis to 4-6 faculty undertaking such research. Research projects related to CIBER's strategic focus (regional integration, emerging markets, and the security aspects of these) as well as doctoral student involvement will be viewed with particular favor. The CIBER Research Committee strives to balance awards across functional areas. Please visit <http://www.kelley.iu.edu/ciber/facultyresearchgrants.cfm> for details and deadlines and a list of recent CIBER Faculty Research Award recipients.

- ***PhD International Business Research Awards & Scholarships.***

As baby boomers reach retirement age, U.S. business schools will be competing aggressively to hire outstanding faculty, well versed in international aspects of all functional areas. To encourage the next generation of faculty to address the significant IB issues, two \$2,500 competitive grants will be awarded annually for PhD students conducting research on a significant IB topic. In partnership with the KSB Life Sciences Initiative, IU CIBER will also fund a similar award for a PhD student whose IB research has a significant life sciences component. Another award, the Barbara J. Clark Edwards Dissertation Award of \$10,000 will be given annually to assist a doctoral student involved in IB research in completing his/her dissertation. Details and deadlines for these award competitions and a list of recent award recipients are available at <http://www.kelley.iu.edu/ciber/phdawards.cfm>.

- ***Thematic Academic Conferences.***

Academic conferences provide opportunities to seed new ideas, expand networks, and generate findings of use to the wider communities of academics, practitioners, and policymakers. Recent CIBER academic conference topics include:

NAFTA at Age Ten, examining security issues related to borders, labor mobility,



currency, and trade for NAFTA partners in the post-9/11 environment;
G8 Pre-summit Conference on Security, Prosperity, & Freedom: Why America Needs the G8; and Regional Integration and Security

Each of these conferences generated a published book of select papers. CIBER will continue to hold at least one academic conference a year, generating publications on issues of concern to the academic and the policymaker. Visit the CIBER Events listing (<http://www.kelley.iu.edu/ciber/eventscalendar.cfm>) for information on upcoming programs.

- ***Case Development Travel Awards.***

To encourage case research and development, the IU CIBER annually awards three to four \$1,000-\$2,000 travel awards to business faculty who are going abroad to extend their stay for the purpose of gathering data for a new teaching case. Cases resulting from this research are submitted for inclusion in the CIBER Case Collection at ECCH. Case authors retain copyright and are free to publish the cases elsewhere subject to acknowledgement of IU CIBER's support. Requests for case development support should be made to the IU CIBER, BU 738, IUB (pschersc@indiana.edu). The proposal should be not more than 5 double spaced pages, including a brief budget. Case authors are responsible for obtaining permission from any participating company or agency.

Faculty and PhD Development in International Business (FDIB)

- ***Pedagogy in International Business (PIB) Workshop.***

CIBER will continue to host its popular Pedagogy for International Business Workshop, (co-sponsored by the CIBERs at Ohio State, Texas A&M, and the University of Colorado-Denver) under the direction of Professor Roberto Garcia. The workshop attracts participants from regional schools and institutions across the nation. Using simulations, new IB cases, video clip and other technology, participants gain new insights, participate in hands-on experiences with new pedagogical tools and content to invigorate existing IB courses or develop new ones.

- ***Internationalizing Doctoral Education in Business (IDEB).***

A consortium of 10 CIBERs sponsor this annual summer conference designed to help PhD students internationalize their teaching and research. Master teachers and IB researchers share their experiences and work with participants to improve their understanding of research and publication, and effective teaching practices. KSB PhD students are encouraged to apply to the IU CIBER for IDEB sponsorship.

- ***Foreign Language for Business & the Professions.***

The IU CIBER is committed to assisting foreign language instructors in gaining needed understanding of business and encouraging the development of foreign language courses specifi-



cally for business majors. IU CIBER co-sponsors two such annual programs and supports the participation of a number of IU language instructors.

1. National CIBER Foreign Language for Business Conference. A national consortium of CIBERs sponsors an annual conference for foreign language professionals, bringing together expert researchers and practitioners in the field of teaching foreign language for business to present current pedagogical tools and content to foreign language faculty from throughout the country.

2. Lessons from the MBA Classroom: Foreign Language for Business and the Professions. Hosted by the CIBER at Ohio State, this annual conference, co-sponsored by a consortium of 7 CIBERs, focuses primarily on pedagogy for foreign language for business. Expert foreign language and business faculty provide hands-on, experiential exercises and practical content for preparing and teaching business language courses.

- ***International Entrepreneurship Conference.***

In collaboration with the CIBER at the University of Colorado-Denver, the IU CIBER will co-sponsor a series of annual conferences on international entrepreneurship, beginning with a June 4-7, 2007 conference to be hosted by the UC-Denver CIBER. Tricia McDougall has agreed to represent the IU CIBER at the 2007 conference and, along with other well known entrepreneurship scholars will present sessions designed to assist faculty develop and design courses in international entrepreneurship; internationalize their entrepreneurship courses; or incorporate more entrepreneurial dimensions in their international business courses. It also offers a great opportunity for faculty teaching and doing research in international entrepreneurship to network and learn from each other.

Outreach to Business & Policymakers

The IU CIBER operates with a small staff and must rely on innovative partnerships to provide quality programs for its many constituents. Faculty champions play a critical role in our outreach efforts. The IU CIBER's partnership model capitalizes on individual faculty interests and strengths. A distinguished faculty member is invited to serve as the CIBER Faculty Fellow for one year. The fellow helps CIBER organize at least one major business outreach event in his/her area of focus, with CIBER financial and administrative support.

- ***Life Sciences in Indiana - LifeSc.***

Larry Davidson, Director of KSB's Life Sciences Initiative, and 2006-07 CIBER Faculty Fellow, will host a 4 part series of business seminars for regional life science industries, and those in-



terested in their future in Indiana. The first seminar, Life Sciences Clusters, was held on September 22 in the Hoosier Room at the Indiana Memorial Stadium. Almost 150 people attended to hear speakers address current issues in developing successful clusters in Indiana. The second seminar in the series, Pathways to Commercialization of Life Sciences in the Universities, is scheduled for Nov. 17, 2006 at the IUPUI Conference Center in Indianapolis. Visit <http://www.kelley.iu.edu/lifesc> to register and for information about future seminars and series sponsors.

- ***National Forum on Trade Policy (NFTP).***

IU CIBER joined the NFTP CIBER Consortium in 2003. The goal of the NFTP is to enhance discussion among trade specialists, state economic policymakers, and IB academics. Trade policy, primarily the federal government's domain, has varying impacts on different regions, states, even localities in the U.S. The NFTP offers opportunities to expand the network of those involved in and concerned with trade. The IU CIBER, collaborating with CIBERs at Ohio State, Kansas, Michigan, and Illinois, will host the 2009 NFTP conference in Chicago. The conference will focus on regional industries in the context of NAFTA, CAFTA, and U.S. trade policy impacting Midwest business operations. Larry Davidson and Jerry Conover will represent the IU CIBER at this year's NFTP.

- ***The Political Economy of India, the 'I' in BRIC.***

In 2005, the CIBER Faculty Fellow, Charles Dhanaraj, recruited an impressive list of sponsors and assembled a stellar groups of speaker from each BRIC (Brazil, Russia, India, and China) country to address a day-long session attended by more than 250 business practitioners and KSB graduate students. A follow-up executive seminar was held in June 2006 focusing on the IC (Indian and China) in BRIC. Over 100 regional business executives attended. Each seminar was enthusiastically received and plans are in the works for future programs on the BRIC countries.

- ***Quarterly Indiana Export Reports.***

As the nation's 12th top exporting state, Indiana's economy relies heavily on exports. The Indiana Economic Development Corporation (IEDC) has requested continued assistance in compiling and analyzing state export data. Larry Davidson, one of the leading U.S. scholars on state-level international business and economics, the long-time director of the Indiana Export Report program has recently turned over much of the responsibility to the Indiana Business Research Center (IBRC). CIBER will continue to support this work, providing research funding for research, development, and dissemination of these important reports.



Outreach to K12 Educators

- ***Indiana in the World.***

The IU CIBER supported the development of an innovative grade 6-12 curriculum, *Indiana in the World (IIW)*, in 1997 to develop a set of interdisciplinary lessons for use in economics, geography, social studies, and other classes and distributed *IIW* to every middle and high school, public and private, in Indiana.

Major global developments and new high school graduation requirements have dated *IIW*. With the endorsement of the IDOE, the IU CIBER, in collaboration with IU's Center for the Study of Global Change and a number of IU's area studies centers will be involved in the development of a new and improved *IIW* that will also be provided to all Indiana middle and high schools as well as to teacher training institutions in Indiana.

- ***International Studies Summer Institute.***

Also in collaboration with IU's Center for the Study of Global Change and area studies centers, CIBER will continue to support the annual International Studies Summer Institute for high school teachers, providing them with IB content and resources for the classroom relevant to sessions on international trade and economics. Institute participants will also help test the new *IIW*.



Kelley MBA students participate in a "Kelley International Perspective" (KIP) study tour course to China. Twenty - thirty percent of Kelley MBA students participate in these course each year.

Michigan State University

Michigan State University is celebrating its sesquicentennial as the pioneer land-grant university. Since its founding, MSU has been a leader in international education, research, and outreach. In 1956, MSU established the first International Program office among major U.S. universities. Today it is one of the largest and most vital, guiding undergraduate and graduate students in study abroad, developing international opportunities for MSU faculty and researchers, and assisting more than 4,000 international students and scholars on MSU's campus each year.

With a focus on quality, inclusiveness, and connectivity, MSU President Lou Anna Simon stated in her presidential address on Founder's Day, 11 February 2005, that: "Our pursuit of our goals will always be guided by the academic heritage and values that tie the rich history of Michigan State University to our present and our future." Her vision for MSU is that "**land-grant has become world-grant...**and as in 1855, Michigan State University will lead the revolution."

Closely aligned with its rich history and commendable purpose, MSU proposes to continue to operate its Center for International Business Education and Research (MSU-CIBER) as a national and regional resource center. Guided by its Advisory Council first established on 15 February 1989, MSU-CIBER's vision is "to be the world-leader in providing innovative and high impact international business knowledge related to all vital aspects of organizations' global value chains." This vision is epitomized in a set of ten Guiding Principles that lead to our mission for the 2006 to 2010 grant period:

Our mission is to leverage our leading-edge competencies to provide superior education, research, and assistance to businesses, public policy makers, academics, and students on issues of importance to international trade and global competitiveness relying on our guiding principles as the foundation.

During the next grant period, MSU-CIBER proposes to implement 60 projects that involve hundreds of activities that broadly fall into the areas of: knowledge development (research that produces leading-edge knowledge), knowledge deployment (professional development programs and products), and cultural competitiveness (dissemination of leading-edge knowledge). Among the world-leading projects that will be supported by MSU-CIBER are the globalEDGE™ knowledge portal, the program for Historically Black Colleges and Universities, the International Business Institute for Community College Faculty, and innovative research-based benchmarking studies.





Resourceful business schools such as MSU's Broad Business College, with its world-leading international research faculty (*Management International Review 2004*) and influence in the field of international business (*Journal of International Business Studies 2005*), can achieve significant accomplishments within the structure of the CIBER program. The senior leadership of MSU – including MSU President Simon and Broad Business College Dean Robert Duncan – has enthusiastically endorsed MSU-CIBER's vision and project scope. MSU has also renewed its generous financial and operational commitment to MSU-CIBER for the next funding cycle. To secure continuation of Federal support for MSU-CIBER, MSU will commit generous matching funds as well as in-kind funds. These include contributions from the Provost, Vice President for Research, and the Broad Business College Dean. With the combined Federal and institutional funds, MSU-CIBER is well poised to embark upon the next frontier of national distinction in international business education and research.



Overall, our portfolio of projects represents the most aggressive, far-reaching, and high-impact agenda that MSU-CIBER has ever proposed to undertake in its fifteen years of existence. MSU-CIBER and the Broad Business College at Michigan State University are well positioned to undertake this ambitious agenda given MSU's rich historical infrastructure and existing "world-grant" purpose supported by a world-leading faculty.

Guiding Principles

1. **Capitalize on the strengths of Michigan State University and build on the core competences of MSU-CIBER.** MSU is an institution with a distinguished heritage to international activities. MSU President Lou Anna Simon's vision for the university is that "global issues – from the prospects of global trade to the blight of global poverty and environmental stress" should guide all our activities. MSU hosts a wealth of Title VI National Resource Centers, foreign language programs, and area studies. Similarly, MSU-CIBER has a distinguished record of leadership in programming, campus alliances, assisting business, and engaging in leading-edge research on international competitiveness.
2. **Emphasize programs that are "portable," and those that have a lasting impact with maximum reach.** Consistent with MSU's mission as the pioneer land-grant university, MSU-CIBER has always been sensitive to the need to function as a National Resource Center. An emphasis is always on activities that benefit local, regional, and



national constituents – business executives, public policy makers, academics, and students. Those activities that maximize national impact will be high priorities (such as the world-leading globalEDGE™ knowledge portal, the program for Historically Black Colleges and Universities, the International Business Institute for Community College Faculty, and inventive research-based benchmarking studies which often lead to practical diagnostic tools).

3. ***Pursue new and innovative programs in internationalization, both incremental and radical innovations.*** MSU-CIBER already has demonstrated excellence in training globally competent managers and equipping U.S. companies with the knowledge necessary in a competitive global marketplace. MSU-CIBER will continue to be innovative in designing and supporting initiatives that fulfill the objectives of the Title VI legislation. These include customized and dynamic knowledge delivered via the globalEDGE™ knowledge portal, the Master of Science in Global Supply Chain Management program, research and faculty development on Emerging Markets, training-of-trainers projects, and intensive courses in business languages.
4. ***Promote interdisciplinary studies and greater infusion of business languages.*** Efforts will be intensified to ensure that all business students have an opportunity to acquire international competence through expanded area studies, business languages, team-teaching by interdisciplinary faculty, and study abroad. Special attention will be given to prepare students to pursue international careers by enhancing their linguistic and cultural skills in a specific geographic area. New initiatives will be implemented with MSU's professional schools, including criminal justice, law, packaging, engineering, and labor and industrial relations.



5. ***Provide greater opportunities for students to gain international knowledge and experience at home and abroad.*** Efforts will be continued to enhance learning – both in the classroom and beyond. In addition to curricular initiatives that enable better coverage of international and comparative issues, new professional development opportunities will be created. These include sponsoring student-led workshops and seminars on international issues, field studies/internships/assignments with companies, maximizing professional contact between foreign and American students, mentoring by executives, and overseas study. In support of MSU President Lou Anna Simon's target of engaging



forty percent of all undergraduates in study abroad programs, MSU-CIBER will expand its study abroad infrastructure to service an ever-increasing number of participants.

6. ***Assist faculty to build synergies between their teaching, research, and service with an international scope.*** To support the objective of creating a focus on the total global value chain of organizations, MSU-CIBER will promote international interests among the faculty. The objective is to cause a fundamental shift in the way our professional agenda is perceived (newly adopted guidelines for annual evaluations of faculty include the international dimension in teaching, research, and service). Faculty will be better prepared to incorporate international dimensions into their activities if they are properly mentored and assisted. Examples of MSU-CIBER efforts in this area include support of faculty development, workshops, collaborative research with foreign colleagues, and development of specialized instructional materials.
7. ***Make ample use of information technology to create and disseminate new products, services, methodologies, and skills.*** MSU-CIBER has accumulated considerable experience in utilizing leading-edge technology tools in serving its constituents. Examples are the globalEDGE™ knowledge portal, interactive diagnostic tools, business language learning materials available on CD-ROM, electronic publishing, and on-line course modules. In view of the effectiveness of the existing programs in reaching large, national audiences, MSU-CIBER will intensify its efforts to utilize information technology to its advantage (e.g., providing training tied to NASBITE's Certified Global Business Professional credential).
8. ***Supplement Federal funds with substantial university and private sector funds for maximum flexibility and impact.*** Since 1990, MSU-CIBER has been successful in securing substantial cash contributions from Michigan State University, corporations, and foundations to match Federal funds. MSU-CIBER has garnered continued non-Federal funding allowing the implementation of a comprehensive work agenda directly aligned with the Title VI authorizing statute to develop globally-minded and appropriately trained business executives, public policy makers, scholars, and students. The long-standing institutional support of the staff and infrastructure of MSU-CIBER permits the disposal of federal funds primarily for new initiatives.
9. ***Conceive, develop, and implement new activities that enhance international competitiveness which will be self-sustaining.*** A key role fulfilled by MSU-CIBER is to lead in new initiatives, serve as a catalyst in launching them, and then secure their successful "institutionalization." Those activities that eventually gain institutional "buy-in" and achieve nationwide impact speak to the success of MSU-CIBER as a National Resource Center. In the past, MSU-CIBER has had success with this approach. For exam-



ple, MSU-CIBER has pioneered eLearning initiatives within the Broad College of Business. Once a foundation of specialized know-how and resources were secured for eLearning programs, Broad faculty embraced them for a variety of different applications.

10. ***Collaborate with other leading educational institutions in the development of innovative programs for maximum reach and impact.*** MSU-CIBER leads and participates in many consortia that draw on its network of institutional relationships to achieve maximum value-added impact to constituency groups. For example, MSU-CIBER's leadership in programs such as the International Business Institute for Community College Faculty, the Historically Black Colleges and Universities initiative, and the Roundtable Series in International Business Education are immensely influential in their reach and impact on the global landscape.



These Guiding Principles serve MSU-CIBER well in realizing its mission – to leverage our leading-edge competencies to provide superior education, research, and assistance to businesses, public policy makers, academics, and students on issues of importance to international trade and global competitiveness using our guiding principles as the foundation. Specifically, MSU-CIBER drives this mission by focusing on three areas that are vital to all aspects of organizations' global value chains:

- ***Knowledge Development***
- ***Knowledge Deployment***
- ***Cultural Competitiveness***

Knowledge Development

Knowledge development centers on conducting research that produces leading edge global knowledge. MSU-CIBER develops innovative knowledge via a programmatic research agenda. The focus is on how to improve the international competitiveness of corporations and non-profit organizations. Our broad skill-set allows us to tackle research by qualitative and quantitative solutions. We focus on originality and managerial relevance. For example, published since 1996, MSU-CIBER maintains the annual index of Market Potential Indicators for Emerging Markets. Select research is done by MSU-CIBER, while other projects are conducted in collaboration with a network of researchers. MSU has a world-leading international business research faculty (Management International Review, 2004) and editorial influence (Journal of International Business Studies, 2005). At MSU, MSU-CIBER draws on more than 150 colleagues in about 25 international units to conduct cutting edge research and to mentor doctoral



candidates. MSU has produced the 6th most Ph.D.s in business since 1960 (METF, 2003), and our doctoral students rank #5 in the world in total citations (Academic Assessment Services, 2004).

We develop pioneering global knowledge.



Knowledge Deployment

Knowledge deployment centers on offering leading-edge global programs and products. MSU-CIBER deploys knowledge via an assortment of activities. For faculty and students, we provide grants, support for conferences, seminars, and links to industry along with a portfolio of customized activities. For businesses and public policy makers, we offer training programs, benchmarking of global value chains, and diagnostic tools. For all audiences, globalEDGE™ is the leading source on international business and trade on the web (<http://globalEDGE.msu.edu>). Achieving maximum reach and impact is the goal of our knowledge deployment. A local effort is the Global Business Club of Mid-Michigan—its executive luncheon series with six industry speakers is a great source for learning and networking. All activities are embedded in a sustained program of research and development, including incremental, radical, and disruptive innovations. Anchored in its history, MSU-CIBER always strives to be in the forefront of knowledge development while maintaining consistency in delivering superior products to its constituencies.

We deploy globalEDGE knowledge worldwide.

Cultural Competitiveness

Cultural competitiveness centers on permeating leading-edge global knowledge and values into business and society. We develop and deploy global business knowledge that helps businesses, public policy makers, academics, and students achieve maximum personal value and professional benefits. The common thread of all MSU-CIBER programs is to increase participants' knowledge of international competitiveness. The collection of projects—such as those for businesses, community college faculty, Historically Black Colleges and Universities, and students—exemplify the wealth offered to business and society. We also provide leadership in global communities such as the Academy of International Business (aib.msu.edu), the globalEDGE Network, CIBERweb (ciberweb.msu.edu), and the Consortium for International Marketing Research (CIMaR, cimar.msu.edu). Established in 1959, the Academy of International Business has members in more than 70 countries, with MSU-CIBER being its headquarters since 2004. The globalEDGE Network (est. 2001) includes global professionals from around the world. MSU-CIBER also serves as the “web hub” for CIBERweb—a portal that integrates



activities of all CIBERs funded by the U.S. Department of Education. We nurture global mind-sets for the world's culture.

About Michigan State University and the Broad Business School

Founded in 1855 as the pioneer land-grant university, Michigan State University is one of 62 institutions in the Association of American Universities and a member of the Big Ten Athletic Conference. MSU offers a curriculum of more than 200 programs to some 45,000 students. A leader in study abroad programs, MSU also offers about 300 foreign languages, 800 international courses, and has students from more than 125 countries. The Eli Broad College of Business is considered one of the elite business schools, and the premier school focused on organizations' global value chains. The Broad School has a collection of world-leading faculty in hospitality management, international marketing, logistics, operations management, organizational behavior, purchasing, and supply chain management, with leading experts in other business areas. The school is named after billionaire Eli Broad, the son of Lithuanian immigrants. Recruiters gave the school its "top scores for students' fit with the corporate culture, their teamwork skills, and success with past hires" (Wall Street Journal, 2005).

We advance knowledge and transform lives.



The Ohio State University

Over the past decade, the OSU CIBER has helped to broaden understanding of many areas in international business, including the nature of the world's big emerging markets, how small and medium-sized U.S. businesses develop international strategies, and important means by which U.S. business extends its reach within world markets (mergers, acquisitions, alliances). In the current period of 2006-10, we propose to focus the CIBER's activities on the critical role of international knowledge management.

Knowledge management is defined as the process of creating value from intangible assets (Makhija and Turner, *AMR*, 2006). In the current competitive environment, firms must be able to extend their knowledge management activities to the international arena, but this is difficult to do due to the inconsistency of these activities with those relating to purely domestic concerns. The CIBER's task through this new proposal is to help resolve the dilemmas facing U.S. firms in their international management of knowledge.

With the help of our previous CIBER grants, we have learned that good international knowledge management is key to the success of mergers, acquisitions and alliances and important to the success of U.S. businesses (large or small) as they internationalize. International supply chains, financial services, communication, and research and development are all areas that are greatly affected by the firm's international knowledge. International knowledge management is also important to U.S. economic security. Intimate knowledge of the cultures and languages of remote areas of the world is critical to both national security and the security of U.S. businesses. In 2006-10, we will address these issues in strong partnership with OSU area studies and language centers. Together, we will focus on a different region of the world each year, offering conferences to disseminate knowledge to the business and academic communities. During the grant period, we will undertake the following activities:

Incorporating language and international studies training into business curricula

We will create "international champions" among faculty members through immersion experiences in new areas (to them) of the world. Fisher faculty members have often participated in a variety of faculty development (FDIB) programs sponsored by other CIBERs. In the new grant period, we will offer two Fisher College International Faculty Seminars in other world regions. Locations will be coordinated to fit world regions emphasized each year. Seminars will occur in June 2008 in Asia and in 2010 in South Asia.

We will establish a joint degree program between the Fisher College and one or more universities outside the United States. We will focus our efforts on a newly established OSU degree program in entrepreneurship, matching our expertise in this area with the skills and interests of the Columbus based research organization, Battelle. Together we will search for at least one willing and high profile university partner in China, India, or Korea.



We will add to the set of MBA study abroad and exchange partnerships that were already created in OSU CIBER's first decade: seven in Europe, five in Asia, four in Latin America, and four in Africa, Canada, and Australia. Our task in the next several years will be to sustain and increase MBA demand for study abroad. For undergraduates, we have nine exchange partners, but our future strategy will be to increase the possibilities for groups of students to study abroad together, taking similar courses and simplifying the transfer of course credits. The Fisher College currently has four group study abroad sites for undergraduates, three in Europe and one in Latin America. The CIBER will support MBA and undergraduate exchange students with travel stipends.

Significant changes in the MBA curriculum of the Fisher College will be implemented early in the grant period, with an eye to providing all MBA students with at least some kind of international experience. International field studies will be added to a number of existing MBA electives. Our long standing emerging market course and field studies will be expanded to more locations. An international survey course approved in 2004 will be required of all MBA students. Student abroad opportunities will be expanded.

For undergraduates, a comprehensive revision of the IB major will seek to re-establish an area studies focus, combining foreign language with a deeper selection of area studies courses. The CIBER's "knowledge management" theme will be incorporated into a newly required cross-cultural management course for undergraduates. The curriculum revision, along with our undergraduate emerging markets field study, our successful international case competition, and newly expanded study abroad opportunities should provide OSU business undergraduates with an ever expanding set of opportunities for international experience. For regional campus students, we will initiate a three-week intensive study abroad experience at Ocean University in Tsingdao, China. The three week experience will be coordinated by Peace Li, an MBA alum and director at the OSU Newark campus.

Several joint degree programs within the Fisher MBA are directed at students who will enter law, medicine, engineering, or other areas where international knowledge management is critical. In the next grant period, the OSU CIBER will focus attention on ways to internationalize students who enroll in these joint degree programs. In the JD/MBA we will encourage participation in the Oxford study abroad program offered by OSU's School of Law. We will seek speakers to address the internationalization of medical practice. In the new Master of Business Logistics Engineering, we will encourage faculty to use the international supply chain security simulation previously funded by the CIBER. For students in all three programs, the CIBER will help initiate an informal research seminar focused on intellectual property -- combining issues in law, in medical and pharmaceutical patents, and in proprietary knowledge of supply chains, for example.



For MBA students who do not study abroad or minor in IB we will sponsor a monthly Distinguished International Speakers Series. Over lunch, students will hear about experiences and insights of business leaders who work in the international arena. For similar undergraduate students, we will continue sponsoring an international case competition, the now popular three-day "CIBER Case Challenge." Four international teams will be invited to attend each annual competition at OSU and will complement teams from eight other CIBER schools.

A critical measure of interdisciplinary internationalization is the degree to which language is incorporated into the business curriculum. For MBAs we will continue to offer one quarter, non-credit language tutorials, but only for languages where individualized instruction is not available at OSU. Seven languages are now offered through individualized instruction at OSU's state-of-the-art language center, several of them less commonly taught. The CIBER will engage in intensive marketing to encourage MBA students to take advantage of this language learning option, to move at their own pace, perform work in the labs of the newly inaugurated OSU World Media and Culture Center and receive periodic face-to-face testing to determine their level of achievement.

The Fisher College accepts language instruction for MBA credit when students are abroad. Fisher College students typically study abroad where classes are taught in English but the study abroad universities are located in communities where English is not the main language spoken, giving motivation for language study. We plan, in the new grant period to strongly encourage those students who are studying abroad to include language in their study abroad curriculum.

Undergraduate IB majors must prove competency in a second language. For others, we believe the most effective way to encourage language acquisition is through intensive, in-country programs. During the new grant period, the OSU CIBER will work with language departments to develop more in-country language programs that fit within the business curriculum.

Language study is not an end in itself but rather a means to an end. In enterprises where knowledge management is critical, language is particularly important. Whether in service or manufacturing firms where services contribute to competitiveness, the ability to speak to customers in their own language is an important competency. The CIBER will join OSU's East Asian Studies Center to make this point in a new initiative, "ICE," an Inter-Cultural Exchange program called "Why Language Matters." This half day workshop will be held in the World Media and Culture Center at OSU. Collaboration will be sought from the Chinese and Indian MBA student associations as well as the undergraduate Asian Business Students Association. We will extend the workshop to other languages and regions of the world in years 2-4.



Programs providing business training for foreign language and international studies faculty and students.

We propose to offer a faculty development program for language professionals and to host the national CIBER Language Conference. The CIBER will also provide support for OSU language instructors and students to attend other faculty development programs and for OSU's international studies majors to study abroad.

In 1999, the CIBER, along with co-sponsors from the CIBERs at Hawaii, Memphis, San Diego State, Thunderbird, and Indiana, developed an FDIB program, "Lessons from the MBA Classroom," targeted to secondary and post secondary language faculty from across the nation. Twenty five or more participants have attended each of the FDIB programs held at OSU. This FDIB program will be offered every other year to make room for a new initiative.

UNC's CIBER will provide leadership for the new initiative. Through a consortium of CIBERs, teams will be created across CIBERs, each one assigned to work on a "Global Business Project" where language skills will be required. At least one bi-lingual member of each team will be required to complete the consulting assignment. Students from various CIBERs will work together at different locations, thereby simulating the teams that multi-national firms must regularly create.

OSU will host the National Language conference and organize its agenda in Columbus in 2007. This important annual business language conference brings faculty and practitioners from across the country to discuss major issues influencing business language. Approximately 200 professionals attend the conference each year. Over time, the conference has become the main meeting ground for language faculty with interests in teaching business language.

The OSU CIBER has strongly supported area studies and language faculty to attend faculty development programs offered by other CIBERs. In the new funding period, two area studies and two language faculty members will be supported each year to attend such programs.

Students majoring in "international studies" (IS) are a large and growing number at Ohio State. In 2001, 227 students were majoring in international studies, but by 2005, the number had grown to 635, almost a three-fold increase. Working with the director of the IS program, Professor Tony Mughan, the OSU CIBER has supported two new international studies "tracks" – World Economy and Business and Intelligence and National Security. The World Economy and Business track is now one third of all international studies students who graduate each year. For these students, the CIBER will encourage creation of a dedicated section of the core course "Introduction to IB," by combining international studies students with students on OSU's regional campuses. For students enrolled in the Intelligence track, we will help create a "busi-



ness security” course for degree seeking and non-degree seeking students. The CIBER-funded course will be created in a distance learning format accessible statewide or anywhere in the world. We will provide travel stipends for IS students in either track.

Programs enhancing business professionals’ international skills, awareness, expertise

U.S. manufacturers have had to change their markets, and offer new services along with their traditional products in order to address international competition. The CIBER proposes several activities to help businesses be more adaptable and engage in learning. The first is the National Forum on Trade Policy (NFTP), supported by the CIBER since its initiation at Duke in 2003. The CIBER proposes to co-host the NFTP in 2009. Partners will be CIBERs at the University of Michigan, Indiana, Illinois and Kansas. The NFTP is important to our theme because the shift to a knowledge based economy inevitably involves significant, and often painful, change in how traditional manufacturing firms do business. The NFTP has become an annual event with two main purposes: 1) to facilitate discussion about current and pending free trade policies and 2) to initiate proactive response to those policies in the form of research and outreach. The Forum now involves the sponsorship of a majority of CIBERs, benefits from a steering committee of future and former CIBER hosts, and shifts location and emphasis annually.

For the past nine years, the CIBER's TARGET program (To Aim and Realize Global Expansion Together) has served and been well received by small and medium sized businesses throughout central Ohio. Through sponsorship of the CIBER and the leadership of two retired executives (Mr. Toshikata Amino, a CAC member and Executive in Residence at the Fisher College, and John Eickelberg, a retired international executive for ABB), TARGET has successfully encouraged the global development of more than 60 small and mid-sized firms participating as corporate members (i.e., “learners”). These corporate members meet bi-monthly in half-day sessions, which include informational presentations and problem solving. In the current grant cycle, TARGET has expanded statewide, with new programs in Wright State University, OSU-Mansfield, and Cleveland State University. We plan TARGET programs in at least two additional locations.

The OSU CIBER has enjoyed excellent working relationships with the State of Ohio’s International Trade Division and with the U.S. Department of Commerce’s local trade representative. In fact, the Fisher College’s International Programs Office and CIBER were awarded the Ohio Governor’s Excellence in Exporting award in 2002. In the new grant cycle we will offer a jointly sponsored trade seminar for local businesses, built around each regional focus selected for the next four years, i.e. Latin America, East Asia, Slavic and Central Asia, and South Asia. For each region, several key countries will be selected. Live videoconference presentations are combined with panels in the half-day workshop. Trade representatives in each country discuss their trade and cultural environments and respond to Q & A. Small and medium sized busi-



nesses, many entering a given market for the first time, are the majority of the participants.

Collaborations with other institutions of higher education, local educational agencies, professional associations, and businesses

CIBER will rely heavily on partnerships developed with the directors of OSU's area studies centers and overseas universities. In 2006-7, the focus will be on Latin America, in 2007-8 on East Asia, in 2008-9 on Central Asia; and in 2009-10 on South Asia.

Each winter, a conference will be organized jointly by CIBER and each respective area studies center, focusing on the knowledge necessary to do business in that cultural environment. Executives will discuss the challenges of international knowledge management, and academics whose work relates to specific aspects of that topic will present their findings. Area studies experts will discuss the historical, political, and cultural context in which business must operate.

The CIBER has created a network of institutions in Ohio whose sole purpose is to learn from each other's internationalization experience, called the Ohio Faculty International Network (OFIN). Funded institutions receive grants for outreach or curriculum based projects, with the proviso that the results be shared and that MOFIN members be encouraged to replicate success.

The OSU CIBER will also launch a new initiative in support of high school based programs in international business. After serving on the advisory board for an international business certificate program offered through one of the career and technical programs in the Columbus area, we expect to learn from that program what aspects of an IB curriculum appeal to technically-oriented high school students. We will support the replication of such activities in other regional technical programs during the new grant period.

International business research for improving international aspects of business education and US international competitiveness

The CIBER's Global Competence Awards, offered competitively each year to faculty and PhD students, will focus on how knowledge management activities in business schools and U.S. businesses contribute to their international success. The objective of the CIBER in the new grant period will be to increase the rate of (international) knowledge management publications, both for faculty and PhD students.

The OSU CIBER will continue participation in the important Frontiers of Knowledge Conference sponsored jointly by the CIBER community and the Journal for International Business Studies. The OSU CIBER was one of the founding members of this important conference,



which allows for leading edge topics in IB theory to be presented, debated and discussed.

The OSU CIBER will support the annual Homeland Security Conference, held this past year at Temple University. Walter Zinn, a member of the College's logistics faculty, recently estimated the risk of catastrophic events affecting the entire supply chain. We will encourage Prof. Zinn and others to participate in the Homeland Security Conference and will support any research that results.

Purdue CIBER programs seek to instill professional competencies that lead to success in the global business environment, promote research on issues directly relevant to global business, and provide services to help managers, educators, and the general public to meet the challenge of global markets. Purdue collaborators include the Krannert School of Management, Department of Foreign Languages and Literatures (FLL), Engineering, Agriculture, Organizational

Communications, and Hotel and Tourism Management (HTM), the Purdue Research Park, Purdue Discovery Park, and several centers, including Global Supply Chain Management Initiative (GSCMI), Purdue China Center, Confucius Institute, and Purdue Homeland Security Institute (PHSI).

CIBER teaching programs promote the integration of international materials into existing courses. All undergraduates will engage in an assessment of their cultural values and communications styles using the on-line instruments available through the CIBER Intercultural Edge (ICE) teaching consortium, and then participate in workshops in cross-cultural teamwork.

For master's programs, CIBER will enhance the Management Development Series, 'Managing Across Cultures', to be held on Friday mornings each Fall. The Krannert Executive Forum, featuring major corporate executives as guest lecturers, will be held throughout each academic year, offering management seniors an applied management perspective.

New master's courses to be developed include (1) Global Mobile and Ubiquitous Commerce, which covers implications of the convergence of telecommunications, computer, and internet technologies, (2) International and Comparative Accounting will address international accounting and financial reporting standards as replacements for domestic GAAP, cross-national variation in accounting standards, and methods to ensure uniformity in financial statements, (3) Accounting for Multinational Corporations will cover consolidation of foreign operations, exchange rate fluctuations, hedging foreign exchange, and performance evaluation for foreign sub-sidiaries, and (4) Global Security and Risk Planning will address security of computers, supply chains, financial, and intellectual assets, assessment, and infrastructure security.



The OSU CIBER will collaborate with the Indiana CIBER to sponsor an annual conference on the pedagogy of teaching IB. The conference introduces best practices in the teaching of IB. Both process (what is required to teach IB) and content (most relevant topics) are dealt with during Indiana's two day conference.

The OSU CIBER, an initial sponsor and host of the Internationalizing Doctoral Education in Business (IDEB) Program, will continue its support. Initiated in the summer of 1998, a group of mostly-mid western CIBERs carried out a program for non-IB PhD students, introducing international topics, teaching methodological skills necessary for addressing international topics, and debating the factors that lead to success in an internationally oriented career. The workshop attracts from 50 - 80 doctoral students nationally each year. The two-day workshop rotates throughout sponsoring CIBER schools. Plans are to continue the workshop through the new grant cycle, with Ohio State hosting the program for the third time in 2008.

Finally, the CIBER, working with OSU's Mershon Center for International Security Studies as well as its Center for Latin American Studies (CLAS), will offer a one-day symposium on Chinese investment and penetration in Latin America. CLAS director, Professor Kevin Johnston, will lead this activity, to be offered in the second year of the new grant period.



OSU students at Machu Picchu during an emerging markets field study trip to Peru.

Purdue University

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In less commonly taught languages, new classes include Advanced Business Chinese, which trains students in linguistic and business writing skills using case studies from multinationals in China, and Business Arabic. Business language conversation groups in Mandarin, French, German, Spanish, or Portuguese will be conducted.

CIBER will partner in the Inter-Cultural Edge (ICE) Teaching Consortium to certify faculty and teaching staff to enhance training in cross-cultural communication and teamwork. Purdue International Extension will use the ICE cultural styles instrument to prepare participants in the Cultural Competence and Global Competitiveness Program where graduate students, extension professionals, and educators are trained as market researchers in Latin America and China.



Purdue CIBER will support the Global Supply Chain Management option area in the MBA requiring completion of 10 credit hours in operations management and other areas to provide a certification for supply chain management.

Experiential, problem-oriented projects and courses will be developed. As part of the Purdue homeland security initiative, MBA student teams will work on consulting projects for private sector partners of the PHSI. The projects, following the class in Global Security and Risk Assessment, will analyze terrorism risks and make detailed company reports. As part of the global supply chain initiative, Krannert students will work in cross-cultural teams on global supply projects requiring coordination of team members across in partners in China and Korea.

Speaker series allow students to learn from experienced global managers: (1) Purdue Global Management Forum sponsors presentations on international banking and finance, international operations management, and global career management. (2) Global Supply Chain Management Speaker series provides a twice monthly presentation on global supply chain management.

Purdue CIBER will promote the attendance of doctoral students in the two Ph.D. consortia conducted by the CIBER network. At least two Ph.D. students will be sent each year to the annual International Doctoral Education in Business (IDEB) seminar. We will sponsor doctoral student attendance at each of the CIBER International Doctoral Consortium's biennial specialized programs in finance, accounting, MIS, organizational behavior, organizational design and strategy, and operations management.

To promote business training for foreign language doctoral students from FLL, CIBER will sponsor the participation of language faculty and doctoral students in the Mini-MBA program conducted by Krannert's Executive Education Program, which will be supplemented with a special workshop on learning applications for business language educators.

Several initiatives in short term study abroad will be sponsored. There will be intensive study tours to Shanghai in which students in management and engineering are exposed to aspects of Chinese business and culture and participate in cross-functional and cross-cultural teams. The GSCMI will develop one-week best practice study tours to several locations in Korea, China, and India. MBA students will participate in two Spring Break study abroad courses: International Marketing: Dealing with Cultural Diversity (Paris), and Business between the European Union and South America (Madrid) and a two-week Maymester program in Paris. CIBER will collaborate in a new program in English through the Ecole de Trois Points French Language and Cooking School in Roanne, France. Purdue University will be developed as a regional certification center for three major business languages: the *Examen Internacional de Negocios en Español* (Spanish), the *Hanyu Shuiping Kaoshi* (Chinese), and the *Prüfung*



Wirtschaftsdeutsch (German).

CIBER research programs promote encourage new research in all areas of global competitiveness through an annual program of peer-reviewed faculty research summer awards. To encourage research in specific areas of need, we will allocate at least one research award during the grant cycle to each of the areas covered by Purdue CIBER Research Initiatives: corporate public diplomacy, regional branding, global supply chain management, and Chinese business language and culture.

Purdue CIBER plans further research in the assessment of cultural values and communication styles. As a foundation research partner in the Intercultural Edge (ICE) Research Consortium, Purdue faculty will collaborate with Duke CIBER, and other CIBER consortium members to develop a valid, individual based, cross-cultural communication instrument to be used in cross-cultural research and teaching. With researchers at the joint Purdue/Zhejiang University Institute for Global Human Resource Management, we will gather data and conduct further assessment of the measurement properties of the ICE instrument in different national and regional cultures in China, administering the instrument to samples in Western China, and in the Hang-zhou.

Purdue CIBER will strive to make relevant scholarly work accessible to international business scholars and practitioners in a timely and efficient way. The CIBER Working Paper series continues, featuring research on all aspects of international business by Purdue researchers and their collaborators. The annual volume, *Global Business Languages* (GBL) will be organized around special themes, such as "Security and Business Languages" (2006) and "Language, Competition and the Global Market" (2007).

Purdue CIBER will organize nine major research symposia during the grant period. Dr. David Hummels will lead the successful annual Empirical Investigations in International Trade (EIIT) conference. The impact of the conference is enhanced by holding it every second conference year at other North American sites in partnership with institutions.

Four special conferences will promote research in special Purdue CIBER initiatives: a research symposium on corporate public diplomacy will enable academicians to explore the U.S. business community's role in improving perceptions of America abroad and thereby improving national security, a second joint research conference in Global Supply Chain Management will focus on challenges in coordinating global supply chains in different industry sectors and on protecting intellectual property placed at risk with suppliers in countries not covered by protections applying to the U.S. market, a two-day conference on research and pedagogy of teaching Chinese culture and language will target researchers, educators, and corporate learning officers who are interested in developing new and effective methodologies for studying Chinese



culture and language, and a one-day national symposium, The Globalization of Management Education, will be held that targets business leaders, business school leaders, executive educators, and researchers in the area of international management, and higher education.

Purdue CIBER will expand its program of international consulting services to small and medium size Indiana businesses by leveraging the expertise of Krannert master's students with international backgrounds to become team members on MBA student consulting teams to provide Indiana businesses with information about overseas markets and operations, and through increased involvement of Krannert professional graduate student organizations and Purdue initiatives in global supply chain management, homeland security, entrepreneurship.

The Global Issues Fund (GIF) will provide small grants to community-based organizations and economic development councils throughout Indiana to provide discussion and education forums for small and medium size businesses to learn about opportunities and methods for expanding beyond traditional domestic markets.

Purdue CIBER will further expand outreach activities by conducting workshops designed to enhance global competitiveness of small and medium sized enterprises in Indiana that go beyond concern with export awareness and tools, and focus on how to sustain small business competitiveness in the global economy by exploring how entrepreneurial processes can create and develop global market opportunities. The Center will also continue to provide programs to coordinate and enhance efforts of global trade facilitators from multiple agencies in Indiana and the region.

The Purdue CIBER will partner with the National Forum on Trade Policy consortium to offer annual conferences designed to enable stakeholders develop effective globalization strategies at national, regional, and state levels.

In cooperation with other CIBER centers, the Purdue CIBER will conduct or support three research and outreach conferences including a one day symposium to be held in Chicago for business leaders, security professionals, and academicians to explore special issues on homeland security in the Upper Great Lakes area, a Summer Institute for community college faculty to address learning issues on international business at their respective institutions, and the annual CIBER Business Language Conference. Purdue CIBER will continue to collect information on upcoming *Faculty Development in International Business* (FDIB) programs and conferences sponsored by existing CIBERs to be compiled in a master FDIB directory and posted on *CIBERWeb*.



Purdue CIBER will continue participation in two CIBER doctoral consortia devoted to the internationalization of doctoral student training in business: the CIBER Doctoral Internationalization Consortium, which will organize a series of workshops to engage future business school faculty in a process of inquiry and discovery that will lead them to incorporate international dimensions into their respective disciplines, research and teaching, and the Internationalizing Doctoral Education in Business (IDEB) Consortium, which complements the disciplinary focus of the first consortium through its focus on such more general topics of interest to doctoral students.

In a further doctoral initiative, Purdue CIBER will develop a new doctoral symposium for Ph.D. students in foreign languages to develop interests and competencies in business languages and continue providing business education to foreign language faculty and Ph.D. students from Purdue and regional institutions through admission to the two week, intensive mini-MBA program conducted by the Krannert executive non-degree programs.

Purdue CIBER will collaborate with the CIBERs at Duke, Pittsburg, Georgia Tech, and Texas to sponsor annual work shops on MBA Short Term Study Abroad programs. This initiative fills the need for a faculty and administrative development workshop where lessons learned and best practices regarding the design and execution of global academic travel abroad courses for business students are shared. It especially seeks ways to overcome the unconscious barriers to study abroad by MBAs, such as unmotivated faculty and curricular barriers.

To increase public awareness and prepare high school graduates for further international study, the Center will partner with the Indiana Council for Economic Education (ICEE) to develop materials to advance global economic and business education at the K-12 level. We will prepare Indiana educators for K-12 educational, cultural, and business linkages with schools in Dalian, China. A team of educators will tour in Year 1, establishing linkages for the subsequent tours in each year. Two publications to be used in Indiana schools will be revised including a new edition of *Indiana and the World* for high schools, and *Trading around the World* for the middle schools. Web components in each will provide updated information and enable easy revision.

Each year, ICEE will conduct economics workshops, sessions, and offer graduate credit for teachers programs that emphasize international economics. Purdue CIBER will work with partners in the Community College Network and the training needs assessment community to identify needs for international and global management skills that can be addressed through Community College Curriculum. The methodology will be coordinated with and build on the skills-needs analysis conducted by the North American Small Business International Trade Educators Association in development of the Certified Global Business Trade



Professional credentialing examination and will provide information that is helpful to community colleges nationally in designing and delivering international business curriculum.



As part of the Purdue CIBER Global Management Forum speaker series, Mr. Toshi Amino, Executive Vice President (Retired), Honda of America, assisted by Mr. Lax Seshan (MBA2006), addresses Krannert MBA students about the reasons for Honda's success against the Big Three automakers in the U.S. market.

San Diego State University

San Diego State University (SDSU) is a comprehensive regional university which serves more than 34,000 students, and hosts the largest undergraduate international business program in the United States. The SDSU CIBER is one of the original six centers established in 1989 as a National Resource Center. Since then SDSU CIBER has consistently achieved its objectives, and has indeed created a top 10 international business program according to *U.S. News & World Report*. Over the last sixteen years, the SDSU CIBER has developed an infrastructure and personnel with the experience to continuously set new and challenging goals. For 2006-2010, SDSU CIBER proposes an integrated program that includes (I) foreign language assessment and education, (II) globalization of the business curriculum, (III) a multidisciplinary research agenda, and (IV) outreach within SDSU, California and the U.S. The initiatives have been designed through a strategic, consultative, and inclusive process, guided in part by the Advisory Council and the strategic vision of SDSU. The SDSU CIBER, with the proposed initiatives, seeks to achieve the statutory provisions by building on the strategic intent of SDSU to be one of the most international campuses in the U.S. The SDSU CIBER has established ambitious goals and has proposed rigorous control mechanisms to align behaviors that are consistent with those goals. Timelines and measurable outcomes are clearly stated, and a comprehensive evaluation rubric is central to the design of the program.

SDSU CIBER Program Description 2006-2010

Expanding Foreign Language Assessment and Education

Globalization and more recently the war on terrorism have increased the need for international experts and an informed citizenry who possess foreign language skills. The SDSU CIBER is a leader in the assessment of business foreign languages as evidenced by the success of its Business Spanish certification examination called "EXIGE." SDSU CIBER has also been a leader in the teaching of foreign languages for business and economic purposes. In 2006-2010, SDSU CIBER will focus on an expanded slate of activities that strengthens its business language mission through improving assessment measures for all languages, the introduction of new languages and faculty development programs to facilitate the teaching of such languages, a new major in Chinese, and the teaching of languages and intercultural competence to the regional business community. These activities include:

- **Expanding Business Language Examinations:** SDSU CIBER will collaborate with SDSU Language Acquisition Resource Center (LARC), a Title VI institute, to develop business language examinations for less commonly taught languages such as Arabic, Chinese, Japanese, Portuguese, Russian, Persian, and Filipino.
- **Introduction of Less Commonly Taught Languages:** The SDSU CIBER will collaborate with LARC to add three years of **Arabic, Persian, and Filipino** language instruction to the SDSU curriculum.
- **Introduction of Chinese Language Major:** SDSU CIBER will collaborate with the Linguistics Department and the College of Arts and Letters to upgrade the current minor to a **Major in Mandarin Chinese**.



- **Offering Foreign Languages and Intercultural Training to Local Community:** In conjunction with LARC, the SDSU CIBER will offer foreign language courses with an emphasis on less-commonly-taught languages to local companies and government agencies at their locations.

Strengthening Global Business Curriculum

Business ideas often originate from disciplines across the university community. The SDSU CIBER will focus on several initiatives to promote international education throughout SDSU and the region. SDSU's undergraduate IB program is ranked among the nation's best programs. SDSU CIBER will continue to focus on improving the quality of the undergraduate business curriculum and IB program through the addition of new courses, new specializations, and new opportunities for experiential learning. During the 2006-2010 cycle, the SDSU CIBER will infuse the entire graduate business curriculum with a global theme through the addition of new courses, enhancement of existing curriculum, the development of an overseas component, and the exploration of a **Joint PhD in IB** with the University of California San Diego (UCSD) and the Hong Kong University of Science and Technology. Outside the College of Business Administration, the SDSU CIBER will collaborate with the Center for Latin American Studies, the College of Sciences, the College of Professional Studies and Fine Arts, the College of Education, and the College of Engineering, to promote a defined approach to internationalization curriculum. For example, CIBER will assist in the creation of certificate and degree programs throughout the university which emphasize international business competitiveness as well as economic security. Also, SDSU CIBER will lead initiatives to develop and enhance internationally focused certificate programs that are offered to the general public through the Office of Extended Studies. One of our flagship projects will be the development and implementation of an **MBA in Global Entrepreneurship**. Other initiatives include:

- **Continuous Improvements of the Undergraduate Business Curriculum and the IB Program:** The SDSU CIBER will continue to focus on the growth and development of the undergraduate business curriculum by building on the improving capability of SDSU and the demands of students as well as the business community.
- **Internationalization of the Graduate Business Curriculum:** The SDSU CIBER will focus its efforts to further improve the internationalization of the graduate business curriculum. Initially, CIBER will lead the initiative to develop and introduce a Course in Advanced Global Marketing. Also, CIBER will also collaborate with SDSU's Entrepreneurial Management Center to develop and introduce a **Course in Global Entrepreneurship and Increase Globalization Modules** (including a cross-border component of international entrepreneurship) in the MSBA Entrepreneurship program.
- **Enhancing a Multidisciplinary International Business Graduate Education:** The College of Business Administration and the Center for Latin American Studies will offer a three-year concurrent graduate program leading to a **MBA and MA in Latin American Studies**. In addition, the College of Business Administration and the College of Sciences will join forces to introduce



a PhD-MBA in Life Sciences.

- **New Certificate Programs:** In addition to curriculum development for SDSU matriculated students, CIBER will collaborate with the College of Extended Studies to develop and introduce a new **International Human Resource Management Certificate**.

Fostering a Targeted Multidisciplinary Research Agenda

The SDSU CIBER has successfully introduced and developed its research program in international business and management issues including the publication of three books, numerous working papers and journal articles since 2002. The research program has now generated a high degree of interest across the university. The objective in 2006-2010 is to move toward a comprehensive research program that will maintain excitement and provide support to conduct and celebrate the completion of targeted international business research. CIBER will lead two very important initiatives in this regard: A) support knowledge creation (basic) as well as applied and pedagogical research in the field; and, B) sponsor the dissemination of SDSU and general IB research. Research initiatives include:

- **High Quality, Thematic Basic Research as well as Applied and Pedagogical Research:** CIBER will continue to intensify its **Faculty Research Grant Program** by allocating funds for high-quality internationally oriented research. Moreover, SDSU CIBER will focus on the promotion of **international entrepreneurship research** to complement the strategic initiatives of the College of Business Administration and the EMC. To support this high-quality thematic research strategy, CIBER will sponsor a **Faculty Development Initiative for Research**. Also, during the 2006-2010 grant cycle, CIBER will build an **IB Measurement Repository** that will support our faculty efforts and those of the entire IB research community. SDSU CIBER will further support the **Industry Cluster Research Initiative** by supporting continuing research which link the integration of these industries with the San Diego economy and with the global economy. Another applied project is a **Market Research Initiative**.
- **Dissemination of Research:** Within the four year grant cycle, CIBER will sponsor or host a number of research conferences which are popular outlets for the dissemination of IB research. These include **The National Forum on Trade Policy** (2008), **Journal of International Business Studies** (JIBS)(2006), **Academy of International Business** (AIB) (2009), and the **Association of Chinese Management Educators** (ACME).
- In continuing to focus on research dissemination, SDSU CIBER will participate with multiple research consortia. Our first involvement will be our continued involvement with the **Pacific Asian Consortium for International Business (PACIBER)**. **PACIBER** was created in 1988 as a consortium of 28 leading universities dedicated to the establishment of linkages among schools in the Pacific Rim to promote international business education, research and exchange of information among faculty and students.
- To help to further dissemination of research, SDSU CIBER will enhance the activities of its **SDSU CIBER Press** with two initiatives aimed at increasing the rate and intensity of international business research publications. CIBER will continue to publish pedagogical books that



enhance teaching effectiveness and intensify the quality of its **CIBER Working Paper Series**.

Furthering Outreach Activities

The SDSU CIBER 2006-2010 program contains several outreach initiatives, such as foreign language and cultural training for local companies, participation in several research conferences and research consortia, and the Certificate in Global Competence (NASBITE). SDSU CIBER will lead several other outreach initiatives within SDSU, with other colleges and universities in the region, universities nationwide, and outreach efforts to business executives who are, or who are interested in, doing business overseas. These activities will contribute to the economic competitiveness of the City of San Diego, the State of California, the Southwest region, and the entire nation through designed cooperation of academia with business community. Other initiatives include:

- **Local Community Outreach.** CIBER will serve as the catalyst in bringing various units to focus on international business education, research and outreach. SDSU CIBER will collaborate with the SDSU EMC to host a **Global Family Business Forum**. CIBER will also collaborate with EMC to host the **International Venture Challenge**. At this student competition, student teams pitch their business concepts to a panel of venture capital judges with the objective to convince the venture capitalists that they should invest in the business concept. The teams will be given an opportunity to develop an international business focus. The judges rate the business concepts on how well they would perform in the global marketplace. Approximately 20 universities will participate.
- **Outreach to Other Colleges and Universities within the Region:** The SDSU CIBER will leverage its significant capabilities in IB education and research to assume a leadership role in the region. CIBER will build on its strong relationships with the California Community Colleges to develop the **CIBER Community College Network**. Also, through the formation of the **California State University Consortium**, SDSU CIBER will host and drive the initiative to develop cutting-edge international business curriculum, as well as strengthen California's international business education through improved research. This consortium will: 1) establish a **Research Fellow Program** to serve as a resource for CSU faculty in the IB research efforts, and 2) host **Quarterly Meetings for IB Faculty and Administrators** throughout the CSU system
- SDSU CIBER will continue to participate in the **Western Regional CIBER Consortium**. Since 1998, this has been one of SDSU CIBER's most successful partnership efforts in enhancing both faculty training and curriculum development opportunities for community college and university faculty in the Western United States. The workshops offered by this consortium focus on all aspects of international interdisciplinary programs, from student overseas internships to faculty grant writing opportunities.
- **Outreach to Universities Nationwide:** The SDSU CIBER will continue to reach out in several ways to universities throughout the U.S. to promote and assist IB and business language education. CIBER will partner with Ohio State, Georgia Tech, Indiana, and Texas A&M to produce the **CIBER Undergraduate Case Competition**. SDSU CIBER will also join the University of Mem-



phis to sponsor the **Annual Workshop on International Business for Foreign Language Educators**. This workshop offers language-specific sessions in French, German, Spanish and Japanese. As a co-sponsor of this program, the SDSU CIBER will continue to draw upon renowned business language faculty, ensuring a quality program.

- SDSU CIBER is a founding member of the **Consortium of Undergraduate International Business Education (CUIBE)**, a 10-university consortium focusing on international business education at the undergraduate level. In the next four-year cycle, the SDSU CIBER will host the CUIBE meeting and hold workshops to assist in developing and strengthening undergraduate international business programs. This program, designed for all business school faculty and administrators, is a two-day workshop and will focus on themes such as building/strengthening curriculum, developing advisory boards, teaching and case material development, pedagogical techniques, and grant writing.
- **Outreach for K-12, Government Agencies and Business Community:** The International Economic Summit (IES) is a standards-based **World Trade Simulation Program** designed to help high school students understand the benefits of trade and explore the controversies associated with globalization. The project provides training for high school economics teachers to help students acquire basic world economic concepts within the framework of international trade. Partners include the *Federal Reserve Bank of San Francisco* and *Sempra Energy*. This ten week program for teachers and students culminates with an international trade simulation that challenges student teams to achieve the goals of their "country's" strategic plan. This program will be offered annually beginning Fall 2006.
- SDSU CIBER will continue to strengthen partnerships with several organizations in the region which promote trade. These include: the *U.S. Export Assistance Center - San Diego*, the *San Diego World Trade Center*, the *San Diego Regional Economic Development Corporation*, the *Hispanic Chamber of Commerce*, the *Japan America Society*, the *Mexico Business Center*, the *Quebec Trade Office* and the *Canadian Consulate of Los Angeles*. An example of the way SDSU CIBER will collaborate is with the *Quebec Trade Office* and the *Canadian Consulate of Los Angeles*.

The 2006-2010 SDSU CIBER program sharpens the focus of the previous accomplishments in areas appropriate for a major research university situated in an environment where key global industries are life sciences, communications, and other entrepreneurial based manufacturing

companies. As such, SDSU CIBER projects emphasize the role of entrepreneurship, language technology, and incorporate science and engineering, all with an international context for students, faculty, and businesses.



SDSU Campus

Temple University

Temple CIBER is committed to making a positive impact on the economic, educational, and international status of Philadelphia and the adjoining states. Our programs are aimed at internationalizing the perceptual and cognitive horizons of faculty and staff at Temple University, other educational institutions, and firms in the tri-state area. Wherever feasible, we have incorporated the latest information technology to expand the “reach” of our knowledge and connections to far away places.

International Linkages: Temple University students come primarily from parochial backgrounds and moderate income families. Our aim is to provide them with opportunities to study and work abroad, and to meet with their counterparts from nations with distinctly different cultures. As such, we have developed study abroad and internship programs in partnership with educational institutions in Australia, France, India, Ireland, Italy, Mexico, UAE, Brazil, China, Russia, and Japan.

In addition, we will connect Temple students with their counterparts in different parts of the world through Internet-2 technology based joint projects to provide international exposure for those students who may not have the opportunity to travel abroad. One such example is the *Cross-cultural Virtual Collaboration Project*. Temple CIBER sponsors a case competition that utilizes virtual technology and encompasses student teams from both The Fox School and Dubai Women’s College (DWC) in the United Arab Emirates. Since we are living and operating in an increasingly global world, it makes sense to have a bi-continental, cross-cultural business case competition on firms’ strategies as they go international.



Cross-cultural Virtual Project Teams: Students from Dubai Women’s College and Temple University’s Fox School of Business and Management



Innovative Curriculum: We will build on the success of our existing *Certificates of Specialization* in Asian Business and Society, and Latin American Studies and Spanish for Business, by adding a new specialization in the Middle East and North Africa (MENA) Business and Society. Arabic is spoken by more than 200 million people and Islam is one of the fastest growing religions in the world, practiced by nearly one-fifth of the world's population. International politics, economics, and homeland security are deeply affected by the dynamics in the Arab and Islamic world. As the United States' commitment in the Middle East intensifies, students must begin to select courses in business, language and area studies to enhance their understanding of the region.

These interdisciplinary certificates of specialization give both business and non-business students the opportunity to study international business, society, and culture through required and elective courses in the Fox School of business and the College of Liberal Arts. Students combine courses in IB, area studies, and language, in an effort to obtain the knowledge, tools, and global perspective to thrive in a multinational and multicultural business environment.

Temple CIBER will continue to support the undergraduate *International Business (IB) Capstone* and the student run *International Business Association (IBA)*. The IB major is the fastest growing major in the business school and is currently ranked 10th in the nation by the *U.S. News & World Reports*. The IB Capstone course focuses on integrating theory and practice through the application of international business tools and methods. The unique nature of this course allows students to acquire hands-on, practical experience which is essential to their professional development and success. This is often a missing element in many educational programs and a differentiating factor of The Fox School's IB Program.

Students work in consulting teams to examine new international markets by providing a detailed market research report and summary presentation to selected client companies of Temple's Small Business Development Center. They complete corporate site visits and learn from guest lecturers that are experts in various aspects of international trade. Since 2002, students have consulted for more than 40 companies and the IB capstone course continues to build momentum and generate success stories for both IB students and client companies alike. Students have benefited from job placements and internships while the companies profit from the professional level consulting services and market entry strategies developed by the student teams.

The Global Lecture Series is organized by the IBA student professional organization and coordinates monthly speakers from the region who specialize in international business. Students have the opportunity to learn first hand about international roles and professional careers while they establish a valuable network that may be leveraged for future internship and/or career opportunities.

K-16 Outreach: Temple CIBER supports the belief that one should instill an international perspective in early childhood. K-12 teachers are our best vehicle to give an early start in internationalizing academic programs. To that end, we will implement the state-wide delivery, via Internet-2, of academic learning modules containing international content to K-12 school systems throughout Pennsylvania. We will continue to sponsor Temple's award winning *World Languages Day* program, which annually attracts 300 high school students and their foreign language teachers with the intent of reinforcing the values and opportunities that come with language learning at the university level and to promote understanding through communication among peoples and cultures. This annual event recognizes that the study and teaching of languages is as crucial as ever. Furthermore, through the alumni career panel, students are exposed to the many uses and necessities of language in almost every career in this global economy.

In addition, the *Virtual Language and Linguistic Center* is housed on Temple CIBER's website and provides resources for K-16 teachers in the region on local resources and networking opportunities through listservs as well as national resources for teaching business languages and faculty development opportunities. Prominent researchers from across the nation are invited to present on specific topics of interest to the greater Philadelphia region's K-12 teachers as well as Temple University's language and linguistics faculty. Faculty development workshop topics include business language pedagogy, critical pedagogy, technology for language teaching, the use of film and media in language teaching, and assessment of bilingual children's phonology.

Business Outreach: Temple CIBER will chair the *Greater Philadelphia Global Partnership (GP2)* which is led by its mission to coordinate and mobilize the resources in the Greater Philadelphia Region in order to promote cultural and economic linkages with global partners. Regional competition must give way to regional cooperation as we look to expand the role of Greater Philadelphia as a world-class business leader. To help reach this goal, companies and organizations from around the region have joined forces in an unprecedented partnership to work together toward a common objective. The Partners are committed to working together to organize local and regional resources and to develop collaborative strategies to ensure our mutual success in the coming decades. The leadership of GP2 is comprised of many of the Region's most active international and business organizations – all with missions dedicated to enhancing the international community.

The annual *Breaking into the Trade Game Certificate Series* was developed with the objective of improving the exports from Pennsylvania. Temple CIBER collaborates with Temple SBDC, the U.S. SBA's Export Assistance Center, and the Mid-Atlantic District Export Council to host a six day workshop series covering topics such as identifying international markets, foreign market entry, foreign market research, the export transaction, export financing, and transporting goods internationally.

Research Initiatives: There is a heightened concern among business and non-business institutions over threats coming from terrorism and natural disasters. Business firms are spending huge sums of money in securing their physical and intellectual assets for such risks. Temple CIBER will conduct research projects focused on managing risk in a globally insecure environment. Risk management is a well-established discipline, particularly with respect to the class of risks that has been insured in traditional insurance markets. However, the world of risk is changing rapidly. Since the terrorist attacks on September 11, 2001, both governments and private enterprises have increased their focus on identifying, assessing, and minimizing the impact of all types of risk on an organization and its stakeholders. The development and increasing importance of information technology (IT) within firms also has implications for risk management.

Our annual *IB Research Forum* continues to highlight emerging topics in the field of international business research. Selected papers following the forum are published in a Special Issue of the *Journal of International Management*. Recent research themes include: “Institutional Changes and Organizational Transformations in Developing Economies,” “International Outsourcing of Services – Expanding the Research Agenda,” and, “Global Security Risks and International Competitiveness.”

Another featured research stream is an analysis of the *Competitiveness of the U.S. Tourism Industry*. Since the beginning of the twenty-first century, the tourism industry has been facing major challenges. The complexity and dynamism of the tourism market during the last five years has forced the industry to adapt to the new external forces and avoid the environmental threats and to look for new opportunities. The increasing pressures caused by terrorist threats, natural disasters, spread of diseases, and gas prices are creating major challenges to the sustainability of the U.S. as a leading tourism destination. These external forces have continued to negatively influence the competitiveness of the U.S. with respect to other leading tourism countries such as France and Spain. In addition, many emerging destinations are decreasing the market share of international travelers visiting America.

Research in the area of tourism competitiveness can play a significant role in the assessment of the strengths and weaknesses of the U.S. as a tourist destination. In addition, it provides managerial implications on increasing the international competitiveness of the U.S. This proposal focuses on some of the research activities that will be initiated to shed light on the consequences of international threats and opportunities and to provide guidelines for future competitiveness strategies.

In all, the Temple CIBER will implement more than 50 programs to fulfill all six mandates helping to make American businesses more competitive globally.

Texas A&M University

The 2006-2010 TAMU CIBER will contribute to increasing American economic competitiveness by advancing the ability of American managers to understand foreign cultures and business practices, to perceive and grasp overseas marketing and investment opportunities, to overcome language barriers, and to deal effectively with foreign governments and international institutions. The TAMU CIBER is administratively housed in the Center for International Business Studies (CIBS) of the Mays Business School. The strength of the TAMU CIBER stems from its integration into the structure of one of the nation's largest and paramount business schools (Mays) and the programmatic and financial synergies gained from partnerships with the Bush School of Government and Public Service and the Colleges of Liberal Arts, Agriculture, and Engineering. The TAMU CIBER program will also benefit from strategic partnerships and alliances with other CIBERs, foreign institutions, professional associations, and governmental agencies.

These resources will be utilized in the CIBER's efforts in the next four years to accomplish the goals of the HEA-Title VIB federal legislation authorizing CIBERs and to meet the international education, research, and outreach needs of the region and nation. The CIBER management team has planned and designed an innovative project and evaluation process organized to accomplish these fundamental education, research, and outreach objectives by implementing the strategic activities outlined below that will achieve the following results and outcomes:

- Courses and curricula devoted to international business studies across graduate and undergraduate programs, notably the international dimensions of accounting, management information systems, operations management, supply chain management, finance, corporate strategy, management, and marketing, as well as courses that combine cultural, political, and economic aspects of contemporary global business and serve students in all fields of study.
- Use of and research on the use of technology (Podcasting, Webcasting, Videoconferencing, etc.) to enhance and expand the delivery of international business education and training.
- Language studies, both traditional and less-commonly taught, that equip students to overcome language and cultural barriers to global commerce and contribute to a more secure nation at home and abroad.
- A wide variety of student exchange and study abroad programs with universities in Latin America, Europe and Asia that allow TAMU students and faculty to develop and share their knowledge and experiences with people from other cultures and nations.
- Research studies conducted by accomplished research scholars and doctoral students concerning significant issues pertaining to American competitiveness and pedagogical studies to advance international business education.
- Outreach activities that respond to the globalization needs of business professionals, teachers in public schools, and professors at other colleges and universities in Texas



- and nationally.
- Provide global forums for discussion of critical international issues by visiting governmental leaders, business executives, academics from other nations, and scholars from a wide range of disciplines.

The 2006-2010 TAMU CIBER program will have a significant impact on students, faculty and executives in Texas and across the nation with the implementation of the following activities:

1. ACTIVITIES THAT MEET THE EDUCATION OBJECTIVE

Hispanic Student IB Leadership Program. Objective-To prepare Hispanic students to better utilize their cultural and linguistic heritage to assume IB leadership roles. The TAMU CIBER will actively recruit Hispanic business, agribusiness, and international studies students to attend a Latin American Business and Culture Forum; participate in the CIBER Global Business Learning Community; join the International Business Association and Aggie Global Interaction student clubs; study abroad in Spain or Mexico; take the NASBITE CGBP™ online training; and receive mentoring from CIBER advisory board members.

Global Business Learning Community (GBLC) Program. Objective-Create a IB Learning Community in the Mays Business School for early student immersion in IB, culture, and foreign language training leading to increase participation in IB studies and study abroad. The CIBER will conduct an ongoing program of enriching their educational experience—visiting IB executive lectures, foreign and cultural affairs seminars, U.S./foreign student partnering, IB executive mentoring, intensive language training opportunities, roundtable discussions with IB executives, and participation in the IB student organization. The GLC students will gain valuable global business knowledge and language and cross-cultural communications skills and will be strongly encouraged to study abroad.

Virtual Center for Language Learning & Research (CeLLAR). Objective-Create a virtual partnership to support research and provide technology-based and native speaker tutorial training of common and less commonly taught languages in a business and professional context. The CeLLAR, a joint research and training venture of the CIBER, Bush School, and College of Liberal Arts, will make available highly intensive, self-directed technology-based (CD-ROM, web-based, etc.) training in a state-of-the-art language lab in conjunction with face-to-face native language tutors. The language tutorials, one-on-one or in small classes, will be taught by native speakers selected from TAMU's 3800 international students representing more than 120 countries.



Interdisciplinary Courses, Certificates, and Degrees. Objective-To build on existing interdisciplinary relationships to strengthen IB programs for students. The CIBER is committed to the support of interdisciplinary IB courses, certificate, and degree programs that integrate IB and culture. The Hispanic Heritage initiative and Global Business Learning Community will utilize faculty from a variety of disciplines. The CIBER will work with faculty in the Colleges of Liberal Arts, Engineering, and Agriculture and the Bush School to develop interdisciplinary IB programs.

Semester/Summer Overseas Study and Intern Experiences. Objective-To increase student understanding of the cultural and commercial dimensions of IB through overseas experiences. The CIBER will work closely with the TAMU Study Abroad Office (120+ exchange partners) to expand the study and work abroad offerings for undergraduate and graduate business students. In 2006-2010, new CIBER study abroad programs in Russia (St. Petersburg State U.), Brazil (U. Sao Paulo), Chile (U. Adolfo Ibáñez) and S. Africa (U. So. Africa) will be added. The CIBER will also conduct a graduate 5-week summer program at the National University of Singapore (2007), Indian Institute of Mgt. at Bangalore (2008, 2010) and Tsinghua University (China) School of Business & Mgt. (2009). TAMU graduate students will also be able to participate in a new semester international entrepreneurship internship/study program at the Copenhagen Business School. The CIBER will also offer Spring semester abroad/Summer internship programs in conjunction with TAMU partner schools in locations where a summer internship is available (Germany, Spain, France, China, and Chile).

Undergraduate Global Entrepreneurship Track. Objective-To develop a global entrepreneurship track that will prepare students with the tools to expand a venture globally and for the NASBITE Certified Global Business Professional (CGBP™) exam. The CIBER, in partnership with the Center for New Ventures and Entrepreneurship, will develop four intl. entrepreneurship courses aligned with CGBP™ competencies. To complete the track, students will take the four courses, develop an international business plan, and participate in a study abroad program or foreign internship. Utilizing relationships with Copenhagen Business School, Jonkoping International Business School (specializing in entrepreneurship), other foreign partner schools, and various multinational firms, the CIBER will arrange overseas study and work opportunities. Students will be strongly encouraged to take the NASBITE CGBP™ exam.

2. ACTIVITIES THAT MEET THE RESEARCH OBJECTIVE

Impact on U.S. Competitiveness of Global Sourcing. Objective-To evaluate the impact that global sourcing of the factors of production (especially “offshore out sourcing”) is having on corporate strategies and U.S. global competitiveness. This research project will study the effect that global sourcing of the factors of production (labor, natural resources, and capital) is having on the production process and corporate strategies and thus the economic competitive-



ness of the U.S. Broad dissemination of research results will be facilitated by continuation of an annual offshoring conference series in which the TAMU and other CIBERs are cosponsors.

Impact on U.S. Competitiveness of Increasing Energy Costs. Objective-To evaluate how American competitiveness is being affected by rising energy costs due to increasing consumption by China, India, and other emerging nations. This interdisciplinary research (Mays & Petroleum Engineering faculty, senior executives: Shell, BP, Chevron, Exxon-Mobil) will seek to determine--both from a macroeconomic, public policy perspective and an individual firm strategic perspective--whether rising energy costs will be ongoing and, if so, what are the causes, likely effects, and appropriate responses.

The Impact of Emerging Economies on U.S. Competitiveness. Objective-To study the present and potential impact on the U.S. economy and American business of the rapid economic expansion of the emerging economies of China, India, Russia, and Brazil. As is the case for labor and natural resources, emerging economies are having a dramatic effect on the third factor of production—capital. With few exceptions, capital now moves freely throughout the world in search of the highest return for commensurate risk. The magnitude and direction of capital flows and the performance of emerging economies are highly significant for U.S. competitiveness and for strategic planning of U.S. firms. When the capital flows effect is combined with the labor and natural resources costs effects, there is a very real possibility that as China, India, Russia, and Brazil grow richer, the U.S. may fail to realize its full economic potential. An in-depth analysis of the economies of China, India, Russia and Brazil will be conducted to determine the impact their growth will have on the U.S. economy and global competitiveness.

Benchmark Study of eLearning Use to Teach IB. Objective – To determine the current status and trends regarding the use of eLearning to teach international business in undergraduate and MBA programs in the U.S. and abroad. Dynamic advances in technology are encouraging the adoption of technology-based tools to meet the educational needs of students and faculty, but only limited research has been conducted on their use in teaching IB content. Benchmarking, as used in this study, is intended to identify current IB eLearning practices to serve as a basis for informed decision-making and strategic planning by faculty and administrators. To accomplish this objective, the CIBER, in partnership with the TAMU Center for Distance Learning Research (College of Education), will conduct a survey of the 504 AACSB accredited schools in the U.S. and abroad.

Support for Faculty and Doctoral Student Research in IB. Objective-Promote interdisciplinary IB research by faculty and doctoral student dissertation research on international topics. For faculty and Ph.D. candidates, financial support of internationally-oriented research is a vital internationalization tool. The CIBER will provide funding for faculty IB research and will also



acquire international databases and reference materials. The CIBER will also provide financial support to doctoral students for IB dissertations and other research-related travel and data acquisition expenses.

Border Commerce and Homeland Security Objective - To assess the tradeoff involved in keeping U.S. northern and southern borders “open for commerce but closed to terrorists.” The research method is to secure the assessments of experts on the subject in both the public and private sector. Conferences will be conducted both to gather such assessments and to disseminate information about the subject. The first such conference, “Homeland Security and Canada-U.S. Border Trade,” will be held in Windsor, Ontario (Canada) October 25-26, 2007. The conference is being organized and financed by a consortium of Canadian institutions and CIBERs, led by the TAMU CIBER.

3. ACTIVITIES THAT MEET THE OUTREACH OBJECTIVE

Regional and National Seminars and Conferences for Executives and Faculty. Objective- To provide U.S. businesspersons with the practical skills and knowledge necessary to compete in the global economy. In this omnibus activity, the CIBER will provide training to U.S. executives, regionally and nationally, in half-day, one-day, multiple-day programs, and live and archived Web and Podcasts designed to increase U.S. firms’ IB knowledge and skills

Business and Homeland Security. Objective – To help businesses understand the challenges and opportunities being created with homeland security issues. The TAMU CIBER, in cooperation with other CIBERs and the Canadian government will sponsor two conferences focused on homeland security: Global Security and Enterprise Resilience (Washington, D.C. area) and Homeland Security and Canada-U.S. Border Trade: Implications For Public Policy and Business Strategy (across from Detroit, in Windsor, Canada).

Technology Enhanced IB Education and Training. Objective- To use technology to provide convenient and enhanced educational programs for students and executives and to disseminate research findings. *Podcast-Learning:* Utilizing the surge of popularity of iPods, each year a series of 3-minute (based on the 3 min. music principle) *IB mobile learning units* will be developed on timely IB topics and made available for convenient listening by students, faculty and executives in Texas and across the U.S. *WebCasts:* Many CIBER seminars, conferences, and special topic presentations will be webcast live to the desks of executives and also archived for viewing anywhere, anytime.

Export Certificate and NASBITE CGBP™ Credential Programs. Objective- To enable SMEs to export their products and services successfully and to prepare students, trade professionals, and executives for the NASBITE CGBP™ exam. The CIBER and the Dallas International



SBDC will co-sponsor, twice a year, the *Global Market Series: Export Certification Program*, designed to provide SMEs with the skills and knowledge to expand into international markets. A *U.S. Dept. of Commerce Export Certificate* will be granted to participants completing the program. The CIBER will develop and deliver twice a year the NASBITE CGBP™ Exam Preparation Program, consisting of four online courses (Global Mgmt, Global Mktg, Supply Chain Mgmt, Trade Finance) designed to prepare students, trade professionals, and executives for the NASBITE CGBP™ exam.

K-12 Scholastic Assistance for Global Education (SAGE). Objective-To provide international education training, and resources to K-12 teachers and students. The CIBER K-12 SAGE program will use technology to provide teachers with training and resources concerning the cultural, commercial, political, and economic dimensions of the globe. The SAGE resources will be continuously updated and expanded to meet the needs of teachers, with a special emphasis on developing *Webcast* and *Podcast* resources. In addition, the CIBER will co-sponsor annually, with the George Bush International Center, the *Young World Scholars Program*, a geography and cultural awareness program for K-12 students and teachers in Texas. Participating students and teachers will complete a series of activities designed to advance their international knowledge and develop their cross-cultural awareness and skills.

Internationalizing Business Education Programs. Objective-To assist colleges and universities regionally and nationally to internationalize their business programs. The TAMU and UT CIBERs will host an Annual IB Education Symposium for regional community college and university faculty and administrators. The program will include presentations on IB topics by TAMU/UT faculty and IB executives of sponsoring companies. The TAMU CIBER, as co-sponsor of a national initiative, will work with *Historically Black Colleges and University (HBCUs)* business schools to internationalize their faculty and programs and to pursue BIE grant funding. Other one-day programs planned are: *Using Technology to Enhance IB Courses*, *Multi-media and Technology: Changing IB Education* and a symposium on *Best eLearning Practices in IB*.

Foreign Language and Culture Outreach Program. Objective-To provide non-credit business-oriented foreign language and cross-cultural training for students, faculty, and the business community. Language training will employ three delivery methods-- a) technology-based courses, b) teacher-led instruction, and c) in-country immersion-- to accommodate different learning styles, time/place limitations, and level of achievement desired. Utilizing the CeLLAR program a broad range of self-paced technology-based programs (CD-ROM, Internet, Podcasts, video) for traditional and less common languages will be offered. A teacher-led series of intensive business-focused language and culture courses will be offered during evenings. For less common languages, native speaker-led small learning groups and private tutorials will be arranged, depending on demand.



Overseas Faculty (& PhD students) Development in IB (FDIB) Programs. Objective- To educate faculty and PhD students about foreign business, cultural, economic, and political environments. The FDIB programs are designated to enhance the knowledge and skills of professors with little or no international exposure. The TAMU CIBER will sponsor FDIB programs jointly with other CIBERs each year. The programs will include visits to foreign universities, domestic and international businesses, government agencies, U.S. embassies and Chambers of Commerce. The CIBER will award fellowships each year to support participation.



*TAMU students during a Summer Study Abroad program at IECS
Strasbourg Graduate School of Management in France.*

University of California ~ Los Angeles

UCLA CIBER will adopt an overarching model of the global economy as an *information economy*. We will focus on four aspects of America's unfolding encounter with this economic system: (1) intellectual property and innovation, (2) industrialization and competitiveness of services, (3) international entrepreneurship and microfinance, and (4) security of operations and assets. Distinguished scholars from UCLA Anderson School will partner with colleagues in academic departments and area studies centers, both here and at other CIBER schools, to develop and lead programs for each of these themes.

Programmatically, we will focus on applied research, then extend our findings into teaching and outreach. We will use research conferences to set the agenda and grants to create data sets and white papers; we also mobilize our doctoral and MBA students as co-producers of knowledge. We will extend our findings using all manner of formal and informal education – including K-14 classrooms and public information forums – to elevate public discourse about economic policy and to train practitioners in government, academia and business. UCLA CIBER will deploy a sophisticated program of training in foreign languages and cultural practices. Altogether, we will offer more than 30 program activities, some already operating successfully with independent funding.

The program execution and evaluation, following the best practices of UCLA's research community, will use theme leaders to provide intellectual direction, a management committee to coordinate program activities and an advisory committee to provide overall mission direction and oversight. In addition, we will use an outside emeritus expert to evaluate programs for quality, mission relevance and effective use of resources.

UCLA CIBER offers programming both directly and in collaboration with partner organizations. Our programs fall into five broad categories: Research (3 programs), Teaching (7 programs), Outreach (6 programs), Language and Culture (7 programs) and Cross-Cutting (5 programs). Many of these programs have more than one program activity.

1. Research Programs

UCLA CIBER will sponsor a variety of research activities that provide direction and content to our educational and outreach activities. We disseminate findings to inform the work of other scholars and to support U.S. firms' competitiveness. All our research activities are coordinated through one or more of the four research themes.

R1. Research Conferences and Workshops: UCLA CIBER supports various research conferences and workshops in the four theme areas: (1) *Workshops* are small meetings used to define research directions and identify issues that warrant detailed investigation. They may include invited papers, panel discussions and planning sessions. For example we will have a workshop of international IP experts in the spring of 2007. (2) *Conferences* are larger

meetings for presenting research findings. UCLA CIBER participates in conferences alone or in cooperation with other UCLA CIBER schools. For example, we will organize a Microfinance Conference with CIBERs at Columbia and Wharton in 2008-2009. (3) We will co-sponsor with Duke University CIBER and the *Journal of International Business Studies* an annual *Conference on Emerging Research Frontiers in International Business*. The conference facilitates open discourse and helps set the broad research agenda for entering scholars in the field.

- R2. Direct Research Grants: We stimulate research in the four theme areas with three types of direct grants: (1) *Grants for Developing Innovative International Data Sets* support work to create new and innovative data sets (e.g. NanoBank and the BIT Survey, described in Section 2). Grant recipients will make the data sets available to students and other scholars doing research in the field. (2) *Seed Grants* catalyze research in new areas identified in workshops and by research theme chairs. UCLA CIBER will publish competitive calls for research each year, and grant recipients will conduct theoretical or empirical work necessary to apply for full-scale research funding from foundations or other government agencies. (3) *Case Study Development Grants* fund qualitative and quantitative field research leading to theme areas casebooks and classroom adapted case studies. We have already committed to support a case book in International Entrepreneurship by Charles Corbett; other themes will develop their case book plans following their workshops.
- R3. Doctoral Research Support: UCLA CIBER will encourage doctoral students to undertake international business research through three activities. (1) *Doctoral Internationalization Consortium* (a joint venture of CIBERs at UCLA, UT Austin, Michigan, Washington, Duke, and Purdue) brings 25 advanced doctoral students to a series of three-day seminars to explore the international dimensions of research in their respective fields. Each seminar will be hosted by a different school and will focus on a different functional field of management. UCLA CIBER will host the Finance seminar in 2008-2009. (2) UCLA CIBER will award *Doctoral Dissertation Fellowships* to encourage young scholars to choose dissertation topics on international business competitiveness issues. (3) *Interdisciplinary Doctoral and Master Student Research Seminars* foster cross discipline research opportunities across all academic areas in the UC system.

2. Teaching Programs

UCLA CIBER's teaching programs provide the broadest possible international training to professional and doctoral students at UCLA. We fund the development of new management courses based on research in the four themes and encourage UCLA Anderson students to take courses outside of the business school to broaden their educational experiences. We share teaching innovations with other universities, community colleges and the K-12 community through our Outreach programs (below). Tables 1B and 2B (supplemental materials) show teaching programs' alignment with the statute

- T1. Advanced International Management Program (AIM): The AIM program prepares MBA students for international leadership roles by completing course electives in international business (listed in the supplemental materials), undertaking international field work and advancing their language expertise. AIM students receive a special certification and recognition with their MBA degree.
- T2. International Field Studies: All UCLA MBA students must complete a capstone field study of a real strategic problem for a client organization. UCLA CIBER supports internationalization of all of these field projects with travel grants for projects in our theme areas. These projects integrate theory, practice, teamwork and cross cultural client relations learning in a practical learning experience. (1) UCLA CIBER faculty advise *Applied Management Research Teams* whose field studies fit into our research theme areas. (2) Through the *Global Access Program (GAP)*, the entire FEMBA class (Fully-Employed MBA) works directly with international entrepreneurial start-up companies from seven partner countries (Australia, Chile, Finland, India, Italy, New Zealand, and Spain) to develop professional level business plans for global market entry and VC funding.
- T3. Student Exchange Programs: Student exchange programs will allow about 60 UCLA MBA students per year to study abroad for an extended period of time, have in-depth cross cultural experiences, develop language skills, and learn about the challenges of doing business in other countries. In return, an equal number of international students join the UCLA Anderson MBA program during this same exchange period adding a significant international dimension to the MBA program. Anderson, through the Program in International Management, has exchange agreements with 47 schools in 32 countries. It is one of the largest MBA exchange programs in the country.
- T4. International Pre-orientation Program (IPO): This three-week course assists non-native English speakers to acclimatize and integrate better into the Anderson MBA programs and American culture. This project was started by UCLA CIBER and is now a self funded yearly program run by UCLA Anderson.
- T5. Curriculum Development Workshops: Workshops support design and implementation of new international courses and for new international content for existing classes. During the 2006-2010 grant cycle, we will undertake workshops in each of our research theme areas.
- T6. International Short Courses: We both host short courses at UCLA and send our own students to courses abroad. (1) Our *International Management Seminars* are week-long programs at UCLA for Executive MBA students from leading international partner business schools. These programs teach American methods of management and facilitate business opportunities for foreign firms with American companies. The 2006-2010 grant cycle will feature seminars with the Catholic University of Chile, University of Adolfo Ibanez, HEC Paris, CKGSB Beijing, NUS Singapore, ISB Hyderabad and ESAN Peru. (2) UCLA CIBER sponsors UCLA Anderson students' participation in the European Union's *Interstate Program*, a renowned three-day conference in Brussels on contemporary European business issues for future business leaders of the US and EU.

T7. Support for International Business Associations' Programs: UCLA Anderson presently has five regional/ethnic student-run international business associations. UCLA CIBER supports their public outreach activities, including: (1) The *International Business Association* coordinates all international MBA student association programs. We provide stipends for selected programs. (2) *Student-organized business theme conferences*, such as the South Asian Business Association Conference and Japan American Business Association Conference, both of which attract nationally-recognized keynote speakers and participation by regional and local US business leaders. (3) *International Business Education Study Tours* are seven-to-ten day programs in which students (joined by U.S. business leaders) visit companies, meet local business leaders, and learn about business environments and cultures. Students make public presentations highlighting the global business learning of these tours. CIBER initiates and provides incentives for student leadership in organizing these events.

3. Outreach Programs

Our outreach activities extend the knowledge we create beyond our university's borders. In these programs, UCLA CIBER collaborates with other educational institutions, other CIBERs and with organizations such as trade and business groups.

O1. High School Economics Institute: UCLA CIBER grant will expand a summer teacher-training program in global business issues that was piloted last year. The five-day program, aimed at high school teachers and aligned with the California Social Studies curriculum framework, is done in collaboration with the UCLA Graduate School of Education and Information Science's (GSEIS) Center X program. In the next grant cycle, we will also convene a teacher's advisory workshop to learn how our research themes can be incorporated into their curriculum and how we can develop age-appropriate learning materials to build basic internationalization skills. In addition, UCLA CIBER will work with GSEIS' Principals Leadership Institute to develop an internationalization module for global issues training aimed at inner city principals.

O2. International Event Co-sponsorship: Event co-sponsorship forms a significant portion of UCLA CIBER's outreach to the business community. (1) With the UCLA Anderson Price Center for Entrepreneurial Studies Center, we will develop an applied research conference on International Entrepreneurship. (2) We will co-sponsor the *International IT Business Forum* with UCLA Anderson's IS Associates, an organization of Chief Technology Officers in Southern California. The Associates hold three conferences annually, and UCLA CIBER will sponsor a minimum of one each year related to issues from our four research themes.

O3. Faculty Development Grants: These travel grants will allow 2- and 4-year college faculty in our region to attend Faculty Development in International Business (FDIB) programs offered by other CIBERs. Participants will receive formal training in language, business education, or another aspect of international business relevant to their duties.

O4. Short Courses for Practitioners: Through UCLA Anderson's Office of Executive Education Programs and UCLA's Office of Summer Sessions and Special Programs, UCLA CIBER will develop and offer open enrollment short courses that carry the four theme research findings into practical applications designed specifically for managers.

O5. Practitioner Research Conferences: UCLA CIBER will work with its center partners to offer programs for business leaders, educators and policymakers with information about emerging global economic, political and technological trends. The most prominent of these is (1) the *UCLA Anderson Forecast* a quarterly conference that is reported prominently in leading world newspapers and business journals. UCLA CIBER will internationalize the Forecast's quarterly meetings by supporting distinguished international visitors to address current issues at the conference. (2) With the UCLA Anderson Center for Management in an Information Economy, UCLA CIBER will sponsor the annual Business Information Technology Conference, which brings together global research partners from 20 countries to report updates and publish results of their ongoing global study of information service development. (3) UCLA CIBER will co-sponsor (with other western regional CIBERs) the biennial Western Regional Conference on Innovations in International Business Teaching, which brings together more than 100 representatives of two- and four-year colleges and universities. The conference is a forum for networking and sharing pedagogical innovations. UCLA CIBER will host one conference in the next grant period.

4. Language and Culture Programs

UCLA's Center for World Languages (CWL) is an internationally renowned resource for language teaching. It will co-design and operate UCLA CIBER's language programs. Tables 1D and 2D (supplemental materials) show language programs' alignment with the statute.

L1. Business Languages Programs: We plan to offer business language at three levels: (1) UCLA CIBER and CWL pioneered *Beginning Language for Business Courses* in Anderson for our graduate students; we currently offer Chinese and Spanish. (2) CWL will partner with language departments to add *Intermediate/Advanced Language for Business* electives to their curriculum, beginning in two less commonly taught languages, Russian and Arabic. CWL will use their distance learning portal to extend these courses, first to students at other University of California campuses and then to students anywhere in the nation.

L2. Global Business and Language Immersion: We have had long-running overseas intensive language and culture programs for business students and private business people in Chinese (at Jiaotong University, Shanghai), Spanish (at ESAN in Lima) and in Korean (Kyunghee University, Seoul). Beginning next year, we will add our programs to the new CIBER Consortium for Business Language and Culture. During the next grant cycle, we will provide additional opportunities in "emerging" or "less commonly taught" languages.

L3. Less Commonly Taught Professional Language Courses: In partnership with UCLA language departments, CWL will offer at least four advanced courses in less commonly taught

languages (Arabic, Korean, Persian, Russian, Swahili, and Urdu) open to business students in the next grant cycle.

L4. Cross-cultural Programs: In the 2006-2010 grant cycle, we will inaugurate a Social Issues in *International Business Film Program*. Students will view documentary films that highlight international business issues and will run discussion panels with invited UCLA faculty from all disciplines. Where possible, the film makers will participate.

L5. Language Tutorials: In partnership with CWL, we presently offer (1) *Personal Tutorials* to support students or faculty who need special preparation for short-term projects such as international travel, internships or field study projects. In the next grant cycle, CWL is developing (2) *On-Line Tutorials* in business languages (starting with Arabic, Russian and Turkish). We will make these tutorials available through the web to students across the country.

L6. Clearinghouse for Authentic Business Language Materials: UCLA CIBER proposes to add business materials to CWL's Language Material Project. The clearinghouse provides business materials in their original language so that language instructors at secondary and post-secondary institutions can supplement their language education with business materials. This clearinghouse already contains a collection of Spanish-language business cases that can be accessed by business language teachers worldwide for use in the classroom.

5. Cross-Cutting Programs

These programs encompass multiple activities across the general UCLA CIBER program. Tables 1E and 2E (supplemental materials) show cross-cutting programs' alignment with the statute.

C1. Distinguished Visitors: UCLA CIBER will invite distinguished scholars and practitioners to UCLA to lecture, advise on program and course development, support outreach conferences and interact with and advise students and consult with faculty (see O2, O3, O6, and L4).

C2. International Education Alliance Partners: UCLA CIBER facilitates and supports the development of educational alliances with select partners around the world. These include: *NUS-UCLA EMBA Program* -the first ever UCLA granted international MBA degree with the National University of Singapore Executive MBA Program for students from UCLA and Asia/Oceania; The IMS partnerships (T6), and the FEMBA GAP partners (T2). In the 2006-2010 grant cycle, and in response to MBA student and business community demand, UCLA CIBER will assist in the expansion of these programs to new geographic regions (India, China, and Russia) and in the expansion of international services to these programs including post program faculty lectures at partner venues and curriculum development to expand to GAP program internationally.

C3. Publications: UCLA CIBER will manage a web-based for repository of economic and international business information, research reports, and data sets. The main types of informa-

tion are (1) *Working Papers* from research reports funded by UCLA CIBER, as well as any other work-in-progress from any network UCLA CIBERs. These will be published in a standard electronic format for searching and downloading. (2) At least one of our theme areas will produce *Industry and Sector Reports* describing international business trends and activities in selected industries/sectors. (3) Using *MediaSite technology*, we will distribute content via the web and DVDs to participants and the general public.

C4. Web Resource Center: This bi-directional portal for research, teaching, and business language resources on our web site will allow the academic and business communities to access information as well as communicate with us. All UCLA CIBER publications and program information will be available through the portal. Beginning in the 2006-2010 grant cycle, we will use MediaSite technology to record selected UCLA CIBER courses, lectures, conferences and other programs. We will stream this content through our web site live and archive it for later use.

C5. Travel Grants: We will make travel grants to faculty and students need to attend conferences or meetings, visit archives and special collections, consult on projects, etc.



UCLA MBA students work with microfinance clients from the South Pacific Development Bank (Decemeber 2005)

University of Colorado ~ Denver

The CU CIBER, located at the Institute for International Business on the University of Colorado at Denver and Health Sciences Center (CU-Denver) campus, will build on its successful internationalization activities and offer new and innovative programs aimed at promoting the competitiveness of US businesses in the global economy.

For the 2006-2010 grant period, the CU CIBER will offer initiatives that leverage Colorado's technology leadership and address the forces that are impacting international business in Colorado, the Rocky Mountain region, and the United States. Three overarching themes influence the new grant initiatives: the globalization of knowledge work, the globalization of entrepreneurial activities, and the opportunities arising from the emergence of China, India, and the Gulf Cooperation countries, as key markets in the global marketplace.

The Globalization of Knowledge Work

The globalization of knowledge work is a phenomenon where professions such as engineering and architecture are increasingly facing global opportunities and competitive pressures that are redefining where and how the services provided by these professions are developed and marketed. Evolving, globally dispersed, multicultural professional work teams are a compelling catalyst for new international business education programs tied to these fields.

CU CIBER will address the globalization of knowledge work in the professions with new initiatives that will further internationalize faculty, curricula, and programs in engineering and architecture. These include new faculty development programs, design and development of new courses, an option for engineering and architecture students to take courses in international business, and sponsorship of seminars/conferences on the globalization of the professions.

The Globalization of Entrepreneurial Activities

New international business opportunities will increasingly come from entrepreneurial firms, including start-ups and intrapreneurial ventures within established firms. This is particularly true in Colorado where there is a significant concentration of entrepreneurial ventures. According to the Office of Advocacy of the US Small Business Administration, Colorado ranks as one of the top entrepreneurial states in the nation, with four Colorado cities (Fort Collins, Denver, Colorado Springs and Glenwood Springs) ranking in the country's top 20 entrepreneurial cities. Internationalization is happening at much earlier stages of these entrepreneurial companies' life cycles and many have emerged as "born global firms," companies that have some form of international involvement in the very early stages of their development.



CU CIBER will launch a set of focused activities targeted to international entrepreneurship. Through its collaboration with the nationally recognized Bard Center for Entrepreneurship at The Business School, CU CIBER will offer courses in international entrepreneurship and develop courses/modules in international entrepreneurship finance and international franchising. CU CIBER, in collaboration with Indiana University CIBER, will also offer a faculty development program in international entrepreneurship targeted to international business and entrepreneurship faculty in the United States who wish to develop new courses in international entrepreneurship, globalize the entrepreneurship course, or teach the international business course from an entrepreneurial perspective. This faculty development program is the first of its kind in the nation.

The Emergence of China, India, and the Gulf Cooperation Countries

China, now the world's manufacturing platform, and India, a top supplier of offshoring services, represent awakened giants. The Gulf Cooperation Council with its oil-rich member countries (Saudi Arabia, UAE, Qatar, Bahrain, Kuwait and Oman) is the third world region with phenomenal new business opportunities. These markets are projected to significantly impact international business in general and provide crucial and lucrative markets for Colorado and Rocky Mountain businesses in particular.

For the 2006-2010 grant period, CU CIBER will offer different program initiatives that promote a better understanding of and business access to these huge markets. Initiatives include a China faculty development program (to be led by CU CIBER and co-sponsored by about a dozen CIBERs), a Windows on China summer field study program for students, a field study on international outsourcing to India, a research seminar on global sourcing (co-sponsored with Stanford University), research seminars and faculty roundtables, and a possible field study to Dubai.

Collaborations and Constituents

Major CU CIBER initiatives will be built around sponsorships, partnerships, and collaborations, and will be targeted to the many constituents that it serves.

At the University of Colorado (CU), a world class research institution with three campuses, 52,000 students and over 3600 faculty members, CU CIBER is moving globalization across disciplines, colleges, and campuses. CU CIBER's fast track joint degree initiative, where CU-Boulder's Spanish for the Professions BA students are admitted early into CU-Denver's Master of Science in International Business program, will expand to other undergraduate programs on



the Boulder and Denver campuses. CU CIBER will also fund faculty and curriculum development in CU-Boulder's new Arabic and Middle East studies program.

At CU-Denver, home to 15,000 students and the University of Colorado's largest graduate programs, its urban campus, and its Health Sciences Center, CU CIBER will build cross-disciplinary alliances. This will be accomplished through International Executive Roundtables, a series where business executives address a forum of multi-discipline faculty, and through multi-discipline research on topics such as the globalization of services, economic development, emerging markets, and China's financial reforms. CU CIBER will address the globalization of knowledge work in the professions with new initiatives in engineering and architecture designed around the shift of this work to developing countries and how this is changing how professionals are trained and how their careers develop. These will include having the deans and faculty in these schools participate in the China FDIB field study, the development and offering of Global Project Management and Architecture of Globalization courses, the publication of a research volume on the globalization of services, and a Global Executive Forum based around the globalization of the professions with the cognizant deans, faculty, and students participating.

At CU-Denver's Business School, CU CIBER will launch a Global Plus Program, a one semester equivalent of globally focused courses allowing access to international business content and world region expertise to students in any business major, as well as launch a new MayMester, the two week period after spring semester where students can take intensive courses in international business and business language. CU CIBER will also introduce an undergraduate honors program in international business and an international track in the entrepreneurship program. In The Business School's graduate program, the region's largest and the 9th largest among the CIBERs, CU CIBER will broaden and deepen globalization across the twelve graduate business degree programs. The top priority is a global competency option with a world region focus (China, India or Dubai), language and overseas components, and a project-based experience. CU CIBER will also support a new international entrepreneurship track in its MSIB program. Objectives for business faculty research are: basic research that advances ongoing streams of inquiry in international business, basic and applied research that connects business to other disciplines in examining globalization issues, and in partnership with business, parallel applied research that promotes the competitiveness of Colorado and US companies in the global marketplace. Business faculty's international business research topics will include globalization of services, outsourcing, financial architecture and its reforms in China and India, services marketing in emerging markets, and international entrepreneurship.

In Colorado, CU CIBER is part of the dynamic change that has moved the state out of its isolated boom-and-bust past to become an international leader in information technology. Col-



Colorado has developed knowledge clusters that will cement its leadership position in the global economy: energy, energy management, bio life sciences, aerospace, space imaging, telecommunications, and photonics. Joint international business research including research co-sponsored with the Latino/Latina Policy Center targeting 35 faculty associates located throughout Colorado higher education institutions, will be conducted. International Executive Roundtables will provide opportunities for business experts to share their knowledge with CU and other institutions' faculty. CU CIBER is joining with six other Colorado universities to develop a Business-Liberal Arts Consortium. Joint activities will include bilateral exchanges of international business and international studies courses, joint offerings of field study abroad programs, entry to IB online courses, and participation in international executive roundtables.

In the Rocky Mountain West, CU CIBER is targeting a large unmet need for small and 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 resources for faculty or program development. CU CIBER has partnered with the CIBER at Brigham Young University and 21 smaller colleges and universities and will promote membership to the region's 265 other institutions in the Rocky Mountain CIBER Network. Through this partnership these schools will be connected to CIBER resources including faculty development programs, and course development, travel and research grants. In addition, CU CIBER will develop the RMCIBER Global WebCast, providing faculty and students from the RMCIBER Network with access to international business briefings.

Nationally, CU CIBER will continue to examine the forces of globalization on business and competitiveness with initiatives in applied research, curricula development, and dialogues. CU CIBER will also expand knowledge and further develop its renowned faculty development programs. CU CIBER will offer specialized faculty development programs (FDIBs) in areas where it has distinctive expertise based on faculty led discussions of pedagogical issues and international business executives facilitation of business issues discussions. It will offer a two-week FDIB to China that addresses globalization of production and global supply chain management. It will develop with Indiana University CIBER the first FDIB on international entrepreneurship. It will continue its FDIB in international human resource management. CU CIBER will co-sponsor a conference with Stanford University's Asia Pacific Research Center on globalization of services, focusing on business process outsourcing in India, China and the Philippines. It will, with six other CIBERs, co-host a Western Regional faculty development conference. It will also co-sponsor with other CIBERs a multitude of other FDIBs including a Business Language program, a national conference on Globalization, National Innovation Systems and Entrepreneurship in the APEC Economies and a national conference on Homeland Security, Trade Policy and the Northern Border. CU CIBER will also provide information and teaching materials to US business faculty and students about issues faced by business executives through *The Global Executive Forum Report*, indexed by region and by international busi-



ness topic on the CU CIBER website.

Business outreach is integral to the CU CIBER where 75% of the undergraduate and 85% of the graduate business students are working in the business community. In addition, 160 company advisors serve on The Business School and CU CIBER boards and contribute to The Business School's curriculum. CU CIBER will continue to build on the forward looking orientation of the Global Executive Forum, a biannual meeting where international CEOs, invited experts, and faculty are brought together to examine in depth, global business and geopolitical issues. Forum topics will address the rise of India, globalization of the professions, homeland security, trade policy, and the US/Canada border. A campus-based Global Executive Forum will be held to broaden student access to the Forum and its executive participants. A published proceedings, *The Global Executive Forum Report*, is disseminated widely to faculty, students, and businesses across the US.

The CU CIBER has been an active participant in the initiatives to globalize United States' businesses using the breadth and depth of its faculty resources, the comprehensive global content in the curricula, knowledge gained working with international business executives, and innovative approaches to extend its expertise to other campuses and institutions as well as to business entities. It looks forward to further developing and sharing this expertise and expanding America's understanding and success in the global marketplace.



*China FDIB participants at The Chen Family Temple
in Guangzhou, China*

University of Connecticut

America's future depends on its ability to reach out to new markets. This was already known in 1988 when the legislation funding CIBERs was first written. Today, as the global marketplace continues to evolve, it is crucial that future generations have the skills, abilities and knowledge to preserve this nation and its ideals, and compete aggressively in emerging global markets. According to a Goldman Sach's report, the BRICs (Brazil, Russia, India and China), by 2040, will have a higher GDP that the current G6. Providing students, faculty and business people with a comprehensive, integrated education with a focus on BRICs, will assist them in contributing to the achievements of this nation's success for generations to come. Therefore, the focus of the UConn CIBER is to serve as a national resource center to increase U.S. global competitiveness in the markets of the BRICs. We have added South Africa to the mix. We will refer to these countries as BRICS.

During 2006-2010, the UConn CIBER proposes to undertake a variety of activities that will serve business students, non-business faculty, advanced students, members of the business community, and business faculty through development in international business, curriculum related activities, and research. The UConn CIBER proposal is unique because: it provides students interdisciplinary education on BRICS; provides professional development opportunity to faculty; encourages faculty to undertake research related to BRICS; offers opportunity for curriculum development; makes maximum use of technology; and employs large amounts of internal resources. The proposal duly emphasizes the learning of foreign languages and cultures, and includes activities that focus on national security. In addition, it has a clear cut focus and is cost effective.

MISSION OF THE UCONN CIBER

The vision of the UConn CIBER is to emerge as a recognized leader in global business education, and become a significant national resource for international business teaching, research and outreach with a strong emphasis on BRICS. By 2010, somewhere in the world, we hope the UConn business program will be in session everyday of the week with programs especially in the target countries of Brazil, Russia, India, China, and South Africa. We will be truly global in terms of both our participants and our Perspectives. The UConn CIBER's mission is to (a): provide business programs with focus on the BRICS for students at the undergraduate, MBA and PhD levels; (b) provide funds and facilities for faculty to internationalize the business curriculum and to conduct research in the area of international business with emphasis on the BRICS; (c) provide businesses in the region with international business management education and instruction in foreign languages and cultures, which will enable them to enhance their leadership positions in today's global economy; (d) develop and spearhead the capabilities of the nation's colleges and universities in international business education geared toward the BRICS; and (e) emerge as a national resource for management education on BRICS.



1. Programs for Students

We proposed 23 programs for undergraduate, MBA, and PhD students. These programs comprise development of new courses, enhancement of existing courses, seminars, workshops, roundtables, and study abroad opportunities. The proposed activities offer both breadth and depth. The breadth of programming ensures that all business students leave UConn with at least basic international business knowledge. Programs in this category include enhancing international content in required undergraduate courses, the mandatory Global Workshop Friday for MBAs, and the mandatory International Business Workshop for PhDs. Beyond these required introductions, we also proposed a number of programs to accommodate students interested in delving deeper into the subject. Examples of this include the Dual Degree Program, the Overseas Courses, and the Case Competitions, just to mention a few. Essentially, the programs would be interdisciplinary in character and incorporate foreign language and international studies training.

2. Programs for International Studies Faculty and Advanced Degree Candidates

The knowledge needed to develop management skills for companies to enhance their global competitiveness is distributed among business practitioners and academics from several disciplines. Thus, faculty and advanced degree students in languages, area studies, and international affairs need to be familiarized with the basics of management and the business practices of BRICS.

The UConn CIBER plans to accomplish the objectives above through the Academy of Global Economic Advancement, an interdisciplinary faculty group formed during a previous UConn CIBER funding cycle to bring faculty with diverse backgrounds together for designing and implementing a number of programs. The Academy provides faculty in business, languages engineering, law, medicine, and the social sciences with a platform to examine and discuss topics related to global competitiveness in an interdisciplinary environment. In addition to increasing intellectual stimulation, the activities of the Academy lead to curriculum enhancement, joint research projects, and new funding opportunities. We have initiated 34 members of the UConn faculty as Fellows. Under the auspices of the Academy, eight programs would be offered each year of the grant period.

3. Programs for Business Community

The UConn CIBER will develop and offer nine distinct programs for the business community and other professionals. We plan to work closely with our partners in the external community to design, develop and implement programs that enhance international skills and include intensive foreign language training.



4. Faculty Development Programs

The faculty development in international business can be undertaken through 17 different programs, which are elaborated below. Programs 4a-4c are national faculty development programs available to all U.S. faculty. Typically, however, participants in these programs are from large universities. To ensure outreach to smaller universities, we have also developed Programs 4d-4f. These are regional faculty development programs held under the auspices of the Society for Global Business Education, a group we created during a prior CIBER grant. The Society has members from faculty at various universities and colleges in our region. This group permits us to work closely with other institutions of higher education and professional associations to ensure we are meeting their needs. The rest of the programs in this section target key groups of people for whom international business development is important. These include Historically Black Colleges and Universities, K-12 educators, and community colleges.

5. Curriculum Development Programs

Several kinds of research will be conducted relating to designing, implementing, assessing, and improving this integrated approach to international business education for students and executives in companies active internationally, especially in BRICS. These programs will build upon the existing knowledge base of UConn on culture, languages, area studies, and international business for curriculum development. We proposed ten programs, including course development, curriculum research, and establishment of a BRICS' Trade Data Bank.

6. Research Programs

The programs under this mandate are directed at improving the state-of-the-art linkage of culture, languages, area studies, and business through academic and applied research focusing on BRICS. We proposed ten research programs, which include research conferences, research and travel grants, grants to faculty at UConn and schools in our region, and a working paper series.

SIGNIFICANCE OF UCONN CIBER'S PROPOSAL

The UConn proposed project is nationally significant for a variety of reasons. First, it focuses on five developing nations (Brazil, Russia, India, China and South Africa) that are growing fast and have large populations which offer an abundance of business opportunities for U.S. companies. Second, the programs are highly creative. Not only do they cover the complete range of post-secondary education with programs the undergraduate, MBA, post-MBA, doctoral and executive levels, but they are also innovatively conceived and designed. Third, the programs are highly cost-effective considering their magnitude and the relatively small amount of federal resources budgeted to develop them. Fourth, we have demonstrated our ability to run an excellent CIBER program, which delivers high impact programs of national significance.



The UConn project is nationally significant because it deals with a startling issue of the global economy. The term BRICS, as mentioned above, refers to Brazil, Russia, India, China and South America. According to recent Goldman Sach's report, currently BRIC nations account for 15 percent of GDP of the G6, which consists of Britain, Japan, Italy, France, Germany and the U.S. But, by 2040, the BRICs could be larger than the G6 in terms of GDP. By 2025 they would account for over half the size of the G6. Of the current G6, only the U.S. and Japan may remain steadily over a long period of time. As early as 2009, the annual increase in U.S. dollar spending from the BRICs could be greater than that from the G6, and more than twice as much in dollar terms as it is now. By 2025 the annual increase in the U.S. dollar spending from the BRICs could be twice that of the G6, and four times higher by 2050. In fact, the relative importance of BRICs as an engine of new demand and spending power may shift more dramatically and more quickly than expected. If indeed this happens, it would be a far reaching change comparable to the Industrial Revolution of the 18th century (which enabled Britain to become the modern industrial nation of the 19th century), as well as the information and communication developments in the 20th century. The rise of BRICs would depend on whether these nations adopt sound policies: the right fiscal and monetary policies, free trade with the outside world, and massive investment in education.

The BRIC markets would offer an abundance of opportunities for U.S. firms. But these will be highly competitive markets requiring foreign firms to adopt new and different strategies to succeed. Further, the BRIC countries would put additional pressure on the world's resources such as oil and shift the center of economic gravity and the balance of power. Adjusting to such changes might prove difficult. The time is ripe for U.S. firms to anticipate the rise of BRIC nations and adopt policies to be ahead of their competitors. This explains our CIBER's rationale for focusing on Brazil, Russia, India and China.

The rise of BRICS poses new competitive challenges and opportunities for the United States. First, higher growth in these economies could offset the impact of graying populations and slower growth in advanced economies. Second, higher growth may lead to higher returns and

Stephanie Greene from Boston College presents her research at the by-invitation-only research conference on Intellectual Property Rights held at UConn during May 2007





increased demand for capital. The weight of the BRICS' investment in portfolios could rise sharply. Capital flows might move further into their favor, prompting major currency realignments. Third, rising incomes may also see these economies move through the "sweet spot" of growth for different kinds of products as local spending patterns change. This could be an important determinant of demand and pricing patterns for a range of products and commodities. Finally, as today's advanced economies become a shrinking part of the world economy, the accompanying shift in spending could provide significant opportunities for global companies. Being invested and involved in the right markets, particularly the right emerging markets, may become an increasingly important strategic choice.

To excel in the BRICS' market, U.S. companies need a work force that is not only technically skilled, but also knowledgeable about relevant international business concepts and frameworks and the languages and cultures of their foreign partners. While most U.S. professionals are technically competent, only a few are capable of managing the competitive rigors of the BRICS' marketplace. It is this knowledge gap that the UConn CIBER seeks to address.

PROJECT OUTCOMES

We proposed a variety of programs related to teaching, research and outreach. The outcomes of these endeavors would be reflected in students' understanding of BRICS, faculty efforts in knowledge development on BRICS, U.S. companies' efforts in exploring opportunities in these nations, and the establishment of a one-stop source of information on the BRICS. These outcomes would be important since they reveal the emergence of BRICS and how American firms might take advantage of opportunities there.

The importance of the project outcomes lies in creating an understanding of an important change that is taking place in the world – the emergence of BRICS as global players. The outcomes are important because they will orient the younger generation to face the new world, help businesses shift their geographic gears toward the BRICS. The outcomes of the project will help all our constituents alike by altering their mindset from dealing only with traditional business partners to working with new players, who are different both culturally and politically, and do not have a common Cold-War type alliance with us. Together, the outcomes should help enhance the U.S. competitiveness in the global markets.

More specifically, the UConn project is important because it fulfills the major emerging needs of this country in order to increase our competitiveness in the new global economy. These needs include:

- Creating awareness of the BRICS among our constituents
- Offering a central source of informational on BRICS
- Establishing a BRICS orientation Among Faculty Through FDIBs



- Encouraging our Language Faculty to Offer Commercial Language Courses that Concern BRICS
- Helping Businesses to understand BRICS and How to do Business in These Nations
- Developing New Courses on BRICS
- Highlighting the Fact the BRICS are Different from Each Other
- Identifying Different Strategies That Work in the Five Nations

Benefits of the Project Outcomes

The outcomes described above should lead to the following benefits:

- **Interdisciplinary Instruction:** The Interdisciplinary instructional programs will provide students with in-depth knowledge of the BRICS and their business environment. This should inculcate a vision and an appreciate of cultural differences and similarities between our people and those in BRICS and the impact of these differences on the management of U.S. companies active in those nations.
- **Education for U.S. Global Competitiveness:** The components of business courses that concentrate on scientific inquiry in BRICS will education students about nations that are important for U.S. global competitiveness.
- **Language and Cultural training:** The language and cultural programs will help U.S. businesses and professionals to develop cross-cultural understanding and intercultural communication skills that are especially useful in business negotiations and deals in BRICS.
- **Research Programs:** The research programs will improve the knowledge and understanding of the practices of BRICS' businesses, which can be studies to make U.S. firms more competitive globally, especially in BRICS.
- **Curriculum Development:** The curriculum research will aid in developing new ways of integrating courses in business, area studies, and liberal arts to create truly interdisciplinary courses.
- **Knowledge Sharing:** The dissemination of the knowledge among members of the academic community will enable others to become more effective in offering international business education programs relative to BRICS

The UConn programs are planned to reach large numbers of students, faculty, and professionals. Faculty will be able to employ the knowledge and skill in their teaching and research with a resulting multiplier effect. Students will be more informed and better equipped to face the future as they reach leadership positions in their companies. The professionals will be able to develop and enhance the necessary international business, technical, and cultural skills that will help U.S. firms to become more effective in global competition.

University of Florida

The 2006-2010 University of Florida (UF) CIBER program delivers innovative international business (IB) training and research that builds on unique and established UF multidisciplinary expertise and it simultaneously fosters development of new interdisciplinary IB specializations. While UF CIBER is technically housed and administered in the Warrington College of Business (WCB), its programs are in fact the concerted effort of faculty from nine colleges, 18 departments and eight centers at UF.

Individual initiatives fall into four broad groupings: (1) *Meeting New Challenges with Historical Strengths*; (2) *African IB in the 21st Century*; (3) *Language and Culture*; and (4) *IB Villages: Population-Targeted Capacity Building*. In the previous two funding cycles, UF CIBER developed interdisciplinary IB strengths in three content areas: (a) telecommunication and regulation; (b) agribusiness and; (c) Latin America. New and enhanced applications of this established expertise constitute initiatives in group (1). The set of activities in group (2) are designed to develop a premier program in African business by coordinating specialized university and regional resources with latent synergy not yet fully exploited. Extensions of successful UF-pioneered models for integrating foreign language training with IB instruction are detailed in the language and culture group as are plans to enhance business language development nationally. While groups (1) to (3) are *content oriented* with focuses on particular industries, regions and/or disciplines, initiatives of group (4) are *population-targeted*, building IB capacity among specific educational groups—e.g., high schools and community colleges, smaller Florida 4-year institutions of higher education and Historically Black Colleges and Universities—and specific regional and industrial business groups.

I. Meeting New Challenges with Historical Strengths

Significant business outreach, curriculum innovation and academic research characterize programs that derive from historically developed areas of UF IB expertise:

- *The Latin American Business Environment Report (LABER)*, UF CIBER's signature outreach publication, is an approximately 50 page annual report, disseminated to over 2000 educators and businesses, that provides a comprehensive examination of Latin American business conditions, tracking social, political and economic trends in the region. It analyzes recent developments shaping market outlooks generally and those of the 20 largest countries specifically. Through a partnership with UF's Levin College of Law that includes course and conference development, new emphasis will be placed on *Tracking Current Judicial and Civil Reforms in Latin America*, changes with potential to profoundly impact trade and investment environments for foreign businesses in the region. A new quarterly electronic publication, the *Cuban Agriculture Trade Newsletter*, will summarize opportunities for US export of agricultural



commodities to Cuba that are emerging as a consequence of the Trade Sanctions Reform and Export Enhancement Act.

- UF CIBER's *Business in Brazil*, a six-week, six-credit summer program in Rio de Janeiro combines training in Portuguese, lectures and field trips on Brazilian business practices, and cultural immersion. It is a unique national program, drawing graduate business student participants from around the country. The *International Financial Markets Study Tour* combines classroom instruction with a week-long visit to Latin American institutions. Its distinctive feature is design to accommodate both business and non-business graduate students (including those from other professional studies and from area studies), permitting a rich sharing of different perspectives both in the classroom and on the tour. A second such multidisciplinary short term study abroad course/tour will be developed and implemented in the current funding cycle. Latin American trade is expected to be a common topic in *GatorNest International*, an extension of the *GatorNest* program at WCB's Center for Entrepreneurship and Innovation. Graduate students will develop applied IB skills as they tackle global market entry planning problems with unscripted solutions. Simultaneously, formulated plans assist small and start-up firms in the regional and UF communities.

- New courses for undergraduates build on developed UF IB expertise in international infrastructure. Faculty in law, business and journalism, supplemented by presenters from the local French policy and business communities, will pilot a week-long, intensive 2-credit class on international leadership at UF's Paris Research Center. The course will examine adaptive leadership in the context of how international energy businesses address issues of terrorism. Through 18 offerings of its two-week *International Program on Utility Regulation and Strategy*, UF's Public Utility Research Center (PURC) has trained nearly 1500 industry and government officials from 128 countries. A new class on global regulation of infrastructure will bring experiences of participants into the undergraduate classroom. Both graduates and undergraduates will benefit from the biennial *Latin American Corporate and Career Opportunities* conference featuring sector-specific presentations by industry representatives, round table discussions on career paths and recruiting strategies in Latin American affiliates of US firms, and insights from recent UF graduates working in the region.

- *Research programs* encourage doctoral students and junior faculty in business, agriculture and the College of Journalism and Communication to conduct academic studies addressing current IB issues. Topics include: impacts of immigration policy on US agricultural labor supply; the EurepGAP challenge to US competitiveness in global agricultural markets; best practices responses to anti-American, anti-globalization sentiments in Latin America; standard setting in cooperative technical organizations; information security in the global supply chain and;



understanding global telecommunications dominance by isolating key characteristics of countries that have developed vibrant and innovative mobile communications industries.

II. African IB in the 21st Century

Internal African partnerships such as NEPAD and the East African Customs Union are improving the continent's business climate by reforming regulatory practices, reducing notorious administrative red tape that inhibits establishment of business enterprises and increasing regional integration. As Africa begins joining the global economy, there is corresponding emerging need for African IB training in the US. UF has unusual resources to respond to this need:

- UF's Title VI Center for African Studies is one of the oldest in the US, and the only one in the southeast. Its 140 affiliate faculty support outstanding programs including course offerings on *Economic Development of Africa and Africa in the Global Economy: Trade, Aid and Debt*. The Center organizes sessions on growth and trade at meetings of the regional association it founded in 2000, *The Southeast Africanist Network*.

- WCB African expertise has been developed through PURC's 18 offerings of its *International Training Program on Utility Regulation and Strategy*; participants have included 445 industry and government officials from 34 African countries. Case study reports written at PURC cover utility regulation in developing African economies and on-site seminars have been conducted in Nigeria, South Africa, Uganda and Zambia.



University of Florida International Finance Study Tour at BM&F Futures Exchange in Sao Paulo, Brazil



- African expertise exists in critical business-supporting disciplines in the social sciences. These experts include the co-authors of the book, *African Entrepreneurship: Theory and Reality* (2000, University of Florida Press), the author of the forthcoming NSF-funded book *Working the Border: Navigating Sovereignty in West Africa*, a former President of the US African Studies Association and a former US Ambassador to Mozambique who also served as the National Security Council's Senior Director for African Affairs.

Complementing these IB basics are African expertise in law and scientific expertise in the continent's evolving resource base. UF has outstanding raw material for an African business program, but realization of the potential IB synergy of the pieces requires engaging and coordinating faculty, students and regional resources.

Co-Hosting the 2008 International Academy of African Business and Development (IAABD) Conference with UF's Center for African Studies is a cornerstone CIBER initiative to focus and coordinate these African IB resources. The IAABD is one of the pre-eminent global professional organizations focused on analyzing and advancing solutions to the challenges facing development of African business. It publishes the *Journal of African Business* and its annual meetings, currently in their seventh year, attract approximately 175 scholars from around the world. Leveraging African business acumen that will be at that conference, a follow-up workshop on *Business Opportunities in Africa* will provide a SWOT-like framework for Florida business practitioners to assess the continent both as a market for outputs and as a supplier of inputs.

Business and non-business faculty development in African IB will be encouraged by annually funding two UF faculty to participate in the two-week study tour led by the University of South Carolina CIBER, *Sub-Saharan Africa: South Africa and Kenya*. New course development includes infusion of African IB modules into basic business classes (e.g., *Principles of Macroeconomics*) and advanced elective business classes and new social science classes with significant African business content (e.g., *The Anthropology of Global Trade and Finance*). WCB's brightest and most creative undergraduates will be engaged through programs targeting activities they gravitate toward, namely, writing honors papers, participating in the competitive University Scholars Program (summer faculty-mentored research that pays a stipend to student researchers) and traveling on international activities of UF's award winning chapter of SIFE (Students in Free Enterprise). Many are simultaneously pursuing academic courses of study in finance and entrepreneurship. A CIBER workshop for undergraduates on *Microfinance and Developing Country Entrepreneurship* will identify subjects in these areas with pertinent African applications that are manageable topics for honors papers, the University Scholars



competition and/or SIFE projects, will assist students in preparing research proposals and will pair students with faculty to conduct the research.

A strong and sustained African IB center requires business and non-business faculty and doctoral student academic research on the topic. A program of *Competitive Research Grants on African IB* addresses this critical need with targeted research funding.

III. Language and Culture

The FLAC (Foreign Languages Across the Curriculum) program is a proven model for integrating foreign language training and content course study. With funding from a Title VI-A grant, UF's Department of Romance Languages and Literatures pioneered development of a FLAC prototype applicable for use at a large university. A "FLAC" section is a one-credit discussion section conducted in a foreign language in conjunction with a content course. The FLAC section is taught by a foreign language graduate student who receives pedagogical training from his/her home department and who works out reading/discussion materials in conjunction with the content professor. Key to the program's success, and ability to expand it, is the fact the content professor does not have to know the foreign language of the FLAC.

When applied to courses in the business college, graduate foreign language students are introduced to business applications of their language study and enrollees in the FLAC section benefit from practicing their foreign language skills in a business discussion context. UF CIBER's Profession-Specific Language, Culture and IB Training program experimentally expands this model in three dimensions:

- *Interacting IB Training with Foreign Language Training in Non-Business Professional Schools:* New FLAC sections will be developed for large enrollment undergraduate courses in non-business professional schools. They will simultaneously introduce IB content to the classes and provide foreign language training. Target colleges and language(s) of the new sections are: Design, Construction and Urban Planning (French and Portuguese); Public Health and Health Professions (Spanish); Food and Agricultural Sciences (French); Health and Human Performance (Chinese).



- *Culture Across the Curriculum*: Business language classes have been the primary venue for training in foreign business cultures. One credit classes, modeled after the FLAC program, but conducted in English, will provide similar learning opportunities for students not proficient in the language of a country. Pilots will focus on the Asian cultures.

- *Student Culture Consulting Corp*: While business-related FLACs train graduate foreign language students in IB aspects of their expertise, similar opportunities are not available for undergraduate foreign language majors/minors. Simultaneously, in undergraduate business classes, student teams often lack the language and cultural expertise to produce top quality foreign market entry plans. The experimental *Student Culture Consulting Corp* addresses both shortcomings. Students in upper division foreign language/foreign culture programs are invited to sign up as potential language and culture consultants to business projects. Depending on country distribution of IB classroom projects, individual students will be selected for basic training on the nature of global market entry business plans and be paid a stipend to act as consultants to an IB project.

The UF CIBER program recognizes that continued innovation and enhancement of business language and business culture offerings requires on-going investment in language faculty. Eight years ago UF didn't even offer Business Spanish. Commercial French and Commercial German were options, but those didn't appear to be the likely languages of international business to most business students. Today, UF business language offerings have been expanded to include Spanish, Portuguese, Chinese, Japanese and Arabic. CIBER investment in language faculty permitted this exceptional expansion and the Center's commitment to that investment continues, but with an increased focus on national, as opposed to local, language faculty:

- UF CIBER will host the *2008 CIBER Language Conference*: Supported by all CIBERs, this conference is the premier meeting for the field broadly known as "Teaching Languages for the Professions." Attracting approximately 150-160 attendees, its combination of keynote presentations and breakout workshops for 10 languages communicates new best practices and networks newcomers to the field with pioneers.

- *Faculty Development in Business and Culture*: The CIBER network offers a selection of excellent two-week FDIB programs in various parts of the world. While open to all faculty with IB interests, content is clearly oriented to business and economics professors. As such, these programs do not necessarily serve well the professional development needs of current and potential business language faculty. The UF CIBER and University of Kansas (KU) CIBER



jointly proposed FDBC specifically targets this group, and like the traditional FDIB, it combines lectures and visits to firms in a 12-day to 2-week study abroad tour. But lectures and visits specifically address current cultural and economic developments in IB from a perspective familiar to language educators. The program pilot is a Brazil tour for Portuguese language instructors.

- *Business Language Teaching and Research Consortium*: Led by the KU CIBER, a consortium of 12 CIBERs will (1) work to “mainstream” business language by introducing panel discussions at professional language venues that typically do not address such applied topics and; (2) sponsor research grants and best paper awards that encourage study of how to teach foreign languages in a business context.

IV. IB Villages: Population-Targeted Capacity Building

Recognizing that it “takes a village” to enhance IB capacity as well as to raise a child, UF CIBER is developing unique programs, and fostering partnerships, that create a community environment for IB development among diverse educators, students and business professionals. On-going co-sponsorships support IB doctoral research workshops; faculty development in IB; regional business and discipline-specific IB conferences and conference modules. New and/or expanded programs include:

- *EFIBI--Enhancing Florida’s International Business Infrastructure*: Opportunities to fund IB innovations in curriculum, research and outreach vary considerably across Florida’s complex higher education system with its 11 state universities, 28 community colleges and 61 private colleges and universities. For faculty in units with endowment funds and/or external profit-making programs, income from these sources may provide needed funding for individual faculty initiatives. For others, there is a critical mass of talent at the home institution that can be assembled to attract national funding, allowing financing of a specific effort as part of a broader program. For many educators in Florida, however, neither of these opportunities exists and valuable program enhancements go unimplemented. EFIBI is a flexible IB grant development program targeting Florida higher-education faculty in social sciences, business, other professional programs, language and culture, and area studies with (a) innovative ideas for strengthening IB related training and (b) limited funding opportunities. Its activities are overseen by an advisory group of IB-interested faculty from smaller educational institutions in the state.



- *States in the Global Economy*: Interpreting globalization in regional terms is critical for engaging student interest at the high school level, and also in the community college classroom. What does it mean for my state? Generally applicable templates for depicting a state in the global economy, and specific instructions for interpreting them, requires not just IB expertise, but considerable understanding of fundamental ways in which state economies differ and familiarity with state data sources. The latter is the realm of regional science. Drawing upon an unusual UF confluence of IB and regional science expertise, and with input from the US Department of Commerce BEA User Group and advice of high school instructors, UF CIBER will develop a broadly applicable set of state IB materials. These include a “global state-scan,” teacher instructions for reading the scan and identifying direct and indirect globalization issues of particular significance to the state, lesson plans for general modules that a state scan might map into and resources for high school and community college teachers to obtain state-specific examples of globalization’s impacts.

- UF CIBER looks forward to a second round of participating in the *Globalizing Business Schools* program to enhance internationalization of business curricula in HBCUs. Its first-round partner, Florida A&M University, will join UF CIBER in the mentoring process. Also in a cross-Florida partnership, UF CIBER will be joined by the FIU CIBER and the University of Central Florida’s Global Perspectives office in hosting the 2010 *National Forum on Trade Policy*, a conference that recognizes US trade policy creates both opportunities and threats in most regions of the nation and requires development of effective local globalization strategies.

University of Hawaii

Enhancing U.S. Service Industry Competitiveness in the Asia Pacific Region

Aligned with the University's international focus, the UH Mānoa's College of Business has consistently been ranked among the nation's top graduate and undergraduate programs for international business by *U.S. News & World Report*. Capitalizing on the extensive resources in Asian studies as well as the Land, Sea and Space Grant status of the University of Hawai'i, the UH CIBER proposes to serve as a bridge to Asia for American educators, policy makers and businesses to understand and succeed in the Asia Pacific region.

The UH CIBER proposes a comprehensive array of unique programs that will meet the evolving needs for understanding the interrelationships between political, economic, security, environmental, technological and business issues in the global economy.

100 National Resources for International Business Education: UH CIBER initiatives will enhance U.S. capacity for international understanding by linking UH experts with businesses, policy makers, academics, students, and professionals across the U.S.

101 Pacific Asian Management Institute (PAMI): PAMI has developed a number of partnerships with CIBER-funded schools and other universities in the U.S., such as the Consortium for Undergraduate International Business Education to provide our expertise on Asia for the benefit of other U.S. institutions of higher education. PAMI also serves as the Secretariat for the Pacific Asian Consortium for International Business Education and Research (PACIBER), an international consortium of 33 leading business schools in North America, Asia, and Oceania. PAMI Summer program offerings provide international business courses to business and non-business students at UH and from institutions across the U.S. who want to learn more about the Asia Pacific region.

102 Asia Pacific Risk Institute (APRI): APRI has been created to bring together the UH's resources in disaster management, meteorological and environmental prediction and remediation, and political risk analysis to support new methodological research to improve forecasting techniques, and to develop improved policies and response mechanisms for policy makers and businesses. APRI will provide linkages with state and local agencies, military and other research institutes to develop better understanding and methods of addressing political risk, disaster management, and homeland security issues in the Asia Pacific region.

103 Sustainable Economic Development Opportunities in Asia: The UH CIBER will partner with centers of excellence in sustainable tourism, architecture and urban planning, oceanography and environmental management across the University of Hawai'i at Mānoa to link the scientific expertise and resources of UH with international business and area studies to create new international curricula, research and outreach activities.

104 Pacific Asian Center for Entrepreneurship: Leveraging CIBER support with funds from private foundations and individual donors, the Pacific Asian Center for Entrepreneurship (PACE) was developed to address the issues of entrepreneurship, new venture creation, and corporate renewal in the Asia Pacific region. PACE research and curriculum will link the re-

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sources of the university to community business groups to increase new enterprise creation and improve understanding of the national, political, and cultural differences that create opportunities for, or impact the success of, U.S. entrepreneurs in Asian markets. PACE will develop new joint initiatives with engineering, biomedicine and computer science to leverage international connections within the business and scientific communities, to promote the commercialization of new technologies and enhance entrepreneurial opportunities for the U.S. in Asia. PACE will also work with private sector groups in Hawai'i who are developing mechanisms to support high technology startups wishing to engage in U.S.-Asian trade.

105 Asia Pacific Financial Markets Research Center: The UH Asia Pacific Financial Markets Research Center (FIMA) links the resources of the UH finance faculty with industry leaders in banking, capital markets and government regulatory agencies to improve understanding and stimulate reforms that support free trade. FIMA will continue its focus on the financial markets of Asia through research and training activities, such as the publication of the Pacific-Basin Finance Journal, sponsorship of the Annual PACAP/FMA Finance Conference, and dissemination of the PACAP Databases.

200 Foreign Language and Area Studies Initiatives: The University has the capacity to teach up to 80 languages and annually teaches at least 30. CIBER will leverage the University's competence in the less-commonly-taught languages and cultures of Asia to provide innovative language learning resources that will build the capacity of institutions across the U.S. to teach Asian languages.

201 Business Modules for East Asian Languages: CIBER will support initiatives to improve language learning for business students in the difficult but critical languages of East Asia. The project will be designed within the existing curriculum of the UH Japan- and China-focused MBA programs and will be extended to meet the needs of any UH MBA and Ph.D. student wishing to learn an East Asian language.

202 Business Modules for Southeast Asian Languages: CIBER will support the development of business modules in the less commonly taught languages of Southeast Asia --Indonesian, Filipino and Thai—that are of strategic importance to the United States. These modules can be used as a freestanding online course or can be integrated into traditional language classes to enrich the class and infuse business and economics as well as intercultural skills into the course.

203 Online Business Chinese: However, neither business language textbooks nor business academic curricula covers these issues in enough depth, particularly with respect to Chinese language and culture. Working with colleagues at UT Austin, UH faculty will develop curricula for business language classes using case studies of successful companies owned or operated by Chinese in Hawai'i and/or Austin, and American companies operating in China.

204 Joint Workshop for Language Faculty and Professionals with Ohio State University: Foreign language faculty will learn more about global business concepts and the ways in which business and professional students acquire knowledge in this faculty development

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program hosted by the Ohio State CIBER, in co-sponsorship with the CIBER schools at Indiana, Thunderbird, Hawai'i, Memphis, North Carolina and San Diego State.

205 Joint Workshop on Business Languages: The UH CIBER will collaborate with Brigham Young University, Georgia Tech and the University of Memphis CIBERs to offer an annual workshop to help language instructors develop and deliver better business language courses.

206 CIBER Business Language Teaching and Research Consortium: The UH CIBER will co-sponsor this consortium, which is managed by the University of Kansas CIBER. The consortium aims to foster business language by providing incentives for language faculty to teach and do research in a business context.

207 Study Abroad Experiences for Language and Area Studies Students: The UH CIBER will work with the UH Mānoa Study Abroad Center and faculty at UH Mānoa and Kapi'olani Community College to support graduate and undergraduate students in language and area studies to participate in study abroad programs to improve their language skills, develop a deeper understanding of culture, and observe international business through first hand experiences in a foreign country.

300 International Business Research Initiatives: The UH CIBER research agenda mirrors the issues prominent in recent policy statements of the Pacific Basin Economic Council (PBEC), the Asia Pacific Economic Cooperation, the United Nations and other international organizations which call for increased free trade, along with improved financial and corporate governance reforms and the protection of intellectual property.

301 Cross-Cultural Issues Impacting Service Industries Abroad: The UH CIBER will support interdisciplinary research that combines experts from area studies, sciences and business to address the impact of cross-cultural differences on service industry ventures in healthcare, tourism, architecture, environmental, and financial services.

302 Financial Markets and Banking in Asia: Working through the Asia Pacific Financial Markets Research Center, the UH CIBER will sponsor research aimed at developing improved banking policies in Asia, focusing particularly on Chinese banking and financial markets.

303 Technology Commercialization Opportunities and Entrepreneurship in Asia: Faculty in the Pacific Asian Center for Entrepreneurship will collaborate with faculty in engineering, telecommunications technology, biomedicine, and ocean engineering to research potential markets and prepare business commercialization strategies for UH technologies to promote economic development for Hawai'i, as well as the rest of the U.S.

304 Advertising in Asian Markets: UH faculty experts in consumer behavior and cross-cultural marketing in Asia will examine effective advertising and customer relationship methods in Asia. The project will provide linkages between Hawai'i and U.S. retail businesses, university faculty and international advertising experts in Asia.

305 Issues and Business Opportunities for the U.S. Environmental Services Industry in

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Asia: The UH CIBER will support research initiatives of direct relevance to U.S. international business interests vis-à-vis regulatory policies, cost management or market opportunities for U.S. environmental services and technology industries.

306 Intellectual Property Issues for Business in Asia: The UH CIBER will support faculty in business, law and computer science working with industry groups, such as the Information Systems Audit and Control Association, and policy makers to help develop recommendations as well as technological solutions to improve the security of information and the protection of intellectual property in international ventures.

307 Homeland Security and Free Trade Issues in the Asia-Pacific Region: Working through the Asia Pacific Risk Institute (APRI), the UH CIBER will join the CIBER Network on Homeland Security to study the relationship between Homeland Security and U.S. international competitiveness. CIBER sponsored research will include analyses of national security policy and practices and the impacts of homeland security issues on the risk profile and competitiveness of U.S. firms. APRI will also conduct selected applied research projects such as a "Comparative Police Training and Management" project that will examine police organization and quality in countries around the Pacific Rim.

308 Research Conferences, Seminars, and Publications: CIBER sponsored research will be disseminated through academic journals, professional publications, books and conferences. We will continue to co-sponsor the annual JIBS Conference on Emerging Research Frontiers in International Business, and support participation of faculty in a number of other international research conferences, including the Academy of International Business, the International Business and Economics Conference, the Hawai'i International Conference on System Sciences, and the PACIBER annual meeting.

400 International Business Curriculum Development: The UH CIBER proposes to develop innovative new international business curricula based on a matrix approach, leveraging the UH's networks with academic institutions throughout the region and its recognized strengths in various disciplines across campus.

401 In-country Experiential Learning for Undergraduate and Graduate Business Students: One of the biggest obstacles to the participation of business students in study abroad programs is that extended periods away interrupt their progress toward their degree. To address this challenge, the UH CIBER will support the development of course-imbedded field studies abroad. These activities will involve shorter periods of experiential learning in which students complete a business project, market study, or intensive course program in a foreign country as part of a course within the business curriculum.

402 International Competition Experiences for Business Students: One of the most enriching experiences for students is meeting and competing with their counterparts at foreign universities in conjunction with an intensive learning experience. The UH CIBER and PACE will support the participation of student teams at the MBA and undergraduate levels in case and business plan competitions in Asia and Europe.

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403 Development of Cases for International Service Industries: Some of the best opportunities for American businesses abroad are in service sector industries, such as tourism, environmental services, and financial services.

404 Interdisciplinary Course Development and International Field Experiences for Professional Disciplines: Similar to the projects described above for business students, the UH CIBER will support faculty in engineering, architecture, urban planning, healthcare and other professional fields to develop case materials and course imbedded short-term study abroad opportunities for their students.

405 Joint U.S./China MBA Program: In partnership with Sun Yat Sen University in China, an innovative new program will provide more U.S. students with the opportunity to obtain an in-depth understanding of China and an MBA at the same time. The model involves the development of two parallel MBA programs, one in China and one at the University of Hawai'i. Both sets of students will receive an MBA degree from the University of Hawai'i.

406 SHAPS Short-Term in Hawai'i Programs: The UH CIBER will partner with the SHAPS Short-Term in Hawai'i Program, to develop business oriented offerings so that students from universities throughout the U.S. can experience Asia and the Pacific Islands without a passport. With increased concern about international travel and terrorism, these programs should appeal particularly to undergraduate students as an intermediate step toward study abroad.

407 Pacific Asian Affairs Council High School Global Vision Summit: Since 1954, the Pacific and Asian Affairs Council (PAAC), has served as the World Affairs Council for the State of Hawai'i, and provided international education to more than 70,000 high school students through their High School Global Vision Summit. The UH CIBER will continue to support this annual event through financial co-sponsorship and by providing faculty experts to work with the students and teachers who participate in the program.

500 Industry Outreach and Executive Development: The UH CIBER has well-established networks with business and industry organizations in Hawai'i that we will leverage to produce a comprehensive set of programs that will improve the international competitiveness of businesses in Hawai'i and throughout the U.S. who want to learn more about how to operate successfully in Asia.

501 Critical Foreign Languages for Business and Industry Professionals: The UH CIBER will support UH Kapi'olani Community College (KCC) to develop an intensive language and culture program to meet the needs of local mid-level managers working in the travel, tourism and transportation security fields. KCC will form an advisory council to help develop curriculum, marketing and recruiting materials and assist in the identification of managers and firms to participate in these intensive language and culture programs.

502 Technical Workshops for Professionals in Financial Services, Information Technology and Homeland Security: The UH CIBER will work with professional organizations, such as the Information Systems Audit and Control Association, the American Society of Military Comptrollers, the Association of Government Accountants and industry groups such as the

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Hawai'i Technology Trade Association and the Hawai'i Visitors and Convention Bureau to develop specialized seminars for these industry sectors.

503 International Trade Seminars and NASBITE Training and Certificate Program: The UH CIBER will partner with the College of Tropical Agriculture, the U.S. Department of Commerce, the Minority Business Development Center, and the State Department of Business and Economic Development to create a series of seminars designed to serve small businesses with "Made in Hawai'i" products, including food products, clothing, musical instruments, and digital media products, such as music and entertainment products. We will also explore the opportunity for UH to become a testing site for NASBITE certification to encourage a higher level of sophistication in international trade among Hawai'i's small businesses.

504 National Forum on Trade Policy Co-Sponsorship: The UH CIBER will co-sponsor the National Forum on Trade Policy, an annual event designed to facilitate discussion about current and pending free trade policies among trade specialists from academia and the private and public sectors.

505 Doing Business in Islamic Asia Online Training Modules: In June 2005, the UH CIBER co-sponsored a conference with the Universiti Kebangsaan Malaysia on doing business in Islamic Asia. To make the insights from this event accessible to faculty, students and businesses throughout the U.S., we will develop a set of multimedia online training modules derived from research papers, videos and speeches from the conference.

506 Co-Sponsorship of CIBER Homeland Security Conference: Through co-sponsorship of annual conferences dedicated to the discussion of homeland security and business competitiveness, the UH CIBER will help foster a dialogue among scholars studying issues related to global security risks and international competitiveness and their implications on international business strategy and theory development.

507 Asia Pacific Homeland Security Summit Co-Sponsorship: The UH CIBER will continue to co-sponsor the annual Asia Pacific Homeland Security Summit organized jointly by the Department of Defense and the State of Hawai'i Department of Business Economic Development and Tourism.



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600 Faculty Development Initiatives: Partnering with other units within the UH as well as with other CIBERs, the UH CIBER will bring to bear its special expertise on Asia to provide a broad range of offerings to meet the needs of faculty at two- and four- year colleges in Hawai'i and the western region, as well as major research institutions across the U.S.

601 Faculty Development in International Business (FDIB) - Tourism, Leisure and Retail Field Study in Asia: This FDIB will focus on the tourism, leisure and retail industries in Tokyo, Shanghai, Hong Kong, Macau and Bangkok. It will focus specifically on how U.S. firms can better position their tourism, leisure and retail products and services in these countries. The program plans to disseminate the expertise and broaden the networks of both the College of Business and the School of Travel Industry Management.

602 Faculty Development in International Business (FDIB) Financial Markets Tour in Asia: This FDIB will focus on the financial industries in Seoul, Hong Kong, Shenzhen and Kuala Lumpur, specifically on how the U.S. firms can better position their financial products and services in these countries.

603 Western Regional Faculty Development Co-Sponsorship: The UH will co-sponsor the Western Regional Faculty Development conference, which is held every two years at various locations in the Western U.S. The program serves primarily faculty from two- and four- year institutions to increase the international business content in their programs and curricula.

604 Co-sponsorship of Colorado University FDIB to the Pearl River Delta: The UH CIBER will continue to co-sponsor this unique faculty development program focusing on China's Pearl River Delta, Hong Kong and Shanghai. The study tour is designed to give faculty firsthand experience of these exciting regions and to compare their phenomenal growth.

605 Asian Studies Outreach Program for Minority Serving Institutions in Higher Education: UH CIBER will team with the UH Centers for Southeast Asian and East Asian Studies for a series of field seminars targeted at faculty members at Minority Serving Institutions. The goal of the program is to infuse Asian topics into courses at institutions with significant African American, Native American, Pacific Islander and Hispanic populations.

606 High School Finance Academy: The Academy links selected local public high school students with the business community through seminars and company site visits. The UH CIBER will support the Academy by sponsoring high school faculty to attend national conferences on international business and by providing resource speakers for the annual student conference.

University of Illinois

The proposed program of education and research for Illinois CIBER has four primary objectives and two secondary objectives to build a national resource for international business and language on the campus of the University of Illinois at Urbana-Champaign (UIUC). The primary objectives represent major investments in programs that differentiate UIUC in the international business field and are as follows.

1. Develop new courses in business languages for delivery to on-campus audiences.
2. Deliver new courses in business languages to on-campus audiences.
3. Expand the opportunities for students across the University of Illinois campus to have a meaningful overseas experience through the International Business Immersion Programs (IBIPs).
4. Develop new programs in education, research, and outreach to business on U.S. competitiveness.

The two secondary objectives represent a series of smaller investments in joint programming that leverage Illinois CIBER resources with the following partners.

5. Collaborations with other CIBERs to jointly offer education and academic outreach programs of national scope.
6. Collaborations with Area Studies Centers beyond the five objectives listed above so as to offer international business programming widely across campus.

Objective 1. Language Course and Materials Development

Illinois CIBER will work with the Department of East Asian Languages and Cultures and with the Center for East Asian and Pacific Studies to develop new courses to be made available to on-campus audiences. Eventually, we wish to offer versions of these courses to off-campus (professional) audiences, as well. This subsequent activity is beyond the scope of work in this grant cycle. Each course development activity is listed below with the intended audiences and the project year when the activity begins.

A. Develop a new Chinese Business Language courses on-campus for undergraduates and graduates in all disciplines. This course will follow the first three standard courses in Chinese language and satisfy the fourth course required of College of Business students and Liberal Arts majors. (Year 1)

B. Develop a new course "Doing Business in East Asia" to combine cultural, economic, and institutional content in a course that will be offered on-campus for undergraduates and graduates in all disciplines. (Year 3)

C. Develop a new Japanese Business Language course on-campus campus for undergraduates and graduates in all disciplines (Year 1)

CIBER will collaborate on two other course development activities.

D. Develop heritage Arabic course materials for use in undergraduate courses in Arabic. Illinois CIBER will provide annual support for faculty release time to develop new materials for Arabic 201, Standard Arabic, and Arabic 210, Colloquial Arabic, which are advanced courses with business language content. (Year 1 and Year 2)



E. Develop and distribute Arabic alphabet CD for on- and off-campus audiences, including general distribution to other institutions of higher education. This activity commences in Year 1 and continues for the project duration.

Objective 2. Support of New Language Course Teaching

Illinois CIBER will cost-share with language departments at UIUC on the delivery of new business language courses.

A. Teach Chinese Business Language on-campus beginning in the second year of the project. The target audience is graduate and undergraduate students in all fields who have completed introductory Chinese and/or are heritage speakers.

B. Teach a Japanese Business Language on-campus course in the second, third, and fourth years of the project. The target audience is graduate and undergraduate students in all fields who have completed introductory Japanese language.

C. Teach new Arabic language course on-campus to heritage speakers beginning in Year 2 and continuing through Year 4. CIBER will contribute to the necessary salary line.

D. Teach 3 new Turkish Language courses on-campus each year. CIBER contributes to a new salary line for this important LCTL.

Objective 3. New International Business Immersion Programs

During the 2002-2006 CIBER grant cycle, Professor Hamish Gow (International Business) developed an immersion course that had a focused learning objective and a two-week overseas experience. The learning objective was supported by a semester-long classroom syllabus which required students to prepare background materials on business firms, topics and institutions in the overseas region and a final paper after the end-of-semester trip. The intensive overseas experience was greatly appreciated by students who could not take summer-long or semester-long study abroad experiences due to curricular and financial constraints, or to commitments for domestic internships in the summer. Students earn credit hours under a specific rubric equivalent to one semester-long course. Prior learning objectives included (a) supply chain management for sourcing American raw materials through processing in Northern Europe and thence to consumer markets in the EU, and (b) changing business institutions and global competitiveness of the Brazilian agri-food sector.

The proposed objective for this grant cycle is to extend this type of experiential learning to new audiences of undergraduate and graduate students at Illinois. To this end, CIBER will focus on the "rollout" of this activity to three targets.

A. Joint Programs with Hoeft Technology Management Program

The Hoeft program is an endowed teaching activity joint between the College of Business and the College of Engineering. CIBER will support the development of new IBIP cohorts with specific learning objectives in technology development, cross-national management, and trade. Initial target regions for IBIPs include China, Taiwan, and India. CIBER will support faculty development – trips to target regions to develop course materials and contacts for overseas ex-



periences, and travel stipends for both students and faculty. The Hoeft endowment will provide matching funds for student and faculty travel, as well as logistical support for the IBIPs. This activity is scheduled to commence in Year 1 and continue for all four years.

B. Joint Programs with ACES, LAS, Academy for Entrepreneurial Leadership

Illinois CIBER will fund faculty from Agriculture, Consumer, and Environmental Sciences and from Liberal Arts and Sciences to develop course materials and contacts jointly with faculty from the College of Business. There will also be joint IBIP development with the Academy for Entrepreneurial Leadership, a center funded by the Kauffman Foundation. This faculty development activity will begin in the first year and continue throughout the project. These faculty teams will then lead IBIPs to new overseas destinations where the elements of the course syllabus can be experienced by the students.

C. Joint Programs with Business Language Curricula

The third area of expansion of the IBIP program is in the explicit development of international business language learning experiences. The target audiences are business students who have completed at least $\frac{1}{2}$ of their four-course language requirement for graduation and language students who are interested in building a credential in management (e.g. The Global Business Culture Certificate). The design of these IBIPs would place these two groups of students together in a semester-long course where they would “exchange” expertise and then share the intensive overseas experience led by one business professor and one language professor.



Illinois CIBER International Business Immersion Program to study the wool industry in New Zealand



Objective 4. International Competitiveness Education and Outreach Programs

Illinois CIBER will invest in a series of activities designed to deliver (a) educational programs on-campus, (b) outreach programs to regional business and government leaders, and (c) collaborative faculty research directed toward the subject of international competitiveness. Although most Illinois CIBER activities have some output that can be considered as supporting United States competitiveness in trade (e.g. enhanced language training, internationalizing curricula), we will pursue the activities outlined below to create outcomes that focus on measuring and improving U.S. competitiveness.

A. Product Development Laboratory – Curriculum Development

One on-campus educational activity will be the design of a new curriculum that draws on the resources of several UIUC programs: College of Engineering, College of ACES, Industrial Design, and the College of Business (especially the programs in Technology and Management, Marketing, and Process Management). The curriculum will be explicitly multidisciplinary, requiring students from all programs to share common learning experiences in ethnographic studies of markets, design and specification, prototyping, market research, and business plan formulation.

Illinois CIBER is partnering with this new curriculum development effort beginning in year 1 of the project. The specific international business component arises from the objective of developing products for the market “at the bottom of the pyramid”. This objective arises from a commonly-held belief among faculty and administrators across these programs that University of Michigan business professor C.K. Prahalad has identified a significant new approach to development in *The Fortune at the Bottom of the Pyramid*.

Illinois CIBER will fund faculty from the various disciplines to travel in the first three years of the project to create and gather materials for classroom use and to do groundwork in developing destinations for ethnographic studies and needs assessment. Additional travel fund will be made available for faculty to travel with students in the Product Development Lab when they do the ethnographic studies.

B. Conferences on International Biotechnology Adoption and Competition (Joint with University of Michigan CIBER)

Illinois CIBER and Michigan CIBER will jointly sponsor two conferences on biotechnology competition and adoption, one on each campus. Each conference will be co-sponsored by partners from the host campus. For the conference at UIUC, the following entities have expressed a commitment to the conference: College of Agricultural, Consumer, and Environmental Sciences, College of Business, College of Engineering, Hoeft Program in Technology and Management, Institute of Post-Genomic Biology.

The programs will consider the adoption patterns of biotechnology and how they are driven by culture, socioeconomic variables, and consumer behavior; the role of public policies, including trade policy, intellectual property protection, and health regulations; and the competitive trends associated with new biotech competitors in newly industrialized and developing nations. The



programs will be designed for three outreach audiences: business leaders from biotechnology, food, health, and related industries; policy makers from State and Federal governments; and academics in the areas of technology management, international commerce, and public policy.

C. WTO Negotiations, Food Trade, and Competitiveness -- Conference

In 2006-2007, Illinois CIBER is committing travel funds for speakers to a conference at UIUC on the Doha Round of WTO negotiations, food trade, and competitiveness in primary and processed foodstuffs. This conference is organized by the European Union Center, the Center for Global Studies, the College of ACES, and the Gardner Chair in Agricultural Policy. There are two primary outreach audiences for this conference: leaders of agricultural organizations and executives from the agri-food sector, and public policy makers from State and Federal governments.

D. Science and Technology in the Asian Century -- Co-sponsorship of Programs

The Center for East Asian and Pacific Studies is proposing a new series of programs during the 2006-2010 funding cycle that addresses the specifics of science and technology competitiveness between the United States and Asian trading nations. The programs will bring scholars to the UIUC campus with expertise in consumer behavior, science and technology education in China, intellectual property rights, technology management in multi-national firms, and other areas. Over the course of the four-year period, Illinois CIBER will co-sponsor these workshops and semester-long programs and make the visiting scholars available to the faculty and students in the College of Business.

E. Faculty Research Grants Program

Illinois CIBER will fund research on international competitiveness as an internal grants program. Proposals for research targeted toward competitiveness issues will be solicited from teams of professors, with preference given to proposals with (a) explicit plans to disseminate results to business and government outreach audiences or (b) explicit plans to seek competitive extramural funding on the proposed research.

Objective Five. Collaborations with other CIBERs for Academic Outreach Audiences

A. Internationalizing Doctoral Education in Business PhD Conferences

This is a continuation of the successful joint activity by ten current CIBERs. In 2005, Illinois CIBER hosted this event. Fifty-two participants spent an evening and two full days on campus with 22 international business faculty and 5 senior executives from across the United States. This annual conference seeks to enhance international business education over the coming decades by increasing the depth and breadth of international topics in doctoral dissertations, instructing future professors on classroom teaching in international business, and supporting the development of a peer network.

Illinois CIBER will support these conferences as a co-sponsor and will send two UIUC students to attend the conference each year.

B. Annual CIBER Foreign Language Conferences

Illinois CIBER will co-sponsor the annual conference on language research and pedagogy and will support travel funds for two UIUC language teachers to attend.



C. Biennial International Business Institute for Community College Faculty
Michigan State CIBER hosts this ongoing event as an intensive training session for community college instructors who need to add international content to business courses they teach or to develop specialized international business courses for their two-year degree programs and adult audiences. The subject matter includes regional briefings, operating study abroad programs, curriculum and course design, and new pedagogy. Illinois CIBER has supported this conference for the past decade and will do so for the two sessions in the 2006-2010 funding cycle. In addition, Illinois CIBER will solicit participation from faculty on the State's community college campuses and support travel for two participants to each conference.

Objective Six. Collaborations with UIUC Area Studies Centers for On-campus Programs

A. European Union Center -- co-sponsorships of conferences

Illinois CIBER will continue its recent successful history of collaborating with the European Center on campus in developing topical conferences on business issues in the EU. The first of these, in 2006-2007, will be on the Banking Industry in the European Union. The audiences for these workshops are students and faculty in business, European area studies, political science, and law.

B. International Careers Workshop on campus

This continues a program of personal leadership by the Associate Director of Illinois CIBER and monetary contributions to an annual workshop international careers. Other sponsors include the area studies centers, International Programs and Studies, language departments, and various colleges and institutes. This is a five-day program where presenters come to campus from public, private, NGO, and educational sectors to describe career options as speaker panels and to meet with students one-on-one. The objective is to reach students early in their undergraduate programs so that they may pursue appropriate international coursework, language, etc.

C. International Summer Institute for K-12 Teachers

Illinois CIBER partners with the area studies centers, led by the Center for Global Studies, to offer a week-long institute for pre-collegiate educators from across the State. Educators earn 30 CDPU's for the program. Instruction is offered by faculty and staff from CIBER and the area centers, as well as from other institutions in Illinois, on various themes that provide classroom materials to use in schools. Illinois CIBER will co-sponsor the program each year in the 2006-2010 funding cycle.

D. Speakers Series

Illinois CIBER will contribute travel funds and speaker fees to organizations on campus that wish to bring in speakers whose expertise fits Center programmatic goals. Recent speakers include Richard Clarke on cyber-terrorism and Catherine Bertini of the UN, speaking on global food security.

E. Undergraduate Certificate Program in Global Business Culture

In the last funding cycle, Illinois CIBER drove the development of a campus-wide certificate



program in collaboration with the area studies centers and the International Programs and Studies Office. The goal of this certificate program is to incorporate business in foreign language and international studies programs. This program will encourage students in LAS and other colleges outside of business to develop foreign language expertise with international business incorporated into their program of study. The certificate is comprised of four components with a total of five semester courses and an international experience. Students will need to fulfill the following requirements:

- a foreign language through the fifth semester taking specific business language course if available.
- two area studies courses on the same region/country or two global studies courses.
- two international business courses.
- an overseas study/internship experience of at least six weeks.

F. Campus-wide Conference on Doing Business in Russia

This program is designed to be a business outreach event sponsored by several units from UIUC and offered in the city of Chicago in October 2006. Led by the Russia and Eastern European Center, the program will consist of a two-day forum of plenary and break-out speakers from Russia and the United States. Topics and speakers will be chosen to provide business leaders from across the US, but targeted from the Midwest, with information on the current confluence of "the business of politics and the politics of business" in the Russia. Illinois CIBER will provide monetary and logistical support for the conference.

University of Kansas

Building on its previous success the CIBER at the University of Kansas (KU) will realize projects that emphasize the importance of emerging markets, enhance US competitiveness and security, and increase the learning of foreign language and culture for business purposes. The KU CIBER initiatives for 2006-2010 create a range of experiential and/or integrative learning opportunities for graduate and undergraduate students and include new management education programs that address the issues of business in a post 9/11 world.

From a solid foundation of traditional international business (IB) curriculum at the University of Kansas, we seek to direct our energies toward some of the most difficult, but potentially most important, markets for the future. Our programs are designed to 1) increase the ability of business graduates to work in challenging IB contexts, 2) provide business skills to students of foreign languages (especially the less commonly taught ones) and area studies, 3) provide information and training that will help businesses take advantage of opportunities in difficult but profitable markets, 4) reach out to educational institutions in our region with international business programs that increase the pool of IB-competent graduates in the region, and 5) advance the knowledge and practice of international business nationally, through scholarly research, faculty development and other activities of strategic national importance.

NEW PERSPECTIVES ON THE GLOBAL BUSINESS ENVIRONMENT

The world of international business has undergone profound changes since the University of Kansas was first awarded a CIBER grant in 1999. Major new economic powers are emerging, old alliances are tested, and security that was once taken for granted can no longer be assumed. Within this new global configuration, it is more important than ever before to provide current and future business professionals with tools they need to compete internationally. These include knowledge of international business practices, an understanding of other countries, cultures, and languages, and information about events and policies that affect world trade.

KU CIBER's initiatives focus on the powerful developing BRICs (Brazil, Russia, India and China), and the regions around them. Relevant to these countries/regions, we will provide study abroad and foreign language training, support faculty research, and deliver Thematic Learning Community programs for freshmen-sophomores that will include sets of courses on Africa, East Asia, Latin America, and Russia, Eastern Europe and Eurasia. We will deliver these in collaboration with KU's Area Studies centers, including 3 Title VI funded programs.

A set of activities around the theme *Navigating Globalization in a Post 9/11 World* will explore the interface between globalization and terrorism and examine the nature of business development in conflict ridden areas, in order to assess current knowledge about these issues and learn from the experience of other countries. The first of these activities will explore the



role of business in post-conflict economic development. Working with former World Bank executive Richard Lynn Ground, former U.S. Ambassador David Lambertson, and former Japanese Consul General Takao Shibata, we will organize a business forum designed to share information and enhance public understanding of international business in the context of failing states and the terrorist threat. We will also deliver a course on post-conflict economic development for students in business, economics, political science, and the humanities. We also plan an interdisciplinary faculty seminar, to be led by Professor Anton Rosenthal, who headed the University's academic response to the events of 9/11. An expanded seminar, coordinated by CIBER Director Melissa Birch, to be held jointly with the Army Command and General Staff College at Ft. Leavenworth, Kansas, will be held the following year.

INTERNATIONAL EXPERIENCES FOR FACULTY

KU CIBER will team up with University of Pittsburgh to offer a Faculty Development in International Business (FDIB) program focusing on "European Economies in Transition." This will allow KU to capitalize on a recently signed University agreement with the **College of Europe** located in Bruges and Warsaw. The College of Europe focuses on postgraduate legal, economic, political and interdisciplinary policy studies, and provides tailor-made seminars and training for the private and public sectors. The FDIB will focus on European integration and will be delivered in Bulgaria, Croatia and Poland, providing participants with experiences in three distinct East European countries which have undergone recent transitions to market economies.

In addition, KU CIBER will offer a two-week **Faculty Development Program in Turkey** in summer 2010. Poised between Europe and the Middle East, Turkey is of particular interest to business faculty as it is at the frontier of European Union integration and provides a window into the Islamic world. Working with KU Business graduate Orsan Orge, now a faculty member at Bilkent University in Ankara, KU CIBER will offer a faculty development program including lectures at Bilkent, site visits and discussions with managers in a variety of firms, as well as cultural activities.

Any treatment of the global business environment would be incomplete without discussion of business ethics in an international context, as illustrated by AACSB International's growing emphasis on business ethics and the increased government regulation of business conduct. KU CIBER will therefore offer several **Faculty Development Workshops in IB Ethics**. Previous workshops in 2002 and 2004 attracted participants from across the U.S., and there is demonstrated demand for this program, which helps faculty incorporate IB ethics into the courses they teach.



MODEL PROGRAMS FOR STUDENTS

Four new student programs exemplify KU CIBER's emphasis on interdisciplinary cooperation. First, KU's **Thematic Learning Communities (TLCs)** initiative, designed to enhance retention and improve academic outcomes, allows freshman and sophomores to study as a 20-30 person cohort and to work closely with a professor. CIBER will sponsor an annual TLC wherein students will enroll in one area studies course and a related language course, plus a new integrative course, International Dimensions of Business and Society. The TLCs will focus on a different world area each year, beginning with Latin America and followed by East Asia, Russia and Eastern Europe, and Africa. In each case we will encourage study of less commonly taught languages for each world area, such as Arabic, Chinese, Korean, Portuguese, or Russian.

A **Distance Learning Course in Russia and Eurasia** will pair 15 business students with peers in Azerbaijan, Kyrgyzstan, Mongolia, and Russia. This collaborative initiative with the Center for Russian, East European and Eurasian Studies builds on a virtual classroom project funded by the U.S. Department of State using technology pioneered by East Carolina University. Using two-way video links, KU faculty will share teaching duties with colleagues at the Eurasian institutions. In addition to live lectures, the students will communicate via e-mail and chat room facilities and participate in an IB ethics case competition.

A third new program for students will be the **MBA Global Business Project (GBP)** delivered by a consortium of CIBERs to provide language and business culture immersion for MBA students. The programs will be 3-4 weeks in duration and will be wholly or partially delivered abroad. Consortium members have initially agreed to provide programs in Arabic, Chinese, Korean, Japanese, Russian, Portuguese and Spanish. Working with KU's Area Studies Centers, KU could lead programs incorporating any of these languages, subject to demand, and will lead one in Brazil in 2008.

Finally, the introduction at KU of a Minor in Business, designed for non-business students, will allow us to propose a **Minor in International Business** for language and area studies majors. While the components of the new program will depend on the final structure of the Business Minor, we anticipate that it will consist of a combination of business core courses and international business electives, building on the students' language and area studies.



MBA students and faculty in China for the Global Research Integrative Project that focused on the automobile industry



Of course, KU CIBER will continue to sponsor short-term study abroad programs for students focusing on business in countries such as Brazil, Russia, India and China. CIBER scholarships will help to encourage undergraduate and graduate students interested in participating in study abroad programs in these and other countries under the auspices of KU's Office of Study Abroad, which offers a variety of programs and internships to students in over 50 countries.

RESEARCH, TEACHING and OUTREACH CONSORTIA

KU CIBER will support research symposia intended to develop knowledge and encourage researchers to delve into the international dimensions of their fields. A symposium to be developed by Professor George Bittlingmayer will focus on ***The Financial Effects of Political Uncertainty***. Traditional models of stock markets have used easily observed, continuously measured quantities such as interest rates, inflation and economic output to explain stock and bond price movements. More recently, attention has turned to equally important but harder-to-measure factors in a country's political climate. Leading examples of such research have examined the stock market effects of political turmoil in Europe between the World Wars, the turnover of Hong Kong to China, and financial crises in Southeast Asia, Russia and Latin America. With the increasing globalization of investment markets, and the continued strains that globalization places on political systems, a better understanding of how political uncertainty affects financial markets will prove helpful to investment professionals, policy makers and business leaders in general.

KU CIBER will work with the Michigan CIBER to sponsor a ***Symposium on Environmental Management*** in an international context, to be led by Associate Professor of Economics Dietrich Earnhart. This symposium in 2008 will examine businesses' efforts to reduce their impact on the environment, focusing on non-traditional, innovative and preventive methods, while still examining standard treatment methods. Presentations about any country outside the U.S. will be considered. A keynote speaker and approximately ten presenters will be drawn from academic institutions, research think tanks, policy-making institutions, and government agencies. Conference papers will be published in book form or by a relevant academic journal.

KU CIBER collaborates with other CIBERs, the *Journal of International Business Studies*, and the Academy of International Business each year on the ***Conference on Emerging Research Frontiers in IB***. This event is the official exploration arm of JIBS, and is intended to encourage emerging research ideas and build the community of international research across both the social sciences and the functional areas of IB. KU CIBER is particularly interested in fostering interdisciplinary research collaboration and in broadening the focus of IB research to include new organizational forms and new trade and investment venues.



The ***National Forum on Trade Policy (NFTP)*** was initiated in 2003 by the CIBERs at Duke and North Carolina, in collaboration with other CIBERs, as a forum for state governments, trade groups and businesses to 1) discuss current and pending free trade policies and 2) initiate proactive research responses to those policies. Now supported by nearly all CIBERs, the annual NFTP conference features renowned national and regional trade authorities. Related research and outreach ideas generated at the annual event are championed and facilitated by NFTP consortium members. KU CIBER will be a cosponsor each year, will have representation at each Forum, and will disseminate Forum findings within our region.

ENCOURAGING FOREIGN LANGUAGE FOR BUSINESS

Our close relationships with area studies centers and foreign language departments at KU enable us to work creatively with these units and to share our ideas with other institutions. KU CIBER will lead a new ***Consortium to Promote Business Language Teaching and Research*** whose purpose is to provide incentives for language faculty to teach and do research in a business context. This is important because language departments at most universities emphasize literary studies and tend not to reward faculty who teach applied topics. Several CIBERs have agreed to join KU in this new initiative, which will work to help “mainstream” business language into foreign language departments by introducing panel discussions at meetings such as the annual Modern Language Association conference, which typically do not stress utilitarian topics. The panels will present thoughtful discussion by respected academics from traditional language fields that are supportive of the need to encourage applied language teaching.

Each year during the last grant cycle, CIBER has provided one or two ***Business Language Teaching Internships*** for Ph.D. students in foreign language departments. Interns are expected to teach a business language course alongside a faculty member for one semester, and then teach the class alone for one or more semesters. This initiative, suggested by KU language faculty, is growing in popularity as past participants have often had an advantage in the job market. During this grant cycle, CIBER will support up to five of these internships per year, i.e., one for each KU area studies program; at least two of these will be in less commonly taught languages. CIBER will pay a teaching stipend to each intern and underwrite his/her participation in a business study abroad class or business language conference.

The ***CIBER Global Business Languages Conference*** supported by all CIBERs and hosted by a different CIBER each year, is the major national forum for sharing research, teaching techniques and information about business language education. It attracts participants from across the U.S. and abroad, including higher education, K-12, and businesses. KU CIBER has been actively involved in this conference and will host it in 2009.



To encourage business language research, the Consortium will sponsor an annual research competition and two “best paper awards” (one for faculty and one for Ph.D. students). We will update the research agenda previously developed at the 2002 conference on “Business Language Research Priorities,” held at UCLA, as a basis for suggesting topics in need of investigation.

LANGUAGE-SPECIFIC INITIATIVES

Arabic language study has increased on many campuses, including KU, which currently offers eight courses in Arabic. CIBER will support development of a new course on **Arabic for Business**. Professor Naima Omar will develop new supplemental materials including a CD showing business-relevant scenes and conversations in companies, banks, and universities in Tunisia and Morocco; the CD will be made available to other institutions. The new course will be delivered in 2007, and we will consider offering it as part of KU’s study abroad program in Morocco. In the interim, we will collaborate with the Michigan CIBER’s Business Arabic Language and Internship Program, providing support for students who wish to attend this intensive program.

CIBER will work with KU’s Department of Germanic Languages and Literatures to establish a **Center for German Business Language** building on the existing courses “German for the Professions” and “The German Business Environment,” developed previously with CIBER assistance. The new Center will serve as a regional resource for German business language instruction, course development, and proficiency testing to meet needs of regional higher education, K-12, and the business community. An initial step, which has already been completed, is the inauguration of KU as a regional German testing center for the *Goethe Institut*. Business German courses will be enhanced by providing small grants for faculty to collect materials and update content in Germany. As part of this support, CIBER will fund one graduate teaching internship each year in Business German and will earmark travel funds each year for students who obtain internships in Germany.

PROFESSIONAL DEVELOPMENT AND TRAINING

In collaboration with the Trade Development Division of the Kansas Department of Commerce, KU CIBER will organize a new program to educate Kansas business people, politicians and other civic leaders about the challenges and opportunities of doing business in a global environment—and motivate them to give it a try. Called **Global Perspectives**, the program will consist of two one- or two-day sessions. The first session would focus on broad questions such as the nature of globalization, WTO issues, the implications of fiscal and trade deficits for the US, with some attention given to current global trouble spots and their implications for the national and state economies. The second session will be oriented more toward practical as-



pects of doing business internationally, including a discussion of state and federal resources available to Kansas companies interested in access to foreign markets.

Based on our years of successful collaboration with the ***International Trade Council (ITC) of Greater Kansas City***, the KU CIBER will strengthen its relationship with this group during the next four years. CIBER and ITC will cosponsor a series of half-day IB seminars each May, in conjunction with World Trade Week, covering topics such as IB ethics, business in specific world areas, and international security. At the request of ITC, CIBER will also spearhead a new initiative to help prepare IB practitioners in greater KC for the NASBITE Certified Global Business Professional exam. KU CIBER has been invited to work with Texas A&M CIBER and NASBITE on accreditation of institutions and organizations as providers of training for the NASBITE credential.

In collaboration with the CIBER Advisory Council, KU alumni, and area trade promotion organizations, the KU CIBER will coordinate internships to provide students with opportunities to apply classroom learning to business situations. Some interns will work abroad and others will work locally to help small and medium-sized businesses meet the challenges of exporting from the Midwest. KU CIBER and the Mid-America District Export Council (MADEC) will launch an ***E-Award Internship Program***, whereby a student intern, supervised by a KU faculty member and an experienced member of MADEC, will spend at least ten hours per week working with a local company to build its case for its receiving the President's E-Award for Excellence in Exporting. CIBER and MADEC have identified several firms that we believe can compete successfully for this award. Other regional groups have agreed to accept interns, including the U.S. Department of Commerce District Export Office, the Greater Kansas City International Trade Council, and Kansas City's Office of International Affairs and Trade.

Having solicited input from faculty, business leaders and government officials, we feel that KU CIBER activities for 2006-10 reflect a broad range of interests, and are of increasing importance for the region and the nation. These activities create a base of knowledge and practice at the University of Kansas that we then build into outreach programs, actively sharing educational resources with business practitioners and other institutions of higher education. In an increasingly interconnected world, KU CIBER will serve as an important link among these constituents, as we strive to increase the competitiveness of U.S. businesses in today's global economy.

University of Maryland

The Smith School CIBER is designed to be a national resource for teaching, research, and outreach in international business and related fields. The specific initiatives being (and to be) undertaken deal with critical competitiveness issues of national, regional, and local significance, and build on our current and prior successes – all with the singular aim of strengthening the international competitiveness of United States business. The U.S. Department of Education's two invitational priorities for the CIBER Program, namely, languages and homeland security and competitiveness feature prominently in project design.

OBJECTIVES

1. **Internationalization of the Smith School:** Internationalization of the Smith School was stimulated by the Maryland CIBER during 1990-1996, with renewed emphasis in the last 4-5 years. CIBER is now helping to launch the third wave of the School's internationalization.
2. **Foreign Languages and Area Studies:** With a long-term strategic mission and extensive resources related to language teaching and research, University of Maryland (UMD) is a national leader in language education. This objective will continue and strengthen opportunities for business students to learn the languages, cultures, and business practices of other nations and for non-business students to have access to business education.
3. **Teaching Program:** The Statute requires CIBERs to be involved in the teaching of improved techniques, strategies, and methodologies in the context of a global economy. Therefore, the teaching program will add/strengthen specific "international" courses in different functional areas of management and launch new learning initiatives to serve our multiple constituencies.
4. **Research Program:** The research program includes research by faculty and doctoral students designed to promote the international competitiveness of American business as well as to strengthen the international aspects of business and professional education and to promote integrated curricula.
5. **Outreach Program:** Outreach activities include research, training, and consulting services intended for two broad constituencies – business and education.

CENTRAL THEMES

The key purpose of the CIBER Program is to enhance the international competitiveness of American business. The seven **themes** of the Smith School CIBER, shown in the graphic below, are designed to do just that. These are the specific areas in which the Smith School and University of Maryland have particular strengths relevant to the CIBER mission. Hence, a majority of our teaching, research, and outreach initiatives are built around them.



Figure 1: Interfaces between and among CIBER Themes

- 1. Competitiveness:** The theme covers *competitiveness* issues at local, regional, and national levels. The idea is to leverage internal and external resources in *global e-business and technology, entrepreneurship and innovation, language education, and national and homeland security* to strengthen the **competitiveness** of American business in both product markets (including *global services*) and geographic markets (including *emerging markets*).
- 2. Global e-Business and Technology:** The United States faces much more serious competitive challenges in an increasingly digital and interconnected world than ever before. Accordingly, several CIBER initiatives will contribute directly to strengthening the ability of American business to compete effectively in the global digital economy.
- 3. Entrepreneurship and Innovation:** Entrepreneurship and innovation are self-reinforcing economic engines. They have led to gains in productivity, jobs, and economic development, and will continue to drive America's success in the 21st century. The purpose of this theme is to continue ongoing, and stimulate new, work on entrepreneurship and innovation at Smith School, especially work related to economic development and international competitiveness.
- 4. Language Education:** The University has a long-term strategic mission and extensive resources related to language study and research. The Smith CIBER will leverage these resources to offer teaching, research, and outreach in both major and less commonly taught languages.
- 5. National and Homeland Security:** In the post-9/11 digital world, national and homeland security is being increasingly recognized as a competitiveness issue by both business and government. With its unique location in the National Capital Area, UMD has a number of federally-funded centers and initiatives involved in teaching, research, and outreach related to security issues. These initiatives are in areas as diverse as bioterrorism, cyber and information security, international conflict resolution, language-security interface, nuclear and other terrorist threats, and generation of new entrepreneurial businesses related to homeland security. The Smith CIBER will help develop specific teaching and research programs, based on these resources, for the business and higher education communities.
- 6. Global Services:** The services sector now accounts for 80 percent of the U.S. economy as well as two-thirds of the global FDI flows. Over the last several years, the Smith School has systematically developed and leveraged its services expertise via a number of centers, offices, and academic departments. The Smith CIBER will add to Smith's services capabilities and help strengthen and further internationalize the offerings of our centers and departments.



7. Emerging Markets: The continued success of American business depends on a strong global economy, of which emerging markets are carving out an ever increasing niche. Building on teaching and research by Smith faculty related to the development of capital markets and financial systems in Africa and other emerging markets, as well as ongoing work at various other UMD academic units, CIBER will help integrate various emerging-market initiatives at the Smith School and University of Maryland.

PROGRAMS FOR 2006-2010

1. Internationalization of the Smith School

1.1 International Business Specialization: A new General Business major with specialization in International Business for undergraduate students will be added during Year 1 (2006-2007) of the CIBER project.

1.2 Curriculum Review: Examine the curricula of both undergraduate and graduate degree programs at the Smith School to explore opportunities for adding new international content to existing core courses and for developing new international courses.

1.3 Curriculum Internationalization: Based on curriculum review, continue the internationalization of core undergraduate and graduate courses by infusing new international content into them, as needed.

1.4 Study Abroad: Smith School students have a variety of opportunities for study abroad through global studies courses and international exchange programs. The proposed CIBER will help expand the number of study abroad opportunities available to Smith students by adding new global business courses and new partner business schools to what is currently available.

1.5 International Internships: Expand the scope and number of international internships (in the U.S. and abroad) available to Smith students.

1.6 International Business Student Organizations: Support international business student organizations and establish a chapter of AIESEC at the Smith School and UMD.

1.7 Faculty Development in International Business (FDIB): Sponsor Smith faculty to participate in the FDIB and "faculty study abroad" programs of other CIBERs. Develop our own China FDIB to benefit American faculty members teaching and intending to teach in China.

1.8 QUEST and Hinman CEO Programs. Add an international dimension to our existing Hin-



man CEO and QUEST programs, which focus on the development of entrepreneurial as well as quality management skills and which attract the best UMD students to the Smith School. We will work with the schools of engineering and mathematical and computational sciences to internationalize both these programs.

2. Foreign Languages and Area Studies

2.1 Smith International Fellows Program: A new program intended for directly admitted undergraduate students at the Smith School, who select a second major in a foreign language or area studies, has been launched in Year 1.

2.2 Global Opportunities Program: A new 15-credit undergraduate program is being developed for the students of Smith School and School of Languages, Literatures, and Cultures (SLLC) to participate in various learning activities together. The program is intended for Smith School students taking a minor in a foreign language and SLLC students desiring to complete a sequence of business courses.

2.3 Certificate Programs in Foreign Languages: Work with the School of Languages, Literatures, and Cultures and the Office of Professional Studies at UMD to offer certificate programs in major foreign languages such as Spanish – for Smith School graduate students and business professionals.

2.4 Certificate Programs in Less Commonly Taught Languages: The University of Maryland has Flagship programs in Arabic and Persian that offer learners, who already possess basic functional ability in a language, the opportunity to develop professional proficiency sufficient to study through, or work in, the language, in a fairly short period of time. The objective of this initiative is to add Flagship programs in Chinese, Korean, and Russian.

2.5 Training Workshops in Less Commonly Taught Languages: We will work with the National Foreign Language Center (NFLC) to customize their existing federal language/culture workshops for the business community on topics such as cultural effectiveness, use of language services in a corporate context, as well as refresher language courses.

2.6 Product Localization Workshop: Product localization is the other side of the globalization coin and involves making a product linguistically and culturally appropriate to the target locale (country/region and language) where it will be sold and used. We will partner with a premier localization industry association to develop an annual localization conference for American companies and universities.

2.7 Grants for Language Faculty Development: Grants for foreign language faculty from



SLLC to develop language courses for business students and for conference participation.

3. Teaching Program

3.1 *New International Courses:* Based on curriculum review (Activity 1.2), design and offer new international electives as needed.

3.2 *Microeconomics of Competitiveness:* Offer a course on Microeconomics of Competitiveness, based on a similar course taught at HBS, beginning in Year 1.

3.3 *Summer School in International Business:* Develop and offer a new 2-credit summer school in international business for non-business students from throughout the UMD campus.

3.4 *Executive MBA and MS Programs:* The existing overseas Executive MBA and M.S. programs (China, Switzerland, and Tunisia) are to be extended to other emerging markets, including South Asia and Latin America.

3.5 *Instructional/Research Materials:* Develop/purchase instructional and research materials to support teaching and research with an international focus.

4. Research Program

4.1 *Research on International Themes:* Support for faculty and doctoral student research on international topics, especially those related to CIBER central themes.

4.2 *Conference Participation:* Support for faculty and doctoral students to present their international research at conferences in the United States and abroad.

4.3 *Smith School Conferences:* CIBER will co-sponsor several research conferences currently organized by the Smith School and the Center for International Economics, Department of Economics. The idea is to help the lead departments add an international dimension to their conferences by suggesting topics and speakers, as needed, and extending their reach to the business world.

4.4 *Distinguished Visiting Scholar Program:* We will invite distinguished scholars of international reputation to spend one week each at the Smith School and interact with students, faculty, and the area business community as appropriate.

4.5 *Publication Program:* An online working paper series and a quarterly newsletter related to international business research at the Smith School will be introduced.



Journalist Panel

5. Outreach Program

5.1 *Academic Outreach:*

5.1.1 Curriculum and Program Internationalization Workshop: A biennial workshop to share our internationalization experiences with faculty and administrators from area colleges and universities, and to learn from their experiences.

5.1.2 Washington Center of Excellence: Develop a new Washington Center of Excellence to help integrate and promote Smith CIBER initiatives being undertaken jointly with UMD academic units and Washington D.C.-based institutions and organizations. The Center of Excellence will also contribute to the CIBER Network by providing other CIBERs access to the Center's and Washington D.C. resources.

5.1.3 Cooperative Programs with Other CIBERs: We will co-sponsor certain national-level programs of other CIBERs (e.g., the Duke CIBER's Offshoring Research Conference), with their reciprocal co-sponsorships for our own programs.

5.1.4 Overseas Linkages: Increase the number of, and enhance the existing, linkages with overseas business schools to provide greater international opportunities to students and faculty and to help build capacity of business schools in emerging markets.

5.2 Business Outreach:



5.2.1 Consulting: CIBER will help MBA students identify and take up their Graduate Field Study (consulting) projects with an international focus.

5.2.2 Training Seminars/Workshops: These include certificate and training programs related to foreign languages (Activities 2.3-2.6), microeconomics of competitiveness (Activity 3.2), and many other seminars/workshops, including International Communication and Negotiation Simulation, Business Continuity Planning, and joint seminars with the U.S. Department of Commerce and World Trade Center Institute.

5.2.3 Global Security Conference: This new conference will explore international and homeland security implications of globalization, with special relevance to global risk management and enterprise continuity. The conference will build on existing work at the UMD's several centers funded by federal agencies (NSA, DHS, NSEP, etc.) and foundations (Sloan, MacArthur, etc.), and with the participation of collaborating CIBERs and other partners.

5.2.4 Survey: A biennial survey of international companies to gauge the growth of international economy in the National Capital Area and to be used for evaluating CIBER's impact in a before-after context. A benchmark survey will be conducted in 2006-07, with follow-up surveys in 2008-09 and 2010-11, with the participation of our external partners.

5.2.5 Overseas Study Visits: Overseas study visits for business executives and alumni to be organized jointly with one or more of our institutional partners.

5.2.6 Seminars for Visiting Executives from Abroad: The Smith School and UMD host groups of visiting executives (and participants in our own EMBA program) from foreign countries each year. The Smith CIBER will participate in such activities as the lead or co-host.

5.2.7 Executive-in-Residence Program: We will invite senior and top level executives from international corporations to spend 2-3 days each at the Smith School as executives-in-residence to interact with students, faculty, and the area business community.

5.2.8 P.G. County Foreign Trade Zone: Continue working with the Prince George's County Economic Development Corporation to develop their newly established foreign trade zone.

5.2.10 International Business Website: Develop the Smith CIBER Website as a key international business resource for students, faculty, and businesses in the National Capital Area.

University of Memphis

The University of Memphis has been designated as a CIBER for sixteen years. During this time, the Memphis CIBER has developed one of the most comprehensive programs in the nation in faculty development in international business and business language training; international business education for students at all levels; thematic and other international business research for U.S. competitiveness; and other academic and business outreach.

The Memphis CIBER has targeted new high impact areas for program development during each grant cycle. The outcome has been a continually refined and focused set of activities directed to new audiences and constituencies in a dynamic environment. The new cycle will also see the application of even more rigorous review of all initiatives and related outcomes as required under new guidelines. Since its inception in 1991, Memphis CIBER has systematically developed, presented, and enhanced the requisite programs and activities as outlined by the legislated mandates that have firmly established it as both a regional and national resource. By necessity and design this process requires maturation to move through the required cycles of institutional change, enhanced and continually expanding business and academic outreach, development of institutional university linkages throughout the world, utilization of new technology to disseminate results, and leveraging the best practices of the Memphis CIBER with those of other institutions for maximum benefit to targeted constituencies.

New activities are designed for the proposed 2006-2010 funding cycle to become permanent additions to the CIBER program repertoire and to augment, rather than replace, existing activities. To accomplish this has taken a strategic focus of building institutional commitment, strong university linkages and relationships across the nation and internationally, and a spirit of collaboration within the international business and academic communities resulting in the integrated, synergistic, and exemplary programs highlighted in the proposal. Memphis CIBER is proposing during the next cycle to offer more than sixty programs that address all Title VI mandates and invitational criteria. Proposed activities include, but are not limited to the following:

Student Programs

The Memphis CIBER has distinguished itself in the area of curriculum development, particularly in the planning, implementation, and administration of the International Master of Business Administration (IMBA) program. CIBER is closely involved with the Undergraduate International Business degree; secondary, post-secondary and graduate programs in international business, business language, area studies, and the cultural implications of doing business in other countries.

The IMBA at the University of Memphis is designed as a model program in graduate interna-



INTERNATIONAL MBA - UNIVERSITY OF MEMPHIS

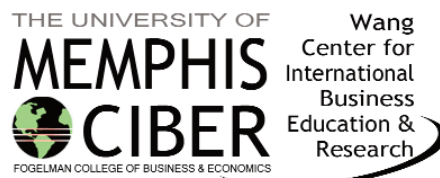
tional business education. A full-time, lockstep program, the IMBA includes rigorous business content-specific curricula complemented by specialization in one of five language/country and business practices tracks: Mexico, France, Germany, China, Japan (for U.S. students) or, specialization in the World Regions Track focused on cultures and business practices of markets in which English is the predominant language (i.e. South Asia-India and British Isles). The U.S. Business Track for international students only, provides an in-depth exposure to

U.S. culture and business practices through in internship in the U.S. IMBA country specialists must achieve competency in the language of their selected country. Time spent abroad for study/internship activities constitutes an integral part of the IMBA program. Students attend graduate business courses at a partner business school in the native language of their country/region of study during the summer between their first and second years. Students then participate in a fulltime, four-month internship abroad. International students remain in the Delta Region for their internships. Memphis CIBER plans to **enrich the IMBA Program** in response to growing concerns about U.S. competitiveness.

New NAFTA IMBA. The Memphis CIBER plans to build on a strong existing international university relationship with Monterrey Institute of Technology in Mexico and establish a new relationship with a university in Montreal or Toronto, Canada to develop a highly selective and very focused program with students spending one semester each in Mexico and Canada. Graduates from this program would have unique capabilities to serve businesses engaged in exporting to the two largest trading partners of the U.S. – Canada and Mexico – with actual in-country experiential backgrounds and rigorous academic and cross-cultural understanding of these countries

Expand World Region Track in IMBA to include ASEAN Nations. Memphis CIBER will branch to other areas of Southeast Asia in which English is a major business language: Malaysia, Thailand, Indonesia, Singapore, and the Philippines. In preparation for launching this initiative, Memphis CIBER has joined the Pacific Asian Consortium for International Business Education and Research (PACIBER), which provides access to more than twenty institutions for study abroad and internships in these countries.

New International Hospitality Management Track in IMBA. Kemmons Wilson, the founder of Holiday Inn, built and donated to the University of Memphis a model hotel facility that now houses the Kemmons Wilson School of Hospitality and Resort Management. Working in conjunction with this school, the IMBA program will offer



students an opportunity to pursue a new track in International Hospitality Management. An already established relationship with Intercontinental Hotels and its global network will offer students numerous opportunities.

Foreign Language Requirement for Undergraduate IB Majors. Due to previous work from the Memphis CIBER, the IB Undergraduate Business major must now complete two years in a foreign language. Building on this background, Memphis CIBER plans to provide additional international experiences for our students, such as internship, intensive languages and/or cultural studies.

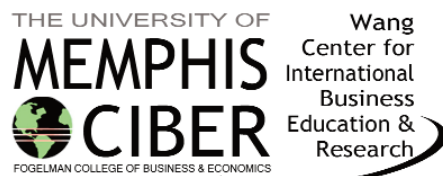
Study Abroad for IB Majors. Memphis CIBER plans to support these requirements by working closely with the University's Office of International Programs, with access and support to study in 165 institutions in 45 countries, to facilitate undergraduate students furthering their program of language/cross-cultural experience.

PACIBER Diploma Program. The University of Memphis is a member of PACIBER consortium of more than twenty colleges and universities, providing opportunities for undergraduate IB students to obtain the PACIBER Diploma – a program requiring demonstration of competency in a language of the region, completion of an internship, and study abroad.

Faculty Development

The Faculty Development in International Business (FDIB) Series; Foreign Language Workshops (FLW); Faculty Study Abroad (FSA); and support for faculty to attend other exemplary programs assists faculty in bringing international context into their classroom and curriculum; and supports program development and collaboration.

FDIB-Globalization Seminars. The annual FIDB offers participants the opportunity to work with some of the most respected faculty in the designated disciplines – Introduction to International Business, International Finance, International Marketing, International Management, and Global Supply Chain Management – to assist faculty in establishing new international business courses and/or adding international content to existing courses. The program also offers three bonus workshops in Research, Teaching, and Grant Opportunities. CIBER co-sponsors include Michigan St, Georgia Tech, Kansas, Texas A&M, and Florida International. Memphis CIBER will co-sponsor additional programs offered at other CIBER institutions not covered at the Memphis CIBER – programs such as the “Biennial International Business Institute for Community College Faculty” held at Michigan State University.



The ***Business Language Workshop*** is a joint program initiative of the Memphis CIBER and our Department of Foreign Languages, and is designed to assist foreign language educators in understanding the importance of international business, business language, and business cultures, and in revising German, French, Spanish, and Japanese curriculum to teach these courses from business perspectives. CIBER co-sponsors include Brigham Young, Georgia Tech, San Diego State, and Michigan State.

The ***European-based Faculty Study Abroad*** program will be offered annually and will be designed to focus on current political, monetary, and competitive issues in the European Union. CIBER co-sponsors include Purdue, Maryland, Kansas, Connecticut, Brigham Young, Colorado-Denver, and Florida International. Also Memphis CIBER will co-sponsor and support faculty to attend other CIBER study abroad programs in South America, India, China, and South Africa.



Faculty Development for Historically Black Colleges and Universities. Nearly half of all Historically Black Colleges and Universities (HBCUs) are located in the South eastern United States, within close proximity to Memphis CIBER. Few of these institutions have developed international business curricula. The University of Memphis, partnering with the United Negro College Fund's Institute for International Public Policy (IIPP) and with eight collaborating CIBERs, piloted a unique and exemplary program for internationalizing business education at HBCU institutions in 2002-06. At the initial April, 2002 planning meeting of this progressive and collaborative program, Ralph Hines, Director, International Education & Graduate Programs Office of the U.S. Department of Education, said, "*It's among the most sweeping efforts to help predominantly African American schools sharpen their competitive edge in an increasingly global economy.*" Equipped with the knowledge, skills, pedagogical tools, and international experience, HBCU faculty will be better prepared to internationalize their courses, programs, and institutions.

The Globalizing HBCU Business Schools program has undergone an intense formative evaluation and has been refined and enhanced for continuation in the next cycle. The interest in participating in this program has intensified as indicated by the increase in participating HBCUs and CIBERs during the next grant cycle – 14 HBCU and 14 CIBER institutions have pledged time and resources to the next four-year program. Bowie State University will provide access to a knowledge portal for collecting and disseminating lessons learned from participation in the Globalizing HBCU Business School program. ***Participating HBCUs*** include Alabama A&M, Alabama State, Bethune-Cookman, Bowie State, Fayetteville State, Florida Memorial, Grambling State,

Maryland Eastern Shore, Mississippi Valley State, North Carolina Central, South Carolina State, Texas Southern, Hampton, and Winston-Salem State. Participating CIBERs include Connecticut, Duke, Florida, Florida International, Georgia Tech, Maryland, Michigan State, North Carolina-Chapel Hill, Pennsylvania, Pittsburgh, South Carolina, Texas A&M, and Wisconsin.



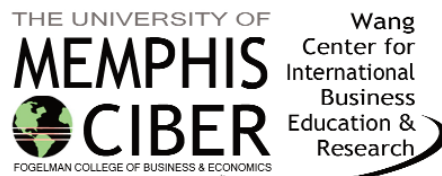
September 2006 2006-2010 Globalizing Business Schools Program U of Memphis

Research

Memphis CIBER will offer sponsorship and competitive awards in six areas of international business research that are compelling to contemporary issues facing U.S. business. These areas are: Offshore Outsourcing; Emerging Markets; Technology and Knowledge Management; Global Mindset, Leadership and Culture; Global Supply Chain Management; and International Corporate Governance;. Support of faculty and doctoral students' research will be focused in these areas from which other CIBER activities radiate.

Offshore Outsourcing. Offshore outsourcing is fast becoming one of the greatest organizational and industrial shifts in modern history. This growing trend is altering the way business will be conducted in the future. Offshore outsourcing of selected value-added activities has emerged as a useful tool to lower cost, improve quality, utilize greater expertise, and benefit from time zone differences. At the same time, there is a great deal of concern about outsourcing of American jobs to other countries. This has made the offshore outsourcing as one of the hottest and most controversial topics in the popular press. While the offshoring of manufacturing has been going on for several decades, the offshoring of business processes is still in its infancy. Thus, there is much uncharted territory-- full of new rules, tools, and business models. There is an urgent need to seriously study and examine offshore outsourcing to fully understand its influence on U.S. economy, industrialization, business growth, and the future of jobs and workforce in the country.

Emerging Markets. Much of the growth in emerging markets is attributed to economic liberalization and privatization and/or restructuring of state-owned enterprises. Research will include exploration of: (a) the ways in which both supra-national and national level policies affect nations' and firms' competitive environments and advantages; (b) factors explaining differences across countries in the rate of integration into the international economy and the impact these differences have on U.S. business; (c) the lessons that recent crises, such as those in Southeast Asia and Russia, hold in the long term for U.S. business; and (d) challenges the U.S. faces for creating economic,



social, and environmentally sound partnerships with emerging economies.

Technology and Knowledge Management. To be competitive and successful in today's global economy requires business organizations to capture, apply, and disseminate knowledge with accelerating speed. This line of research will examine the effect of facilitating and constraining factors such as culture, structure, information systems, reward system, and leadership have on knowledge creation, acquisition, and sharing among different units of organizations across nations.

Global Mindset, Leadership, and Culture. Growth in the global economy has enhanced awareness of the significance of the cognitive orientations of managers in global business success. This orientation has given rise to a number of new concepts, such as "global mindset," that are associated with global management across cultures. The theories, paradigms, and practices of global leadership will be examined as they relate to global mindset and cross-cultural management in a synergistic manner.

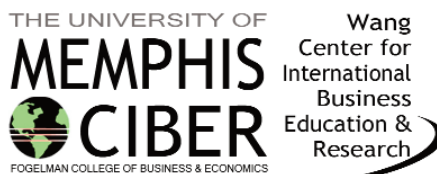
Global Supply Chain Management. Memphis is referred to as the "Distribution Center of America." Located halfway between Canada and Mexico, served by the largest cargo airport in the world, and home to the largest employer in the state of Tennessee (FedEx), Memphis offers the perfect platform for major research on Global Supply Chain Management. The University of Memphis is also home to the FedEx Center for Global Supply Chain Management. CIBER will support major research focus of the FedEx Center—the critical role of information technology in supply chain management.

Global Corporate Governance. The research agenda in this domain includes: curriculum development, educational innovations, and exposure of undergraduate and graduate students to current issues in international corporate governance, and business leaders and ethical conduct within multi-cultural environments. The total and integrated research agenda will provide the foundation and impetus for other CIBER program activities running as a connecting thread through the CIBER fabric of curriculum development, faculty development in international business and business foreign language, academic research conferences and forums, and business outreach.

Business Outreach

Aside from the indirect impact from programs described above that develop students and faculty from which business can draw leaders and expertise, Memphis CIBER has had a direct impact on current business leaders through its custom training programs, business discussion forums, and international conferences.

Memphis CIBER has developed, over a period of more than five years, a truly model



program for executive development. The 3.5 day program—entitled “**GlobalEd Business, Culture, and Leadership Seminars**”—was originally developed for international executives here in Memphis, and is now offered in major cities across the U.S. Three series have been developed to address specific business and culture issues in Latin America, Europe, and Asia.

In Summary

Memphis CIBER is a leader in all areas mandated by Title VI enabling legislation. Based on the Memphis CIBER’s tradition of designing a comprehensive, synergistic, and high-impact program of activities, CIBER plans to significantly enrich and add a new paradigm of activities to enhance our region’s international interests and assets. Memphis CIBER will continue to take a leadership role in a variety of international organizations and institutions to encourage globalization of teaching, research, and outreach to academic and business communities.

In order to examine the sphere of outreach influence and magnitude of results, we must explain a core strategy that has served Memphis CIBER well in previous cycles and will be extended and enhanced in the proposed series of activities. This strategy involves the extensive use of collaboration and cooperation between the Memphis CIBER and its regional and national partners. Academically, Memphis CIBER has formal and successful cooperative programs with the entire current CIBER network. The Memphis FDIB, FLW and FSA programs offer not only a model for assisting faculty in bringing international context into the classroom and curriculum; but also is a model for program development and collaboration.

The development of the International MBA (IMBA) required close cooperation between business, foreign language, and area studies faculty. Dr. Jose R. de la Torre, Dean at Florida International University, offered the following assessment in a 2005 evaluation of the program, “*The International MBA program is clearly the crowning achievement of the Memphis CIBER ... it clearly provides U of M a distinctive competence in a crowded market populated by many undifferentiated MBA programs.*”

Memphis CIBER is extremely proud to have been a leader in establishing the Globalizing Business Schools Program for HBCUs. The program is a national model and has tremendous impact on the participating HBCU institutions in moving their business schools forward from an international perspective as well as the potential for securing the needed recourses to support such efforts.

Additionally, the quality and quantity of regional business outreach programs have provided thousands of participants with cutting edge information and outstanding networking opportunities. The Memphis CIBER has and will continue to work with local and regional partners to be responsive to the needs of the region.

University of Michigan

The theme for our proposal is “Challenges to International Competitiveness.” Below we describe a broad and ambitious range of activities to meet these Challenges. In addition, we will sponsor and manage many other initiatives that are organized according to the mandated activities listed in the enabling legislation.

I. The challenge of national security in a global economy

Engaging the business languages of the Islamic world: Arabic. The Michigan CIBE will offer a summer course in Business Arabic in cooperation with the University’s Department of Near Eastern Studies (NES), Center for Middle Eastern and North African Studies (CMENAS), and Summer Language Institute (SLI), and in partnership with the CIBERs at Columbia University and the University of Kansas. The purpose of this course will be to develop fluency and accuracy in business Arabic among a national cohort of students.

The course will be open to undergraduates, professional school students from business, law, engineering, and public policy, and employees in business and government, including the military. The summer format enables us to open the course to a national audience, and the three CIBERs mentioned above have all agreed to advertise this opportunity on their own campuses and offer fellowship support to successful applicants. The course will be administered by our Summer Language Institute, which has several decades of experience running summer language courses in a special ten-week, intensive format.

Engaging the business languages of the Islamic world: Turkish. The Michigan CIBE, the Department of Near Eastern Studies (NES), and the Center for Middle Eastern and North African Studies (CMENAS) will also cooperate on a similar initiative for the Turkish language. The two purposes of this effort are to expand enrollments in all Turkish language courses and to develop teaching materials in business Turkish, which will be integrated into the third-year curriculum.

Engaging the business environment of the Islamic world. We propose to develop student internship programs in several Islamic countries. These internships will be developed in cooperation with a number of University units and external partners. The purpose of this effort will be to engage our students with the business environment of the Islamic world through practical experience and first-hand interaction with local languages and cultures.

II. The challenge of creating new global consumers

Creating new global customers: Challenges at the institutional level. After decades of emphasis on poverty alleviation, developing country governments and international institutions now recognize economic growth as an essential vehicle for the improvement of living standards.

One of the key policy questions is the extent to which the institutional environment helps or hinders business development. In some countries, such as China, entrepreneurs thrive despite a weak institutional environment; in other countries the problems of erratic policies, uneven enforcement of regulations, and public corruption seem to stifle the creation of new businesses.

A conference sponsored jointly by the Michigan CIBE and the International Policy Center (IPC) at the Gerald R. Ford School of Public Policy will bring together leading academics and policy makers to evaluate the impact that different policies have on the performance of firms and economic growth in different parts of the world. The focus will be on policies in the areas of trade, finance, taxation, and labor markets, and the extent to which these policies stimulate or hinder enterprise efficiency and economic growth.

III. The challenge of China as a competitor and customer

Journal of Asian Business. Now in its twentieth year of publication, the *Journal of Asian Business* was the first refereed academic journal about Asian business in any language. It is still the only one published in the United States, and one of only five worldwide. The objective of the *Journal* is to collect, review, edit, and disseminate scholarship about Asian business to scholars and practitioners. Submissions about China are growing rapidly, and many submissions about other parts of Asia include some aspect of China.

Linda Lim will serve as faculty editor during the grant period. Janet Dunn, a Michigan Ph.D. with extensive editorial experience, will serve as Managing Editor. We will cover the operating expenses of the *Journal* through subscription fees and annual grants from other units on the Michigan campus. Our request for federal support is limited to a new annual prize for the top master's degree thesis related to Asian business. Candidates will include any University of Michigan student enrolled in one of the four dual MBA/MA programs in Asian area studies (China, Japan, South Asia, and Southeast Asia).



Center for teaching business Chinese. We will establish a national resource center for teaching Chinese for business purposes under the leadership of Chen Qinghai, who since 1998 has also been coordinating the only national special interest group for instructors of Business Chinese. The objective of the Center will be to improve the quality of instruction in existing Business Chinese courses and to promote the development of new courses and curricula. This effort will include a bi-annual conference on pedagogy, maintenance of a web site, and co-sponsorship of a related conference with the Purdue CIBER.



Asia Business Conference. This is the longest-running student-run conference about Asia among all business schools in the United States. The purpose is to give students, faculty, executives, and the general public an annual update on the business environment in China and Asia. CIBE faculty member, Linda Lim will serve as faculty advisor for the conference.

IV. The challenge of broadening global awareness

Broadening global awareness: The BBA curriculum. The current design of our undergraduate (BBA) program has significant barriers for study abroad, the most important being that BBA students are only able to participate during their senior year. The result has been that fewer than ten BBAs participate in study abroad annually. Beginning with the BBA class that will matriculate in the fall of 2006, however, students will be admitted to the program either (1) in their freshman year, after simultaneously applying to University of Michigan, or (2) in their sophomore year, after applying for the BBA program during their freshman year. This change will extend the length of the BBA program to at least three years, allowing more flexibility for study abroad.

These changes offer an historic opportunity. Our goal is to have more than one hundred BBA students participating annually in study abroad programs by the end of the new grant period in 2010, which will make it the largest international program in our business school and one of the largest at the University of Michigan. To avoid conflict with core courses, we have chosen to focus on creating opportunities for students during the summer between their sophomore and junior years.

Broadening global awareness: The liberal arts curriculum. The interdisciplinary course "Global Interdependence" will explore the historical, cultural, political, economic, and technological factors that drive globalization. Using numerous case studies and historical examples, this course will examine the ways in which people, goods, diseases, and natural resources have flowed across political and cultural borders over the course of human history. In order to take full advantage of the international resources at the University of Michigan, the course will feature a large number of guest lecturers. It will be used by first- and second-year undergraduates as a gateway to explore the many options in international studies that are available through our many academic departments and professional schools. It will also meet the State of Michigan requirement that all social studies teachers in Michigan have coursework in geography.

V. The challenge of global competition in biotechnology

The globalization of biotechnology: Culture, public policy, and security. This research and curriculum development project will address the following questions:



- *Culture*: How do public attitudes shape the geographic distribution of research, product development, and business creation in biotechnology? To what extent is this distribution shaped by religious values, cultural norms, historical precedent, and public opinion?
- *Public Policy*: How does government shape the geographic distribution of biotechnology, including regulatory controls and various types of direct and indirect

support? How are the potential benefits and costs of various policy approaches assessed and debated, and how are these policies ultimately formulated, implemented, and evaluated?

- *Security*: What are the economic, political, and security implications of a relatively broad geographic distribution of biotechnology activity, which includes developing countries and middle-income countries as well as more conventional developers of new technologies, i.e., the U.S., Japan, and Western Europe?

We will cosponsor this initiative with the CIBER at the University of Illinois. With its strengths in agricultural economics and plant genetics, Illinois will take the lead on a conference that focuses on biotechnology applications in agriculture and the environment. A second conference, held in Ann Arbor, will focus on applications in medicine and human genetics.

VI. Other activities

A. Curriculum development

Curriculum development: Dual degree in business and area studies. The University of Michigan offers six dual MBA/MA degrees—more than any other CIBER institution—that focus on China, Japan, South Asia, Southeast Asia, Russia and East Europe, or the Middle East and North Africa. These dual degrees take full advantage of the foreign language and area studies curricula at the University of Michigan, graduating international business specialists with advanced language skills, experience living and working in one or more foreign countries, and a full MBA degree. CIBE publicizes this program through its web site and provides advising and funding support to current and potential applicants. In addition, CIBE will organize a reunion of all dual degree alumni in 2007.

Curriculum development: Emerging markets case competition. The Michigan CIBE will sponsor an annual case competition for MBA students. CIBE will work with the Emerging Markets Club, one of the largest student clubs at the Ross School of Business, to select cases, recruit judges, and organize the event. CIBE will provide modest fellowships to the top three finishers.

B. Instruction in business languages

Business languages: Courses. The Michigan CIBE will sponsor at least one business content course in six languages: Chinese, Japanese, Arabic, French, German, and Spanish. Although content can vary substantially by language and instructor, all courses provide students with an exposure to the business environment of the target language, including specialized vocabulary and standard business practices.

Business languages: Internship programs. We will operate two internship programs in close cooperation with two foreign language departments. Our German Department will place intermediate and advanced German speakers, including business school students, in corporate internships in Germany, Switzerland, and Austria. CIBE awards travel fellowships to these students, who cover the balance of their expenses through salaries paid by the internship sponsor. This arrangement leverages the Department's ability to negotiate in Germany, its knowledge of local economic conditions, and its vast network of alumni and corporate connections.

We will operate a similar program with the Department of Romance Languages and Literatures (RLL). Rachael Criso, a lecturer in RLL who teaches our intermediate and advanced business French courses, will be responsible for developing corporate internships in France and Morocco.



Brent Habitz - Copenhagen Business School, Student Exchange Program



C. Doctoral student training

Doctoral students: Research funding. We will operate an annual competition for funding doctoral dissertation research in international business. This competition will be open to business school students and to students in the contemporary social sciences. The purposes will be to encourage international business research, improve the quality of dissertation work in international business, and strengthen the placement record of our graduates. We will start an annual award program to support a fifth-year doctoral student. The award will be allocated on a competitive basis by the CIBE executive committee.

Doctoral students: Consortium. The Michigan CIBE is a member of a consortium that is designed to introduce business doctoral students to key international issues, opportunities, and challenges in their functional areas. Each of the seven consortium members is responsible for holding a two-day workshop every two or three years in their assigned area. The Michigan CIBE, whose designated area is cross-cultural management, organizational behavior, and human resource management, co-founded this consortium with Texas, Washington, and UCLA in 1994.

Doctoral students: IDEB. The Michigan CIBE is an active partner in the Internationalization of Doctoral Education in Business (IDEB) joint CIBER initiative. The purpose of this alliance is to raise the level of interest in international business research among business doctoral students.

D. Outreach to business and government

Outreach to business: Export assistance. We will partner with the State of Michigan to provide export consulting services to Michigan companies in the form of faculty-supervised student projects using our undergraduate (BBA) students. In-state expenses will be the responsibility of the host company. International travel, if necessary, will be jointly funded by the host firm and the Michigan CIBE. We will continue to provide internship support to U.S. Department of Commerce offices in Grand Rapids, Detroit, and Pontiac.



E. Academic outreach

Academic Outreach: Minority business schools. Our CIBE is an active member in the Management Education Alliance (MEA), a consortium of majority business schools, corporations, and business schools with substantial minority student enrollments. The purpose of MEA is to strengthen these minority institutions through faculty and curriculum development. Among the majority school members, Michigan's role is to focus exclusively on internationalization; toward this end the CIBE Director represents the Ross School of Business at all MEA meetings.

Our efforts will focus on the creation of an international business course that will be jointly developed and taught by several minority institutions. The institutions that have agreed to participate are Clark Atlanta University, Jackson State University, Morgan State University, St. Mary's University, North Carolina A&T University, South Carolina State University, and Tuskegee University. Each participating minority institution has already appointed one faculty member who will be responsible for attending planning meetings, developing the course, and teaching it. Participating schools have agreed to give these faculty release time and to offer the new course for at least three years. A planning and faculty development workshop was held on the University of Michigan campus in June 2007.

F. Addressing the mandate for research

Faculty research program. CIBE supports researchers who study international-business issues and assists in disseminating new knowledge through business courses, executive education seminars, conferences and refereed journals.

Our annual competition for faculty research funds will be open to the more than one hundred faculty in business, other professional schools, and the contemporary social sciences, who are engaged in international business research.

Faculty research: Strategy conference. The Ross Business School's strategy area will organize a research conference on globalization and strategy. The purpose of the conference will be to assemble the leading scholars in the world who are integrating recent developments in the global economy with this field's research agenda, including the rapid emergence of India and China and recent changes in the technological environment.

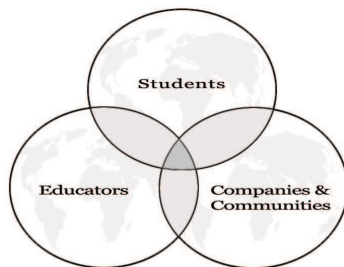
University of North Carolina ~ Chapel Hill

Shaping Global Business Leaders: UNC-CIBER



The Center for International Business Education and Research at the University of North Carolina at Chapel Hill (UNC-CIBER) has selected “Shaping Global Business Leaders” as the overarching theme for the 2006-2010 grant cycle. In each of the four years, the UNC CIBER will oversee 30 initiatives that will cumulatively produce 100 research, teaching, and outreach projects by the end of the cycle. These projects are designed to hone the skills of secondary, post-secondary, and community college students; faculty from a variety of disciplines and institutions; and business executives and governmental officials to create a national cadre of emerging leaders for today’s global business environment.

Over the next four years, we plan to significantly increase the number and type of people and organizations impacted through our programs, develop selected new programs, and significantly increase the degree of the impact. We seek to:

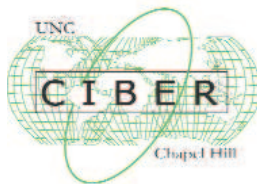


1. Prepare students for global business leadership through experiential education;
2. Equip educators to better incorporate global business concepts and experiences into their teaching and research;
3. Infuse companies and communities with strategies and processes to enhance their global competitiveness.

Activities will seek to hone the skills of 1) secondary, post-secondary, and community college students; 2) faculty from a variety of disciplines and institutions; and 3) business and governmental leaders to successfully lead in today’s complex global business environment.

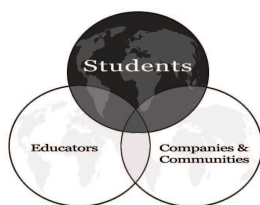
The initiatives are briefly described below, arranged by the three primary objectives. This descriptive list demonstrates how - by marshalling the particular strengths of UNC, Kenan-Flagler, and a variety of strong domestic and international partners - we will further the stated objectives over the next four years.

The text included in brackets after the name of individual programs identifies which of the six



mandated purposes are met by the program: national resource for teaching international business [**National Resource**]; foreign language or cross-cultural instruction [**Language & Culture**]; resource for UNC students [**UNC Students**]; research and training in international business [**IB Research & Training**]; regional business resource [**Regional Business**]; and service to other institutions [**Other Institutions**]. Program partners other than CIBER consortium members are listed at the end of each description.

UNC-CIBER Objectives



1. Preparing students for global leadership through experiential education

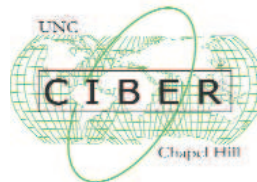
Currently, 12 percent of UNC's faculty and 5 percent of our students are from other countries. At Kenan-Flagler, the percentages are higher, with 25 percent of the faculty, 34 percent of graduate students and 9 percent of undergraduates coming from other countries. In recent years, university leadership has encouraged the development of classroom activities and extracurricular engagement that facilitate the integration of the diverse perspectives of these non-US faculty and students into the lives of our US students. Parallel to efforts to bring global perspectives to North Carolina are educational opportunities that expose UNC students and faculty to the rest of the world through study and work abroad. Increasingly, the more successful activities draw their strength from the underlying philosophy that "experience is the best teacher," especially when, in the words of Kenan-Flagler Dean Steve Jones, the experience is "relevant and real" and is crafted in a way "that has an impact, can change perspectives and perceptions, and can increase a person's capacity to lead."

Several of the UNC-CIBER activities will provide students at UNC and elsewhere experiential learning opportunities, local and abroad, to expand knowledge, insight, and functional ability to conduct business in key markets around the world. Such firsthand experience is critical to accurately assess effective competitive strategies and is an important first step to creating global business leaders among new generations of Americans.

1.01 Kenan-Flagler Leadership Initiative [*Language & Culture; UNC Students*], offering MBA students at UNC's Kenan-Flagler Business School experiences and tools that enhance their prospects to lead effectively in an ever-changing global business world. Kenan Institute Centers are partners.

1.02 Intercultural Communication Program [*Language & Culture; Regional Business; IB Research & Training; UNC Students*], providing simulated and real practice in leadership communications for multinational teams to help them become more globally aware and cross-culturally fluent. UNC Centers for Logistics and Digital Strategy, Sustainable Development, and Urban Investment Strategies are partners.

1.03 Global Business Programs [*National Resource; Language & Culture; UNC Students; Other*

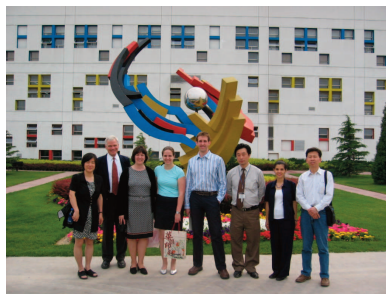


Institutions] for MBA students across the United States to strengthen their business acumen in the non-English-speaking world, especially in emerging markets. UNC is the champion of this consortium of ten CIBERs that will offer students from participating schools a chance to work in virtual and co-located teams as they complete projects for companies in destination countries. In the inaugural year, projects will be conducted in Chinese, Japanese, and Portuguese and expand to six other languages and regions of the world over the life of the grant.

1.04 Global Business Lecture Series [*National Resource; UNC Students; Other Institutions*] offered by the Kenan Institute for UNC MBA and undergraduate students and students from non-CIBER schools, particularly smaller colleges and historically black institutions.

1.05 Online Global Executive MBA Program [*Regional Business; IB Research & Training; UNC Students*] for working professionals worldwide, building upon other successful business-related online offerings at UNC, such as OneMBA®, the *Working Languages™* series and the BSBA Cross-Cultural International Project.

1.06 Global Learning Opportunities in Business Education (GLOBE) [*IB Research & Training; UNC Students; Other Institutions*] by Kenan-Flagler's undergraduate business administration (BSBA) program with the Chinese University of Hong Kong and Copenhagen Business School. They are creating a global network of faculty and students from the best business schools in the world to offer international experiences in the classroom and work settings abroad that help students develop new insights for managing in the global workplace. Chinese University of Hong Kong & Copenhagen Business School are partners.



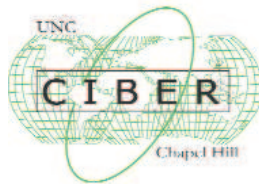
Above: Working Mandarin students visiting a Chinese corporation.

1.07 Development of a Business Mandarin course [*IB Research & Training; UNC Students*] for university students and business people, an extension of UNC's Working Mandarin program for MBA students. UNC Asian Studies Department & East Asia Center are partners.

1.08 Carolina Entrepreneurial Initiative (CEI) International Entrepreneurial Internships [*IB Research & Training; UNC Students*] for students enrolled in the minor in entrepreneurship, offered by the Department of Economics in the College of Arts & Sciences. The minor requires an internship in a commercial or nonprofit venture. This new CIBER initiative will support internships for students in Asia, arguably the most important entrepreneurial region in the world. UNC-CH & Kauffman Foundation are partners.

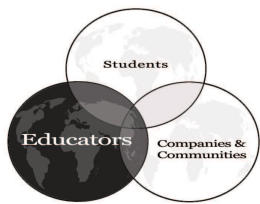
1.09 Nation and National Identity in an Age of Globalization [*Language & Culture; UNC Students*] for all UNC undergraduates who plan to work or study abroad. UNC American Studies department and study abroad institutions are partners.

1.10 Living and Learning Global Business Plan Competition [*Other Institutions; UNC Students*] for



undergraduate students from top national and international business schools. UNC Center for Entrepreneurial Studies is a partner.

1.11 Global Business Preparatory Initiative [*IB Research & Training; UNC Students*] developed by UNC and DUKE CIBERs to help high school students in North Carolina build a solid base of understanding about the state's global position and increase their own potential to enhance that position. Duke CIBER, North Carolina in the World, and Southern Growth Policies Board are partners.



2. Equip educators to effectively incorporate global business concepts and experiences into their teaching and research

Producing future global business leaders requires skilled guidance by talented, knowledgeable educators who understand the complex issues involved and appreciate the need to balance classroom instruction with experiential learning. The next set of initiatives describes new opportunities that will enable a broad range of educators to more effectively incorporate international business concepts and current practice into their courses. In its commitment to inform quality teaching and research throughout the US, the UNC-CIBER will realize a majority of these programs in collaboration with other CIBERs and/or with other national and international institutions of higher education.

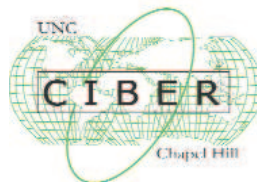
2.01 Target Markets Faculty Institutes [*National Resource, Language & Culture; IB Research & Training; Other Institutions*] that expand UNC CIBER's current summer-abroad institutes for management faculty to extended training seminars led by Kenan-Flagler's strategic partner institutions around the world that are open to faculty from all disciplines. This is a consortium of eight CIBERs.



Business faculty from around the country enjoy experiential learning at the 2006 Business Faculty Institute in Brazil.

2.02 Fund for Faculty Development in International Business [*National Resource; Language & Culture; IB Research & Training; Other Institutions*] to allow faculty from all disciplines to bid for resources to attend conferences that will inform their classroom teaching or research related to international business. CIBERs at Duke, OSU, FIU, Pennsylvania, Michigan, Purdue, South Carolina are partners.

2.03 CIBER Consortium for New Frontiers in Business Language Research and Teaching [*National Resource; Language & Culture; Other Institutions*] to encourage faculty and graduate students in foreign language departments to add a business-language dimension to their research and curricula. UNC language departments are partners.



2.04 Working Languages Publication [*National Resource; Language & Culture; Other Institutions*] developed by UNC CIBER for broad dissemination and use by other institutions. The courses teach the basic of language (Spanish, Portuguese and Mandarin) within a business context through a combination of instructor-led workshops, weekly conversation hours, Web-based instruction and an in-country immersion. Georgetown University Press is the publisher.

2.05 Intercultural Edge (ICE) [*National Resource; Language & Culture; IB Research & Training; Regional Business; Other Institutions*] validating and expanding the use of this cross-cultural diagnostic and communication instrument developed at Duke University to help educators and business people integrate their own styles with those of people they teach, lead or manage. Fourteen other CIBERs are partners, with Duke CIBER at the lead.

2.06 Global Community Research Grants [*National Resource; IB Research & Training; Regional Business; Other Institutions*] to aggressively foster development of case statements and teaching materials in the field of sustainable enterprise. Center for Sustainable Enterprise Washington Center and CSE member corporations are partners.

2.07 Multi-Year Study of Globally Distributed Business Teams [*National Resource, IB Research & Training*] to uncover best practices and patterns of emerging leadership among faculty and students in UNC Kenan-Flagler's five-continent OneMBA program. The results will be distributed widely to schools of management and corporations where global teams are in use or are expected to form.

2.08 Annual research conference on strategic issues in international accounting [*National Resource, IB Research & Training; Other Institutions*] at UNC Kenan-Flagler to improve the understanding of the challenges, implementation and consequences of international accounting and reporting standards.

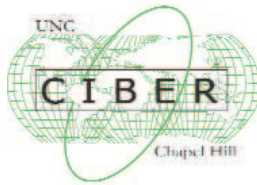
2.09 Global Communicators Program [*Language & Culture; IB Research & Training; Other Institutions*] designed to expand foreign language competence among students in North Carolina schools - an effort to support N.C. Gov. Michael Easley's initiative to increase global awareness in the state through expanded foreign language education. UNC School of Education & North Carolina Center for International Understanding are partners.

2.10 CIBER K-12 Consortium [*National Resource; Language & Culture; IB Research & Training; Other Institutions*] helping K-12 educators prepares students for a globally interdependent world through professional development, teaching resources and programs that provide consecutive language learning from kindergarten through high school. This is a consortium of seven CIBERs.



3. Infuse companies and communities with strategies and processes to enhance their global competitiveness.

North Carolina was hard hit - and is still reeling - from the out-migration of its once-thriving traditional industries of textiles, furniture, and agriculture to developing countries. Acknowledging a special responsibility to serve the people of North Carolina, Kenan-Flagler and the UNC-CIBER are committed to enhancing the state's position in the world economy. The initiatives below to aid in the revitalization of the state's most economically distressed communities are



inspired by Kenan-Flagler's core values - excellence, leadership, integrity, community, and teamwork - and empowered by the remarkable collective expertise of those who volunteer to assist. Some of the initiatives, in partnership with Southern Growth Policies Board, will open dialogues among community leaders to find their own solutions for proactive response to globalization. On a national level, collaborations with other CIBERs and additional partners will pave the way for improved security and international competitiveness.

3.01 STAR – Student Teams Achieving Results [*UNC Students; Regional Business*] providing tailored services to help export-ready N.C. and southeast region companies compete and participate in global commerce. Kenan-Flagler Leadership Initiative, GoldenLEAF Foundation, NC Department of Commerce & KI Centers are partners.

3.02 National Forum on Trade Policy [*National Resource, IB Research & Training; Regional Business; Other Institutions*] established in 2003 by UNC and Duke CIBERs, to help representatives from federal agencies, higher education institutions and businesses adopt collaborative strategies for competitiveness within a dynamic international trade policy environment. All thirty CIBERs are partners.

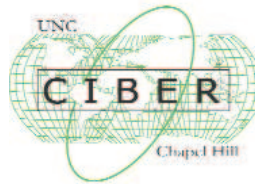
3.03 State and Local Boot Camps for Trade Policy [*IB Research & Training; Regional Business; Other Institutions*] expanded by UNC-CIBER and Southern Growth Policies Board, to help policymakers and opinion leaders in southern US states redirect anger over job loss from globalization into meaningful conversations about solutions for prospering in a global economy. Southern Growth Policies Board, UNC Dept. of Economics are partners.

3.04 Kenan-Tsinghua Center for Logistics & Economic Development [*IB Research & Training; Regional Business*] supporting this new collaborative research center between the Kenan Institute and China's prestigious Tsinghua University and a consortium of industries that will shape its programmatic agenda, and establishing an annual conference on critical logistics issues to inform research and practice.

3.05 Global Suppliers Institute [*IB Research & Training; UNC Students; Regional Business*] An innovative partnership managed by the Kenan Institute linking multinational firms, US service providers and educational institutions to promote greater compliance with global labor standards in China-based supplier factories. CIBER support will expand the reach and impact of this program, currently funded by the US State Department and participating multinationals. Washington Center, Fudan University & Tsinghua University are partners.

3.06 Securing the Global Supply Chain [*IB Research & Training; Other Institutions*] development of an online collaborative learning environment by the Kenan Institute's Center for Logistics and Digital Strategy and affiliated Institute for Defense and Business. Participants can gain hands-on experience using new technologies in supply-chain management that can "see" the flow of goods and materials, thus secure the global supply chain and protect it from disruptive events, from production glitches to terrorist attacks. Training and materials on radio frequency identification (RFID) technology, the key enabler of this online environment, will be disseminated nationally to businesses, community colleges and four-year institutions. Center for Logistics and Global Strategy & Institute for Defense and Business are partners.

3.07 Homeland Security & Global Competitiveness Intern [*IB Research & Training, Other Institutions*] a summer MBA internship selected by the Institute for Defense and Business, to help the National Chamber Foundation and the US Chamber of Commerce's Homeland Security Policy Task



Force develop policy recommendations on how the United States can better manage critical issues of homeland security that affect businesses and the economy.

3.08 CIBER Network on Homeland Security [*National Resource, IB Research & Training; Other Institutions*] collaborating on research and its national dissemination on critical homeland security issues affecting our economy. In addition to contributing to research efforts, UNC-CIBER has committed to host a research symposium on homeland security in December, 2007 in partnership with other CIBERs in the network. Additionally, we will partner with the National Chamber Foundation and UNC affiliated Institute for Defense and Business to hold a national conference for business, government, and non-governmental organizations in Washington, DC in spring 2009. The specific theme as well as panel topics will be developed after, and be informed by, the 2007 research symposium. All CIBERs are partners.

The impact of UNC-CIBER's efforts is greatly enhanced by our exceptional network of institutional partnerships throughout the world. Here at UNC-Chapel Hill, departments in area studies, economics, education, and languages, as well as independent centers for rural economic development and global sustainability inform our program design and schedule of activities. Many of these units also co-direct planned initiatives. In a new effort, other CIBERs - along with the US Chamber of Commerce - are joining us to explore ways to balance the increased demands for homeland security with the needs of international business and trade.

UNC-CIBER is administered by the Kenan-Flagler Business School's outreach arm, the Frank Hawkins Kenan Institute of Private Enterprise (Kenan Institute). The Kenan Institute's mission to "actively apply business research and knowledge to address challenges in society" fully complements UNC-CIBER's own efforts to "build competency in global business through teaching, research, and outreach."

UNC-CIBER is led by a strong Advisory Council and a 16-member faculty Operations Committee and is managed under the capable leadership of Faculty Director Lynne Gerber.

UNC's portion of the \$1.1 million budget is a testament to the university's commitment to the program and its goals. The approximate \$750,000 in annual commitments in each of the four years represents close to a 2:1 match of university resources to DOE funds.

The UNC CIBER is committed to an ambitious agenda in terms of the number and scope of activities. We are confident that our administrative structure, dynamic programming, strong institutional support, and program leadership will be successful in generating meaningful outcomes and demonstrating nationwide impact.

For more information on CIBER programs and opportunities, visit www.ciber.unc.edu or contact UNC CIBER Faculty Director Lynne Gerber, (919) 962.2684, Lynne_Gerber@unc.edu

University of Pennsylvania

Meeting the Challenges of the 21st Century's Global World

The need that inspired Sections 611 and 612 of the original Title VI of the Higher Education Act is as valid today as ever. To operate effectively cross-nationally—as most businesses and industries in the United States are now required to do—expanded and up-to-date internationalized business education, accompanied by training in languages and international studies, is required for a much broader group of people. Enhanced international skills, including a nuanced understanding of other cultures, and the ability to speak a foreign language are a necessity, not a luxury, if the United States is to remain competitive in the interdependent global economy.

The University of Pennsylvania first established the Penn Center for International Business and Education Research (CIBER) in 2002 to further the broad objective of the Higher Education Act. All the projects proposed in the current grant cycle aim to contribute even more significantly to the ability of U.S. businesses to prosper in an international economy. Penn Lauder CIBER's proposed projects target the six specific objectives of the authorizing legislation, as well as the two invitational priorities established for the current competition. In concert, the proposed programs satisfy all the mandated and most of the permissible activities outlined in the authorizing legislation.

Wharton has long prided itself on including in its mission a focus on emphasizing international initiatives and introducing new approaches to teaching. The projects and activities in this proposal represent significant additions to or major extensions of this effort. Penn Lauder CIBER's projects take advantage of the abundant knowledge base at Wharton as well as its national and international networks. Because Wharton's reach and influence are not only national but also global in scope, Penn Lauder CIBER projects will be highly visible and widely disseminated. Penn Lauder CIBER's influence on the direction of several major research initiatives in this proposal is important, as is its impact on innovations in and training for teaching international business and language for business.

Among the major projects that we expect to have significant national impact are the following:

- The **Wharton Global Family Alliance Project** will research and develop a series of living case studies on U.S. family-owned or controlled businesses that have successfully grown from domestic companies to global enterprises. These case studies will contribute to a robust curriculum focused on issues that confront leading U.S. and global families, and this is expected to transform the way that entrepreneurial management is taught at Wharton and elsewhere.
- The **Insuring Against Terrorism Project** adds a global dimension to a major, multi



year research project on the impact of terrorism risk insurance on business by expanding the research to compare and contrast the impact in other countries in which the risk of terrorism is greatest. In particular, the project will consider terrorism's impact on financial centers, comparing and contrasting the experiences of New York City and London in an international conference to be organized and held jointly with Columbia in early 2008. Insuring against terrorism is not exclusively an insurance—or even risk management—issue, but, rather, an economic and national security issue. The research and conference results are expected to inform the teaching of risk management at Wharton and elsewhere.

- The **Area Studies FAQ Project**, being developed with Wharton's business library, will add a significant new tool for business researchers that will make area studies materials relevant to business research and more widely available. The Lippincott Library's Business FAQ knowledge database is increasingly used by business libraries across the country. This project adds a portal for Business Area Studies.

- A number of initiatives address the need to add depth and breadth to the nation's pool of culturally competent speakers of other languages who will then go on to apply their skills as they engage in business across the globe, including: **Teaching Cross-cultural Negotiations in Language**, through which Penn Lauder CIBER will support the development of case studies and other materials as well as the methodology for using these to teach students to negotiate in non-native languages; and the development, in collaboration with Brigham Young University, of the nation's first **Test of Applied Cultural Competency for Business** to assess both cultural knowledge and cultural effectiveness.

- In recognition that high levels of proficiency in foreign languages are critical for performing complex and delicate tasks in the areas of business, diplomacy, security, and research, Penn Lauder CIBER proposes a series of initiatives that address this need, including: **Going Beyond the Superior Level; Building Heritage Speaker Skills, and Transfer Strategies for Cognate Languages**, all of which propose to “fast-track” language training for specific populations in order to create a cadre of bilinguals and trilinguals.

- Several projects also address one of the most serious constraints confronting the expansion of applied business language instruction—the shortage of qualified teachers—by developing a series of training options: an intensive, week-long **Summer Institute in Teaching Language for Business Communication**; a **Dual Certificate Program in Teaching Language for Business Communication**, through an alliance between the Graduate School of Education and Wharton's Programs for Working



Professionals; a series of **Faculty Development Workshops** for language educators at Penn and in the Greater Philadelphia area; and a collaborative effort to **Mainstream Business Language Teaching and Research** with other CIBER institutions.

Critical national needs are mirrored locally: a business curriculum that incorporates a substantive international dimension; international business research that both informs international business teaching and addresses the practical needs of business; culturally and linguistically competent business graduates and practitioners; the need for trained specialists in teaching business language; and expanded opportunities for significant, real-life international business experiences. Penn Lauder CIBER programs and activities harness the strengths of Wharton and Penn in research, knowledge generation, and innovative curriculum design and focus their application to the tasks of regional business education and training and broadly targeted outreach, made more cost-effective through cooperative efforts with other units within Penn and with area institutions of higher education, businesses, and professional organizations.

Among the projects that we expect to have significant local and regional impact are:

- The **Northeast Institute for Community College International Business Education** will bring the latest curriculum and teaching methods in internationalized business education to business and economic faculty throughout the region. This project is being planned and coordinated jointly with Temple and Columbia, and the first Institute is being planned for summer 2008 at Columbia. A **workshop for a regional educational association**, to be developed jointly with Penn's Title VI-supported area studies centers (NRCs), will also expand the capacity of area faculty to teach about international business. The **Summer Institute and Certificate in Teaching Language for Business Communication** will target area language faculty.
- In partnerships with Wharton's Small Business Development Center, the Pennsylvania Department of Community and Economic Development, and Penn's NRCs, Penn Lauder CIBER will plan **workshops for regional businesses** on international issues and the global dimensions of their industries. Other partnerships with area business and professional organizations, including industry-specific groups (health care, pharmaceutical, and biotechnology), will also serve regional needs.
- Several initiatives will support curriculum development and teacher training for the region's high schools, important for workforce development in the state of Pennsylvania: the **Internet2 Videoconferencing Project for Pennsylvania High Schools**, which will reach out to schools throughout the tri-state area with programming for students as well as teacher training; support for curriculum development and teacher-training for the new **Penn-assisted International High School in West**



Philadelphia; and continuing education credit or an additional credential for language educators is available through the **Summer Institute and Certificate Program in Teaching Language for Business.**

For the new grant cycle, Penn Lauder CIBER has chosen to highlight three cutting-edge research projects that will help extend knowledge in areas that are critical and substantial for the national interest.

Family-owned or -controlled businesses are important not just to the U.S. economy, where they represent 35 percent of the S&P 500, but also to the global economy, where they represent 15 percent of the world's 1000 largest companies. The **Wharton Global Family Alliance** project addresses a critical gap in the business curriculum. This research project will bring together a unique set of resources—the Wharton Global Family Alliance's membership of global family businesses and Wharton's faculty—to develop a series of living case studies that will enrich the curriculum and alter how entrepreneurial management is taught at business schools throughout the United States. The research will focus on three main areas that affect family businesses worldwide—philanthropy, wealth management, and a range of governance and succession issues.



State Department official Allen Greenberg speaks to students about the state of U.S.-Russian relations. Greenberg said that Russia could stand to improve its stance on democracy and human rights.

Wharton' Risk Management and Decision Processes Center has had a long-standing research emphasis on mechanisms for coping with low probability/high consequence hazards. After 9/11, this group has increasingly focused on terrorism and how to monitor it and limit the economic damage it causes. During the new grant cycle, Penn Lauder CIBER proposes to extend this research from a focus on U.S. policy to one that compares and contrasts policies implemented across a broad range of countries that face similar perils. The **Insuring Against**



Terrorism: A Global Challenge Project represents a significant additional line of inquiry to a large-scale, multiyear research project being carried out under the auspices of Wharton's Risk Management and Decision Processes Center. The chief thrust of one of the major subprojects is to study the financial risks of terrorism to inform the public policy debate and make recommendations for dealing with the potentially devastating financial consequences of terrorist attacks on the United States. Under Penn Lauder CIBER's auspices, a global dimension will be added to the project comparing the approaches taken in the United States, France, Germany, and Israel. A related symposium will be organized in collaboration with the Columbia for early 2008, at which domestic and international scholars will focus on safeguarding financial centers from terrorism, specifically examining how the two leading world financial centers, New York and London, are coping. The output from this research project and related activities will include research papers, a series of symposia, an international conference, and a published conference volume.

A third research project, being carried out through Wharton's Entrepreneurial Programs—the **Entrepreneurial Index Project**—will collect time-series data on entrepreneurship in order to measure the “entrepreneurial orientation” and will study the entrepreneurial potential of countries worldwide, including the United States. This research project aims to formulate sound policies for encouraging entrepreneurship. In addition, the resulting database will facilitate further research on entrepreneurship, foreign direct investment, evaluation of public policies, and cross-cultural issues. A statistical factor analysis will be used to estimate a cross-country “entrepreneurial index” ranking so that countries can benchmark their performance over time and relative to other countries. Anticipated users of the index will include local and international policymakers and researchers interested in the role of entrepreneurship in economic development and capacity building.

The projects and activities described above enable Penn Lauder CIBER to meet the broad objectives of the CIBER legislation. The projects and activities have also been designed to achieve the maximum benefit for the greatest number of beneficiaries. Throughout the grant cycle, Penn Lauder CIBER will actively seek opportunities to collaborate with other organizations and other CIBER institutions to ensure that we make the most effective use of the Title VI funding.

University of Pittsburgh

SIX OBJECTIVES

The Higher Education Act (Title VI Part B authorizes the CIBER program) is clear about the purpose of the program. These six specific purposes set forth in the authorizing statute serve as the core objectives of the IBC: (1) serve as national resources for the teaching of improved business techniques, strategies and methodologies which emphasize the international context in which business is transacted; (2) provide instruction in critical foreign languages and international fields needed to provide understanding of the cultures and customs of U.S. trading partners; (3) provide research and training in the international aspects of trade, commerce, and other fields of study; (4) provide training to students enrolled in the University of Pittsburgh; (5) serve as regional resources to businesses proximately located by offering programs and providing research designed to meet the international training needs of these businesses; and (6) serve other faculty, students and institutions of higher education located within the center's region.

THREE KEYS TO IMPROVING COMPETITIVENESS

The programs focus on the three keys to improving U.S. competitiveness by increasing American international competence: (1) Improving international exposure (e.g., through international visitors, guest speakers, colloquia), (2) Improving international experience (e.g., through study, internship, and research abroad programs; and faculty development tours), and (3) Improving language skills (e.g., through the many innovative methods for improving language skills described here).

FOUR THEMES

The IBC focuses on four themes that are both important to U.S. competitiveness and areas in which the IBC (and the University of Pittsburgh) can make distinctive contributions: (1) industry-focused research and programs; (2) emerging markets; (3) small business; and (4) joint programs with the School of Engineering.

PROGRAMS

The IBC conducts programs targeting faculty, programs targeting master's students, programs targeting undergraduate students, research programs, and outreach programs.

University of Pittsburgh International Business Center (IBC) CIBER Projects 2006 – 2010

Programs Targeting Faculty

Programs targeting faculty are designed to develop expertise in particularly critical emerging markets; increase faculty language skills in targeted critical languages; and increase the global business and economics understanding of language and area studies faculty.



Faculty Development in International Business (FDIB) Program: European Economies in Transition

The IBC is the project leader and program designer. Cooperating partners are the University of South Carolina CIBER and Indiana University CIBER. In May 2007, 15 professors will travel for 10 days to Sofia (Bulgaria), Zagreb (Croatia), and Prague (Czech Republic) to develop a regional business understanding via lectures on economic and business conditions in the region and visits with companies and governmental officials. Countries vary each year. Turkey will be part of the FDIB in 2008 or 2009.



2006 FDIB trip to Eastern Europe

Faculty Language Tutoring.

To increase the foreign language expertise among Katz Graduate School of Business (Katz) faculty, the IBC offers small group instruction and/or individual tutoring to any Katz faculty member who wishes to gain proficiency in Spanish, German, French and a set of less commonly taught languages (Portuguese, Japanese, and Chinese).

Programs for Language and Area Studies Faculty. The IBC will support improving the international business and economics expertise of language and area studies faculty through the MBA Essentials Program scholarships for faculty. MBA Essentials is a non-degree general management program organized by Pitt's Center for Executive Education and taught by Katz faculty. 60 hours of instruction in accounting, finance, marketing, human resources, operations, information technology, and strategy that leads to an understanding of the foundations, concepts and techniques that form the basis for management today. The IBC will offer one scholarship for language and area-studies faculty members at Pitt to take MBA Essentials to help them understand business terminology and concepts and the issues facing businesses in order to add business content to existing language and culture classes and to better understand business perspectives and needs in language program development.

Programs Targeting Masters Students

Programs targeting master's students are designed to internationalize existing curricula; offer flexible and creative methods for language instruction; and provide internationally-focused degree options.



Language programs

The IBC offers small group foreign language instruction to MBA students who want to gain proficiency in Spanish, German, Japanese, French, Portuguese and Chinese, based on demand.

The IBC subscribes to SCOLA, an organization that receives and re-transmits television programming from around the world in native languages.

The IBC will use iVisit as a supplement to MBA language classes to allow students to practice their language skills. iVisit is a program that allows internet-based video teleconferencing worldwide.

Increasing international exposure within courses and programs

The IBC will sponsor International Days to build a Katz community understanding of the cultures and customs of people from other nations.

The IBC will fund visiting guest speakers (foreign faculty, business, and government leaders) to teach at the University of Pittsburgh for two to three-week periods to continue to internationalize instruction at the business school.

The IBC will sponsor speakers and develop the live case materials that form the basis of the projects for the Global Executive Forum. The Global Executive Forum brings together Pitt's participants from the three Executive MBA Worldwide program locations in a five-day intensive experience in which they form cross-national teams to work on an international business problem. Projects will focus on developing plans for the Chinese and Indian markets.

Internationally-Focused Degree Programs

The IBC provides internship travel scholarships for some students in the Master of International Business (MIB) program and to help focus the MIB on one country (Germany or Chile).

The IBC, Katz, and the School of Engineering will develop a five-year BS-Engineering / MBA International degree program for 25 engineering students per year that will provide them with a BS in engineering, an MBA degree with an international focus, language proficiency at the third-year college level in Chinese, German, Japanese, Spanish, or Portuguese and one semester of study/internship abroad. The IBC will develop the study abroad and language skills components of the BS-Engineering/MBA International degree program. The BS-Engineering/MBA International degree program will produce technical graduates with international business exposure and experience.



Programs Targeting Undergraduate Students

Programs targeting undergraduate students are designed to increase international exposure for all College of Business Administration (CBA) students; increase language acquisition opportunities; and develop internationally-focused degree programs.

Global Management Major (Start in 2008)

CBA plans new proposed Global Management major. The IBC will support the major by providing funding for curriculum development and materials such as videos and cases.

Plus3 Program

One of Pitt's most successful undergraduate international programs is Plus3, developed by the IBC in 2002 to increase interest in foreign language, international business, and study abroad among freshmen business and engineering students. The Plus3 program won the 2005 Andrew Heiskell Award for "Best Study Abroad Program" from the Institute of International Education. Plus3 provides first-year students with a three-credit add-on to the required freshman course in each school. It integrates faculty and students from the engineering and business schools and builds on the natural synergies of the two fields. In addition, the combination of the two schools builds the critical mass of students and faculty needed to offer many destinations. Engineering and business students work together in industry-specific teams that travel to Brazil, Chile, China, France, or Germany to conduct research that culminates in a written report and presentation about the team's focal industry. Plus3 includes a two-week trip preceded by lectures and discussion sessions and followed by a final presentation.

The Plus3 program has grown dramatically since its inception, increasing both in enrollment (from 25 students to over 100 students) and in the opportunities available to the students (from two destination countries to five). Following the IBC model as an incubator of programs, Plus3 is now housed in Pitt's Study Abroad office and is almost entirely funded by student tuition. During the 2006-10 funding period, the IBC will fund only additional development costs of Plus3. These costs include program expansion to India (as per 2007), a sixth site, and pre-trip travel costs of new Plus3 faculty to allow them to meet with their counterparts in other countries to prepare the coming year's projects.

Global Supply Network Program.

The Global Supply Network Program (GSNP) is a three-week, four-credit intensive course for business and engineering students. GSNP, which will be launched by the IBC and the School of Engineering, will aim to strengthen the research, language, and technical skills of business and engineering undergraduate students who have completed their sophomore or junior year and who have a working knowledge of Spanish or Chinese. Teaching is by Pitt and host-country faculty and will focus on global supply networks, including high-end outsourcing, managing distributed product development, integrating business services and manufacturing across bor-



ders. GSNP will build on University partnerships with the University of Montevideo in Uruguay, and Tsinghua University in China.

International Virtual Design Project

The International Virtual Design Project (IVDP) will be launched by the IBC and the School of Engineering. The IVDP is a three-credit, semester-long course that will strengthen the research, language, and technical skills of business and engineering undergraduate students in the second semester of their junior year who have a working knowledge of Spanish. The groups will interact with business and engineering students from the Universidad Technica Federico Santa María in Chile. The Pitt students will communicate with their foreign cohorts via email and web conferencing prior to traveling abroad and the IBC will support travel and communications costs of the project.

Asian Business Roundtable

The IBC will work with the Society for International Business (SIB), an undergraduate business organization, to support the Asian Business Roundtable, a program for undergraduate business and engineering students and faculty. The IBC will help identify and sponsor speakers who possess a deep understanding of the issues that affect Asian-U.S. relations in order to develop approaches that will improve U.S. competitiveness in Asia. The Asian Business Roundtable will convene twice per semester during the academic year and will be held alternately at the business school and the engineering school. The Roundtable will also be telecast through videoconferencing to the University's campuses in Johnstown, Greensburg, and Bradford, PA.

Improving undergraduate professional language acquisition

IBC facilitates the offering of three-credit introductory Professional German and Chinese language courses. The IBC plans to expand its three-credit foreign professional language offerings to Portuguese and Spanish. In addition, the IBC plans to increase the relevance of these language courses for professional students by helping instructors of these languages develop new curricula for their language courses that incorporate key business and engineering terminology.

The IBC will provide merit-based scholarships to approximately 12 undergraduate business students each year for a semester of study abroad in non-English speaking countries.

Research Programs

The IBC will work to produce, organize and disseminate research on international aspects of business and international markets to strengthen and improve U.S. international competitiveness and economic security. The research focus is in three areas: (1) targeted ongoing research programs; (2) seed grants; and (3) doctoral student research



Research Program on Homeland Security and U.S. Competitiveness

The IBC will work on two projects in collaboration with the Graduate School of Public and International Affairs (GSPIA), the Matthew Ridgway Center for International Security Studies, and the Ford Institute for Human Security. The first project, "Internal Security and U.S. Competitiveness," will develop policies regarding the free flow of goods and information (such as patents) to try to optimize both homeland security and competitiveness. The second project, "Immigration and U.S. Competitiveness," will analyze how to balance legitimate legislative and administrative restrictions on the immigration with the personnel needs to maintain U.S. competitiveness.

GAP Research Programs

Each year during the grant period, the IBC will sponsor one of Pitt's Global Academic Partnership (GAP) research programs focused on International Business and related topics and headed by Katz Faculty member. It will also co-sponsor with the Center for Industry Studies a GAP on U.S. competitiveness in a global industry.

Transatlantic Business Series

The IBC and the European Union Center of Excellence (EUCE) at Pitt will sponsor the Transatlantic Business Series to focus attention on global industries and build student, faculty, and business understanding of effective techniques for doing business in the expanded European Union.

Faculty Seed Grants

The IBC will provide small grants to Katz faculty to support international business research that is in its preliminary stages.

Doctoral Student Research Grants

The IBC will support the costs of Katz doctoral students who attend international seminars, research conferences and workshops in order to infuse international content into their courses and research. The IBC will also support the dissertation data collection costs of up to three doctoral candidates per year working on international business topics.

Global Market Information Database Support

The IBC, Katz, and the University of Pittsburgh Library System will share the cost of subscribing to Euromonitor's Global Market Information Database (GMID).

Outreach Programs

Outreach to businesses, other colleges and universities, and K-12.



PA Global Compass (formerly PA International Business Newsletter)

Since 1990, the IBC, in cooperation with the Pittsburgh Commercial Service Office of the U.S. Department of Commerce (DOC) and the District Export Council, has produced PA Global Compass (formerly Western PA International Business), a newsletter targeted at small and medium-sized businesses. The newsletter is sent to a large, diverse distribution list of now more than 3,500 firms and individuals.

International Briefings for Small Business

The IBC will organize, with assistance from U.S. Department of Commerce and the PA Department of Community and Economic Development, a series of country briefings for small business people. The use of multi-point conferencing technology will allow up to eight sites to interact simultaneously, making it possible to include participants at Pitt's regional campuses in Johnstown, Bradford, and Greensburg as well as participants at Gannon University in Erie, PA.

Global Business Dialogue

The IBC, in partnership with the World Affairs Council of Pittsburgh and the Pittsburgh Regional Alliance, will sponsor the Global Business Dialogue (GBD). Themes and topics for two of the GBDs each year vary, but the third will always be Focus Brazil, with Pitt's Center for Latin American Studies (CLAS) as an additional sponsor.

Community WorldQuest

Community WorldQuest is an annual competition organized by the IBC and World Affairs Council of Pittsburgh that tests knowledge of world events, people and international commerce.

Annual Conference on International Affairs

As a part of outreach to the tri-state (western PA., northern WVA. eastern OH.) higher education community, the IBC and the four Area Studies Centers at Pitt will co-sponsor a University Center for International Studies (UCIS) - wide annual conference on international studies. This conference will be held in 2007-08 and in 2009-10 at one of the 36 colleges and universities in the Tri-state Consortium

High School Marketing Competition

The IBC (with Bayer and Heinz companies) will co-sponsor an annual high school marketing competition organized and hosted by the Cultural Communications Alliance (CCA).

Academic WorldQuest

The IBC co-hosts, co-organizes, and co-sponsors Academic WorldQuest (similar to Community WorldQuest), with the World Affairs Council of Pittsburgh. Academic WorldQuest participants are high school students.



PRA Global Scorecard Internships

The IBC provides office space, technical support and supervision to the Pittsburgh Regional Alliance (PRA) interns. Three College of Business Administration students have been selected for the fall 2006 PRA internships. The IBC and the PRA, an affiliate of the Allegheny Conference on Community Development, are developing a Global Marketing Scorecard to track Southwestern Pennsylvania's performance in the international business marketplace. A key element of this Scorecard will be the results on an annual survey conducted among a select group of regional companies to determine their global business behavior. The survey results will be used to assess the region's international business performance, identify potential clients that would need assistance, and determine programmatic changes to build on strengths and negate deficiencies. The IBC will again host PRA interns for follow-up surveys in the fall semesters of 2007-2010.

University of South Carolina

The Moore School of Business (MSB) of the University of South Carolina has received funding from the U.S. Department of Education for the Center for International Business Education and Research (CIBER) for the period October 1, 2006-September 30, 2010. The Center was established January 1, 1990, to be a national and regional resource that met the objectives of Title VI of the Higher Education Act. Its substantial programs and activities continue to serve the nation and the Southeast region, materially enhancing the global competitive position of the United States.

The funding received from the Department of Education will enable the MSB CIBER to engage in additional activities to enhance U.S. competitiveness. Among the major initiatives planned for the period is the creation of additional language tracks in the Less Commonly Taught Languages (LCTLs) within the International MBA (IMBA) program. Using a revised program structure that incorporates up to eighteen months of in-country language training and internships, the Moore School will initiate an Arabic language track in 2007. The School has signed a Memorandum of Understanding with the United States Army to admit 12-15 active-duty officers to the IMBA program in the Arabic track. The new language structure will be used to implement in the existing programs Chinese and Japanese programs, and the School will implement additional tracks in Russian, Swahili, Thai, Turkish and Vietnamese.

At the undergraduate level grant funds will be used to enhance the existing undergraduate International Business major and to initiate a collaborative program with the South Carolina Honors College, an Honors Research track in International Business, built on the principle of research based learning. This program will integrate courses in International Business Theory and International Business Research and an off-shore research project with the Honors College's requirement of a senior thesis.

A major emphasis of the MSB CIBER in the grant period will be an emphasis on U.S.-Africa business relations. The MSB will initiate an Africa initiative, featuring new courses in African business, an invitational priority for research on African business and its relationship to the U.S., and the first structured Faculty Development Program in International Business, providing faculty members at U.S. institutions of higher education with the opportunity to learn first-hand of African business practices. Additional research priorities will be given to Homeland Security and the impact of global terrorism on U.S. business competitiveness, as well as a systematic look at the relationship between the institutional structure of emerging markets and the strategies used by U.S. firms to reach those markets.

Major CIBER activities such as the summer Faculty Development program in the functional fields of International Business and the Workshop for Spanish faculty will be continued. In all, this four-year grant award incorporates fifty plus separate activities to enhance U.S. competitiveness, and some thirty-nine evaluation activities to measure their impact. The Moore



School has received \$348,000 per annum in funding over the grant period, and will provide matched funding of the same amount per annum for these activities.

CIBER Activities 2006-2010

Activity 1. Program Development. *CIBER will support the IMBA program, with approximately 120 graduates per year.*

Activity 2. Program Development. *The IMBA open language architecture will be implemented in 2007 with offshore language programs in all language tracks; the extended version for the Chinese and Japanese tracks will be included.* The new structure incorporates open language architecture, providing large blocks of time in-country that can be devoted to language acquisition. For students in the existing Western language tracks (French, German, Italian, Portuguese and Spanish), the core business program runs from July to December of the first year of study. Beginning in January, there is provided an open block of seven to eight months (January - August) for language instruction and offshore internships. All language training will be done in a country in which the language studied is an official language, and the in-country internship directly follows the language instruction. For more difficult languages (currently Japanese and Chinese are offered, and additional languages are planned for the grant period), the business core is followed by a connected block of eighteen months for language training and internship, to be conducted offshore. In either case, the student then returns to the MSB for two additional semesters of business courses. For the Western language tracks, 20-22 months are required for the degree; for the more difficult languages, 29-34 months are required.

Activity 3. Program Development. *CIBER will conduct reviews on behalf of the IMBA program of the feasibility of offering language tracks in Russian, Swahili, Thai, Turkish, and Vietnamese, and provide support for the implementation of at least three additional LCTLs.*

Activity 4. Program Development. *Because of its implications for homeland security, an Arabic track will be added to the IMBA program for the class entering in 2006, with offshore language training beginning in January 2007.*

Activity 5: Program Development. *The MSB and CIBER has signed a memorandum of agreement with the United States Department of Defense providing for admission of active-duty US Army officers to the Arabic track of the IMBA program as degree-seeking students.* These 12-15 officers per year will complete the entire business program of the IMBA and spend eight months studying the Arabic language.

Activity 6: Program Development. *It is anticipated that the European Program track will continue to be offered, and a decision on locating an Asian program track off-shore track (not requiring CIBER funding) is imminent.*



Activity 7: Program Development. *Overseas internships will be provided for US nationals in the IMBA program.* Internships typically are located in a country where the language studied is spoken and provide the opportunity to live and work in an environment that builds upon skills developed in the core and language programs.

Activity 8: Program Development. *The MSB and CIBER is developing and will offer each Spring semester a series of eight regional or single country business courses within the IMBA program.* The eight regions or countries that are initially developed are Africa, Central and Eastern Europe, China, India, Japan, Latin America, North America (NAFTA, Mexico and Canada) and Western Europe. Additional regions may be covered as demand warrants. Each course will meet for fifteen hours over a five-week period.

Activity 9: Program Development. *The MSB CIBER will work with the Walker Institute to develop a graduate course (working title: Security Issues and Global Business) for students in the IMBA program, beginning in 2007.* The Richard L. Walker Institute of International and Area Studies in the College of Arts and Sciences, established in 1961, is the principal unit in the University of South Carolina for promoting research, scholarship, and public service programs in international affairs and the comparative cross-cultural study of human societies, and is named in honor of Professor Richard L. Walker, former US Ambassador to South Korea. The Walker Institute houses USC programs in Islamic Cultural Studies and African Studies, among others, and is directed by Professor Gordon Smith, a member of the International Business Advisory Council of CIBER.

Activity 10: Program Development. *The MSB CIBER will continue the existing joint IMBA/JD program with the USC School of Law.*

Activity 11: Program Development. *CIBER will support the continuation and expansion of the existing Accelerated Engineering and International MBA program.* In this program, undergraduate engineering majors are provided with an opportunity to extend their program with courses that lead to the IMBA degree.

Activity 12: Program Development. *CIBER will collaborate with the Walker Institute in the design of a degree program or major in Security Studies which will be taken jointly with the IMBA program.* The design of this program will be completed by 2008, with implementation if feasible by Fall Semester 2009. For each of these IMBA collaborative programs, the MSB will create advisory groups of three - five members drawn from appropriate business firms.

Activity 13: Program Development. *Over the four-year grant period, the MSB will graduate a minimum of 200 well-qualified Undergraduate IB majors, each with substantial second language skills, supported by CIBER.* The MSB offers an undergraduate major in International Business which has rigorous selection criteria and a curriculum designed to create the type of leader that is required for global competitiveness. CIBER has played a significant role in the development of this program and will support further development in the next



cycle.

Activity 14: Program Development. *The MSB will seek to recruit at least 50 undergraduate majors who will commit to developing language skills in Arabic, Chinese, Japanese, Portuguese, Russian and other LCTLs for which there is a critical national need, supported by CIBER.*

Activity 15: Program Development. *The MSB will offer existing regional courses on European, Asian and South American business.*

Activity 16: Program Development. *Beginning in 2006, the MSB will offer a regional course in African business, as part of the Africa initiative, with a study abroad trip.*



University of South Carolina Undergraduate Students at Karen Blixen House (Nairobi, Kenya) during the annual CIBER sponsored Africa Study Abroad Program.

Activity 17: Program Development. *The MSB will offer an offshore travel version of the Africa course based in Kenya, continue to offer as needed the offshore course in European business, and review the feasibility of offering the South American course offshore.*

Activity 18: Program Development. *The MSB will introduce at least two new thematic courses; the first, to be offered in 2006-2007, will address Strategic Management in Emerging Economies.* These activities will broaden the regional and thematic offerings available to undergraduate International Business majors. Courses in African business will also be opened to students in the African Studies program.



Activity 19: Program Development. *The MSB and the Honors College of the University of South Carolina plan to offer a joint International Business/Honors College Research track to students majoring in International Business, supported by CIBER.* A maximum of 15 students per year will be enrolled in the International Business Research Track with admissions open to all qualified Honors College IB majors who would benefit. Other International Business majors may take the sequence on a space available basis. Candidates for the research track will be selected after their admission to the IB major.

Activity 20: Program Development. *Beginning in 2006, a new doctoral course on international corporate governance will be offered.*

Activity 21: Program Development. *The MSB will continue to admit at least four students every other year to the doctoral concentrations in International Business and International Finance.* CIBER supports research efforts of doctoral students as part of its research activities.

Activity 22: Program Development, Faculty Development, Research, and Outreach. *The Africa Initiative (General).* A central theme of the activity of the University of South Carolina CIBER over the 2006-2010 grant period will be our continuing development of programs and research activities linked to Sub-Saharan Africa. The University of South Carolina's interest in this region originates in the emerging policy priority of US relationships with Africa, the as yet untapped potential of the region for US business, the role that Africa will play in the provision of international and homeland security, and the relatively undeveloped state of African institutions. The University of South Carolina proposes five CIBER-sponsored activities that will increase US competitiveness and security through its Africa initiative:

Activity 23: Program Development. Academic Courses. New courses at the undergraduate and graduate level on African business practices and African economic relations with the US, including security issues related to doing business in Africa, will be offered for the first time in 2006-2007. In May 2006, as part of this initiative, a travel-study program for undergraduate students to Kenya will be offered. The 2006-2007 introduction of the undergraduate course, Strategic Management in Emerging Economies, will have a substantial African emphasis.

Activity 24: Program Development. Swahili Track in IMBA program. By 2009, CIBER will complete a study of the feasibility of developing a Swahili track for the IMBA program using the open language architecture discussed previously.

Activity 25: Faculty Development and Outreach. FDIB Africa. The implementation in 2007 of a faculty development program for faculty at US business schools to visit East and South Africa to learn more about the region, to develop relationships within the region and to integrate examples about Africa in their academic courses. A consortium of eight other CIBER schools will join the Moore School CIBER in this program.



Activity 26: Program Development and Outreach. *Public Seminar Program.* CIBER will develop an annual public seminar program inviting two recognized scholars specializing in research on African business practices to provide presentations to students, faculty, and regional business leaders. (OR18, Part 2).

Activity 27: Research. *Africa Research Preference.* An invitational preference for conduct of research on US business relationships with Africa is established for CIBER research activities, with approximately \$15,000 each grant year made available for this type of research.

Activity 28: Business Language. *Invitational Priority on Less Commonly Taught Languages (General).* Activities already discussed in separate activities listed.

Activity 29: Homeland Security. *Invitational Priority on Homeland Security.* Activities already discussed or to be discussed in separate activities listed.

Activity 30. Outreach. *Collaboration with Other Units on the USC Campus Outside the Moore School.* CIBER will collaborate with the following entities: (1) with the **School of Law:** Continuation of the joint JD/IMBA degree program; (2) with the **College of Engineering:** Continuation of the joint IMBA Engineering program; (3) with the **Richard L. Walker Institute of International and Area Studies:** Development of a graduate course on the interaction of national security issues and the international business, development of a collaborative degree program or major in Security Studies to be taken along with the IMBA program, and collaboration on research initiatives on the impact of homeland security on U.S. competitiveness; (4) with the **South Carolina Honors College:** Major initiative to establish an Honors research track within the undergraduate IB major; (5) with the **Institute of African Studies:** opening of African business courses at the undergraduate and graduate levels to students of the Institute; and (6) with the **Consortium for Latino Immigrant Studies:** Co-sponsorship of public forum entitled Undocumented Immigration: Its Effect on the Labor Market in the Southeast.

Activity 31: Faculty Development. *The MSB will offer substantial scholarship assistance to faculty from institutions of higher education to attend one of six different Faculty Development in International Business (FDIB) Programs.* Initiated in 1988, the FDIB program offers faculty from business schools around the US the opportunity to develop their ability to teach a specific undergraduate or graduate course in International Business. Approximately fifty to sixty faculty members enroll in one of six courses: (1) Survey of International Business; (2) Global Operations and Supply Chain Management; (3) International Accounting; (4) International Financial Management; (5) International Management; and (6) International Marketing. Each course provides 27 contact hours of instruction. Over the grant period, approximately 200 faculty from US business schools will be trained to teach courses in the international business disciplines covered by FDIB.

Activity 32: Faculty Development. *The Sonoco International Business Department with CIBER support will offer three additional sessions to the attendees of the FDIB program to cover the major emerging markets of Latin America, China and East Europe,*



and will offer a presentation to all participants on the impact of homeland security on International Business.

Activity 33: Faculty Development and Outreach. *CIBER will promote the FDIB program to colleges in South Carolina, the Southeast region, and historically black colleges and universities (HBCUs) in the region, with the provision of five full scholarships (\$2,000 each) and five half scholarships (\$1,000 each) to participants from schools meeting these criteria.*

Activity 34: Faculty Development and Outreach. *CIBER will conduct Annual Workshops on Teaching Spanish for International Business for Professors of Spanish.* During the four-year grant period, CIBER will continue to offer its Workshop on Teaching Spanish for International Business in June of each year. The first part of the workshop is a two-day Introduction to International Business, taught in Spanish by Dr. Alvaro Cuervo-Cazurra, focusing primarily on business practices in Hispanic America; the second part, a four-day program directed by Dr. Bruce Fryer of the Spanish Department and by Dr. Michael Doyle of the University of North Carolina - Charlotte, both distinguished scholars in the area of Business Spanish, focusing on the development of curriculum for business Spanish courses to be offered on participants' campuses.

Activity 35: Business Language and Outreach. *The MSB CIBER will continue to co-sponsor the program "Language and Culture for International Business: A Workshop for Foreign Language Educators," held each February at the University of Memphis.*

Activity 36: Business Language and Outreach. *The MSB CIBER will continue to co-sponsor the CIBER Conference on Language, Communication and Global Management and to participate on the Conference Steering Committee during the grant period.* The MSB School CIBER has also invited the Steering Committee to hold the 2011 Conference in South Carolina. The CIBER Language Conference is an annual four-day conference inviting all teachers (K-12 and postsecondary, business and language) to attend a conference with the following themes: internationalizing the business and language curricula; developing interdisciplinary, applied, and content-based foreign language curriculum and instruction; improving study abroad and internship experiences; creating faculty development and enrichment programs for business, foreign language, and area studies; improving pedagogy on cultural perspectives and developing cross-cultural communication; and applying innovative technologies to international business and language instruction.

Activity 37: Faculty Development and Outreach. *The University of South Carolina will take the lead role in the creating a consortium to offer a program for faculty at US business schools to develop an understanding of the nature of business in Sub-Saharan Africa and the opportunities for US businesses to increase involvement in that region. The Faculty Development for International Business - Africa program will be offered annually during the grant period, beginning in 2007.* The CIBER FDIB Africa program will be



a two-week program, conducted in South Africa and Kenya in May of each grant year, beginning in 2007. Participant cost would be approximately \$6,000, including airfare. CIBERs participating as co-sponsors would provide one or more full fellowships to the program to faculty, either from their own institution or institutions whose faculty development they are supporting. Commitments have been received from at least eight CIBERs providing at least one full fellowship, and annual enrollment in the program should average 15-20 per year during the grant period. As lead manager, the South Carolina CIBER will provide four fellowships per year for participants. We will also provide on-site leadership for the program. Dr. Robert J. Rolfe of the Sonoco IB Department and Dr. Douglas Woodward of the MSB Division of Research, both distinguished scholars of African business, have engaged to lead the program each year.

Activity 38: Faculty Development and Outreach. *The MSB will co-sponsor the Professional Development in International Business (PDIB)-Mercosur program managed by Florida International University and five co-sponsoring CIBERs.*

Activity 39: Faculty Development and Outreach. *The University of South Carolina will co-sponsor the Faculty Development in International Business - Balkans program, lead managed by the University of Pittsburgh.*

Activity 40: Faculty Development and Outreach. *The University of South Carolina CIBER will co-sponsor the Faculty Development in International Business - China/Hong Kong program, lead managed by the University of Colorado-Denver.*

Activity 41: Faculty Development and Outreach. *The University of South Carolina CIBER will co-sponsor the Faculty Development in International Business - India program, lead managed by the University of Connecticut.*

Activity 42: Outreach. *CIBER will sponsor the Paper Development Workshop at the annual Academy of International Business meeting.*

Activity 43: Outreach. *CIBER will co-sponsor the Emerging Frontiers Conference of the Journal of International Business Studies.*

Activity 44: Outreach and Research. *CIBER will be a member of the development of InterCultural Edge Research Consortia, lead managed by Duke University.*

Activity 45: Homeland Security and Outreach. *CIBER will collaborate with the University of Maryland (host institution) and CIBERs at U.C.L.A., Duke University and Florida International to sponsor conferences on Global and Homeland Security in 2008 and 2010.*

Activity 46: Outreach. *The MSB will continue to offer customized firm-specific programs in International Business.*

Activity 47: Outreach. *The Moore School CIBER will sponsor or co-sponsor two to three programs per year during the grant period for regional business executives on current International Business topics.*



Activity 48: Outreach: *As part of its Africa initiative, the Moore School will invite at least two distinguished scholars to campus each grant year for a public discussion of business developments in Africa.* The audience for these presentations is the general public in South Carolina, business leaders in the state, academicians from other institutions, and students in the undergraduate and graduate programs at the University of South Carolina. Their purpose is to create awareness of the opportunities offered to US business in Africa.

Activity 49: Outreach. *CIBER will provide graduate assistants to the Department of Commerce, the Central Carolina Economic Development Alliance or other regional economic development group, as needed, to support regional trade development activities.*

Activity 50: Outreach. *CIBER will assign and support one incoming IMBA student as a graduate assistant at the Columbia World Affairs Council.*

Activity 51: Outreach. *The MSB CIBER seeks to make provision for the development of institutions within the region by providing additional support for faculty from the region to participate in CIBER-sponsored activities.*

Activity 52: Research. *During the grant period CIBER will conduct research competitions open to faculty in all departments of the Moore School, and in other departments in the University as appropriate.* Faculty members submit proposals for funding in the following twelve month period. Research proposals are reviewed by a panel chaired by the CIBER Research Director, and includes the CIBER Director and the Department Chair. The research findings may be presented in the form of Working Papers, or may be submitted directly for publication: **Approximately \$40,000 per annum will be designated for grants relating to the interaction between multinational corporations (MNCs) and institutional environments.**

Activity 53: Research: *Approximately \$15,000 per annum will be designated for grants relating to the interactions of global business and homeland security issues.*

Activity 54: Research. *Approximately \$15,000 per annum will be designated for grants relating to African business and US-Africa business relations.* These grants will be integrated with the School's Africa initiative. Where possible, they will also be related to the other invitational priorities included in the proposal. One major research project will assess the degree to which the developmental goals of the 2000 African Growth and Opportunity Act (AGOA) have been achieved. Based on the development of trade between Africa and the US, AGOA is characterized by preferential trade agreement between the US and approved African countries, which allows duty-free and quota-free access to the US market for thousands of African-made items. This project has three parts: **(1) Impact of foreign direct investment on local African businesses; (2) Impact of foreign investment on entrepreneurs in the informal sector of African economies; and (3) Impact of foreign investors on privatized Zambian companies.**

Activity 55: Research. *CIBER will make grants of approximately \$30,000 per annum for research projects that have the potential to enhance US competitiveness but fall outside the scope of the three invitational priorities.* Grant requests for research in international business education will be included in this category.

University of Southern California

Introduction: CIBER's 31 projects for FY2007-10 provide the Center with a unified menu of activities, which meet the purposes of the authorizing statute and the programmatic requirements of the Department of Education. The three unifying themes for CIBER's teaching, research, and outreach projects are: (1) Expanding Experiential, Cross-Cultural Learning Opportunities for USC students, faculty, and business practitioner clients; (2) Researching Strategic Pacific Rim Economic and Business Issues related to : (a) Post 9/11 Security Environments' Impact on Business, (b) Pacific Rim Economic Integration along with the Proliferation of Bilateral and Regional Preferential Trade Agreements, and (c) the Rise of China; and (3) Strengthening the Marshall School's Pacific Rim Alliances.

CIBER's Purpose: To Improve the International Competitiveness of American Firms

The purpose of CIBER-supported teaching, research and outreach activities is to help make American firms become more effective competitors in today's increasingly competitive and "globalized" world economy. Because of the dynamic nature of the international business world, this means that CIBER needs to continuously help American firms improve their international competitiveness capabilities, in both their domestic and international markets, because their international competitors are continuously improving their own competitiveness.

For American firms to become more competitive, it will not be sufficient for them to simply develop the best "cutting-edge" technologies, services, and products. In order to expand exports and develop successful international joint ventures in their strategic international markets--as well as more successfully compete against non-American products and services in the U.S. and in markets outside of the U.S.—American firms will need to attract, retain, and promote the best human resources from all of their strategic markets (including the United States), as well as develop strategic relationships with key distributors, suppliers, and partners in their strategic markets. They must become ever-more effective multicultural enterprises. To do this, American firms will need to learn and absorb deep knowledge about their strategic countries' cultures and business practices, as well as develop excellent personal relationships with current and future business, government, and academic leaders of these countries.

In America's post-9/11 security environment, it is increasingly more difficult for Americans to learn and absorb this critical international knowledge and develop the critical international personal relationships. Post-9/11 visa restrictions and time delays make it much more difficult for potential international customers, partners, and investors to visit U.S.-based laboratories, factories, technical service and training centers of American firms. It is also substantially more difficult for American universities to attract some of the best international students, post-docs, and faculty. In this environment of "reduced stateside access" to current and future leaders from "business strategic countries," American firms and universities need to take actions to overcome the negative competitiveness impact of this reduced inflow of knowledge and key

contacts.

After 9/11, the leaders of USC's CIBER Advisory Council decided that one way to attempt to overcome this problem was to substantially increase the opportunities for CIBER's American "clients"—students, faculty, business and government practitioners—to have powerful international experiential learning opportunities with current and future leaders of their "strategic countries"—both "in-country" and at USC. In CIBER's FY 2003-06 activities, we substantially expanded such opportunities for Marshall graduate students. In this FY 2007-10 Proposal, we are planning to substantially expand these opportunities for Marshall undergraduate students, non-Marshall graduate students, and American business and government practitioners, as well as strengthen the opportunities that we have already developed for Marshall graduate students. CIBER will continue to invest about thirty percent of its federal funds (about \$95,000 is proposed for 2007/08) in 12 USC-wide teaching, research, and outreach projects outside of the business school (i.e., projects in languages, international relations, and with the school of Architecture, Policy, Planning and Development and Social Work, as well as with other CIBERs..

"Client" Investments Stimulated by Federal Funds in CIBER-supported Activities

CIBER's "student, faculty, and business clients" have clearly demonstrated that they think that CIBER-supported activities help them increase their international competitiveness. From FY 2002-05, CIBER clients invested \$4 for every \$1 of CIBER federal funds in order to participate in CIBER-supported activities. This is a very **conservative** estimate of the \$5 million of investments that clients made in 2002-05 CIBER-supported activities (which had been "stimulated" by the investment of \$1.2 million of federal funds). This estimate does **not** include the substantial amounts of client tuition or registration fees paid to participate in CIBER-supported courses and conferences. Also, it does **not** include any of the substantial salary expenses incurred by USC deans to compensate the faculty and staff who work on CIBER-supported activities (nor the CIBER director's salary). During the 2007-10 period for our current proposal, we are planning for the client investment ratio to increase to 8 to 1, or \$10.3 million of client investment in the 33 CIBER-supported projects, which will be "stimulated" with about \$1.3 million of federal funds. This federal support is the instrumental catalyst that allows USC's CIBER to subsidize the international travel expenses of faculty and staff to plan our overseas activities and to subsidize student travel in the first few years of new international projects.

CIBER Efforts to Evaluate Its Effectiveness to Increase International Competitiveness

For CIBER to be successful in improving the international competitiveness of American firms, three things need to happen: (1) CIBER-supported activities must develop "useful" knowledge about the cultures, economies, and business practices for the countries that are (or soon will



be) the source of the most important international competitors and the most important international markets for American firms. (2) This “useful” knowledge must be effectively communicated and imbedded into the thinking of current and future decision-makers in American firms. (3) Decision-makers in American firms must alter their behavior and decision-making as a result of this CIBER-developed and communicated knowledge (CIBER “intervention”), relative to what it otherwise would have been.

In order to really know if CIBER has been successful, we would need to evaluate the “improved competitiveness impact” of CIBER’s activities. Ideally, we would need to compare the “post-intervention” behavior of CIBER clients (business decision-makers) with what we think their behavior would have been without the benefit of the CIBER-developed knowledge. To do that, we would have to be able to control for all the non-CIBER factors which have influenced the “internationalization capabilities” of the business decision-makers. Of course this is not possible in a real world environment where experimental treatments cannot be applied to random samples of managers and executives.

The conceptual and practical challenge, then, is for CIBER to develop reasonably insightful and cost-effective ways to evaluate the effects of CIBER-supported teaching, research, and outreach interventions on the extent to which CIBER clients (students, faculty, and business and government practitioners) become more capable in dealing with multiple cultures, currencies, and country-by-country business practices. Our general approach will be to measure CIBER clients’ “pre-intervention” internationalization capabilities and compare them to their “post-intervention” capabilities--with appropriately conceived time delays. This presents very challenging methodological issues, but it is the principle of this approach that will be used, wherever possible, to evaluate CIBER’s impact.

Our evaluation techniques will include a variety of in-depth measurements designed to shed light into ways that the value of CIBER-supported activities is realized for the participants in its programs. As mentioned above, an overall gross indicator that CIBER-supported activities are believed by CIBER clients to be helping them become more internationally competitive is that CIBER clients continue to be willing to invest a substantial amount of their own funds in order to participate in CIBER-supported activities, e.g., in 2006, they will have invested about \$1.6 million to participate in CIBER projects that have been supported with \$365,000 of federal funds.

To lead CIBER’s new and expanded evaluation effort, CIBER recruited Alec Levenson to its management team. Dr. Levenson is a Research Scientist, at USC’s Center for Effective Organizations at the Marshall School of Business. The Center for Effective Organizations is world-renowned for 25 years of leading-edge research into the factors that improve organizational and individual outcomes. For the CIBER evaluation work, Levenson will take the lead in de-



signing the evaluation methodology and managing the evaluation processes. He will be assisted by the Center for Effective Organization's team of survey design experts, and by Marshall School of Business Ph.D. and MBA research assistants, who will help with the interviews, phone calls, focus groups, survey implementation, and data analysis. CIBER will invest \$30,000 per year for four years to support this evaluation work, in addition to substantial amounts of unpaid faculty and staff time, as well as substantial commitments of time by CIBER directors Drobnick and Furbeyre.

CIBER Accelerates the Marshall School's Internationalization Efforts

The Center's plans for FY 2007-2010 are described below in Sections A-F, on a project-by-project basis. In total, these 33 projects provide the Center with a unified menu of activities, which meet the purposes of the authorizing statute and the programmatic requirements of the Department of Education. The projects have been designed to meet the requests and suggestions of many Marshall School of Business stakeholders: students, faculty, alumni, business customers of non-degree programs, and members of CIBER's Advisory Council.

The three unifying themes for CIBER's 2007-2010 teaching, research, and outreach projects are: (1) Expanding Experiential, Cross-Cultural Learning Opportunities for USC students, faculty, and business practitioner clients; (2) Researching Strategic Pacific Rim Economic and Business Issues related to : (a) Post 9/11 Security Environment's Impact on Business, (b) Pacific Rim Economic Integration along with the Proliferation of Bilateral and Regional Preferential Trade Agreements, and (c) the Rise of China; and (3) Strengthening the Marshall School's Pacific Rim Alliances.

Expanding Experiential, Cross-Cultural Learning Opportunities

The principal activities are to help consolidate and improve the international teaching and research activities in the Marshall School's "PRIME" and "PM.Globe" courses, which are required of all 225 day-time MBA students (Project A.1); and all 275 part-time MBA students (Project A.2), to expand five internationalization projects for Marshall School undergraduates (A.5 -A.9), and to expand five internationalization projects for USC students from the schools of Architecture, Policy, Planning and Development, and Social Work (B.2-B.6).

Researching Strategic Pacific Rim Economic and Business Issues

The principal activities are to do applied research on the impacts of the post-9/11 security environment on the competitiveness of American firms (E.1, E.2, & F.3), to do applied business research on economic integration and regionalism in and around the Pacific Rim (F.10, F.12 & F.13) and to do applied business research on the "Rise of China" (F.4) and, in part, in the



student research activities in China (A.1, A.2, A.7, B.4 & B.6).

Strengthening the Marshall School's Pacific Rim Alliance

The principal activities are to strengthen Marshall's relationships with the corporate and government sponsors of CIBER-supported international experiential learning projects (A.1-A.9; B.2-B.6) and CIBER-supported Pacific Rim research projects that are done in partnership with the APEC Business Advisory Council (E.1) and the Pacific Economic Cooperation Council (F.12-F.13). CIBER's annual "Asia/Pacific Business Outlook" conference in Los Angeles (D.1) and the Pacific Rim Entrepreneur Conference in Shanghai (D.2) are strategic activities because these conferences help CIBER build and maintain its Pacific Rim alliances since so many of CIBER's key stakeholders participate in the conferences as speakers and sponsors. CIBER's support for the "APRU Business Deans Conference" (D.5) will substantially expand the Marshall School's connections with the leaders of the top business schools around the Pacific Rim.

CIBER Accelerates USC's Internationalization Efforts

The University adopted a strategic plan in June 1994, which includes, as one of its four primary initiatives, the further internationalization of USC with a focus on the Pacific Rim and Latin America, as summarized below:

*Build upon USC's strong international base of alumni, students, and established relationships and Southern California's position as an international center to enhance future global opportunities for education, research, and career development. Because of the characteristics of Southern California and of our students and alumni, focus efforts on the countries of the Pacific Rim and of Central and South America.**

CIBER's FY 2007/08 provision of about \$95,000 (about thirty percent of the budget) to support intensive language programs, international relations programs, and international experiential learning programs outside the business school, provide a substantial boost to the internationalization of USC.

Also, CIBER networks of academic, business, and government partners in Asia and Latin American are used to assist the deans of some of USC's 16 professional schools initiate new Pacific Rim-oriented teaching and research activities. Additionally, CIBER support for the "International Business Case Studies Project" (F.10), as well two projects for the Pacific Economic Cooperation Council: "Pacific Economic Outlook," and "Pacific Economic Structural Project," (F.12 & F.13), and for the research project for the APEC Business Advisory Council (E.1)—help build broad-based strategic relationships for USC in Asia and Latin America.



| CIBER PROJECTS/PROJECT LEADERS 2006-2007 | |
|--|---|
| Project Title | Project Leaders |
| Project: A.1 PRIME Planning and Observer | Doug Joines/MSB |
| Project: A.2 P.M. Globe Program Planning and Observer | Doug Joines/MSB |
| Project: A.5 Site Visit of Border Factories (Maquiladoras) in Tijuana | Carl Voigt/MSB |
| Project: A.6 Experiential Corporate Environment Learning Program | Doug Joines/MSB |
| Project: A.7 GLP Shanghai Summer Internships | Shiing-Wu Wang & Doug Joines/MSB |
| Project: A.8 Mexico Summer Internship Program | Doug Joines/MSB |
| Project: A.9 International Case Competition | Doug Joines/MSB |
| Project: B.2 Asian Special Topics Studio for the School of Architecture | James Steele/School of Architecture |
| Project: B.3 School of Social Work Mexico Summer Immersion Program | Iris Chi/School of Social Work |
| Project: B.4 China Laboratory in Policy, Planning and Development | Eric Heikkila/SPPD |
| Project: B.5 Latin America Laboratory in Policy, Planning and Development | Eric Heikkila/SPPD |
| Project: B.6 Comparative International Development Workshop | Yongheng Deng/SPPD |
| Project: C.1 East Asian Languages Intensive Summer Institute | Audrey Li/EALI |
| Project: C.2 Integrated Individualized Language Instruction Program | Audrey Li/EALI |
| Project: C.3 Foreign Language Immersion Program for MBA Students and Faculty and Staff | Jack Lewis/MSB |
| Project: D.1 APBO Conference | Suzette Furbeyre/MSB |
| Project: D.2 Pacific Rim Entrepreneur Conference | Dick Drobnick & Tom O'Malia/MSB |
| Project: D.3 International Economic Summit | Laurie Brand/IR & Jody Hoff (FRB-SF) |
| Project: D.4 High School Case Teaching in International Trade | Laurie Brand/IR and Teresa Hudock/CALIS |
| Project: D.5 APRU Business Deans Conference | Dick Drobnick/MSB |



| CIBER PROJECTS/PROJECT LEADERS 2006-2007 | |
|--|--|
| Project Title | Project Leaders |
| Project: D.6 Partnership with Other CIBERS for FDIB | Suzette Furbeyre/MSB |
| Project D.7 Development of CIBER Evaluation Consortium | Alec Levenson |
| Project: E.1 ABAC Research Projects | Ravi Kumar/MSB and Carl Voigt/MSB |
| Project: E.2 Influence of Terrorism on US International Business | Peter Gordon/SPPD, James Moore/SPPD, and Harry Richardson/SPPD |
| Project: E.3 International Dissertation Awards for Business Students | Shantanu Dutta/MSB |
| Project: E.4 Dissertation Awards for International Studies and Political Economy Graduates | Laurie Brand/IR |
| Project: F.3 Int'l Workshop on Systemic Security Management | Charles Meister/MSB |
| Project: F.4 China's Growing Economic Presence in North America | Carol Wise/IR |
| Project: F.8 Fostering International Research in Mobile Telecom | Elizabeth Fife/MSB, and Morley Winograd/MSB |
| Project: F.10 International Business Case Studies Project | Shantanu Dutta & Doug Joines/MSB |
| Project: F.12 Pacific Economic Outlook | Dick Drobnick/MSB |
| Project: F.13 Pacific Economic Structural Outlook | Jeffrey Nugent/Econ |

University of Texas ~ Austin

The Center for International Business Education and Research at the University of Texas at Austin (CIBER-UTexas) was established in 1990 with the award of a U.S. Department of Education HEA (Higher Education Act) Title VIb grant. Housed in a prominent, high-traffic location in the McCombs School of Business at the University of Texas at Austin (UT), and situated in the heart of the Southwest's high-tech international business community and in close proximity to Mexico and Latin America, CIBER-UTexas has become a visible and powerful force for increased U.S. competitiveness in the global market by (1) enhancing the international knowledge and global experience of literally thousands of business students, educators, and leaders throughout this region of the U.S.; and (2) promoting mutually beneficial cooperation among business educators, students, and regional businesses.

Having successfully completed six consecutive CIBER grant programs, CIBER-UTexas possesses the experience and network to effectively and efficiently develop and deliver a wide variety of activities consistent with the mandates of HEA Title VIb. These activities have made a substantial contribution to the Center's multiple constituencies: the McCombs School; UT; regional and national academic communities; and regional and national business communities.

Often working in strategic alliance with organizations both within and outside UT, CIBER-UTexas has delivered many high-impact programs to each of these constituencies. The McCombs School benefits from a variety of CIBER-UTexas programs that: (1) increase international courses at the BBA, MBA, and Ph.D. levels; (2) increase international course content in core courses at all levels; (3) provide international experience for faculty and students; and (4) increase the quality and output of internationally-oriented academic research that contributes to U.S. competitiveness. UT benefits institutionally from CIBER-UTexas efforts to integrate McCombs School activities with existing University programs, such as the language departments and the four HEA Title VIa national resource area studies centers located at UT (Lozano Long Institute for Latin American Studies, Center for Middle Eastern Studies, South Asia Institute, and Center for Russian, Eurasian, and East European Studies). This includes joint courses and conferences, faculty interaction, language program development, and K-12 outreach. The regional and national academic communities benefit from annual faculty development conferences, program consultations, and contributions toward faculty attendance at meetings on international issues. Likewise, regional and national business communities benefit from a wide variety of programs and products that CIBER-UTexas has developed and delivered. Conferences, speakers, and information services offered by the Center convey university resources to the international business community.



Measurable Impact: An Overview of the CIBER-UTexas 2006-2010 Project

The CIBER-UTexas program for 2006-2010 builds on this record of success, expanding CIBER-UTexas' role as a regional resource center. CIBER-UTexas initiatives are built around the pursuit of the three major goals defined in the CIBER authorizing legislation: (1) the internationalization of business education and research; (2) the integration of business education with other international components of the academic community; and (3) the formation of a partnership with the international business community. These goals are realized through programs organized under four central themes:

- Maintain a global focus, while leveraging UT's strengths in Latin America and Asia;
- Create programs addressing national security and language skills, including less-commonly taught languages;
- Accelerate the transfer of knowledge between business and academia; and
- Promote research to improve the teaching and practice of international business.

Thousands of students, universities and businesses will benefit from the programs in the CIBER-UTexas 2006-2010 project.

The 2006-2010 project is designed to build upon four central themes and a variety of alliances to create a Measurable Impact on the competitiveness of U.S. business. A system of professional assessment will monitor and report on the effectiveness of the individual programs as well as the impact of the overall project. By enhancing on-going programs and creating many new programs, CIBER-UTexas will leverage a powerful combination of innovation and continuity in support of the Department of Education mandate of enhancing U.S. global competitiveness.

Central Themes

The mission of CIBER-UTexas, derived directly from HEA Title VIb, is the enhancement of U.S. global economic competitiveness. The central themes of the 2006-2010 project emerge from the accumulated experience of the Center and from two retreats held by the Center management with the CIBER-UTexas Advisory Board during the spring of 2005. The four central themes for the 2006-2010 period represent the predominant fields of activity which define the "personality" of CIBER-UTexas, and the distinctive manner in which the Center is proposing to contribute to U.S. competitiveness.

Global Focus, with a Latin American and Asian Emphasis

CIBER-UTexas has always maintained a global orientation, with activities that involve virtually all major economic regions of the world. The geographic location of UT and the rapidly ex-



panding economic interaction among the Americas, however, have historically provided the impetus for CIBER-UTexas to give special focus to Latin America. The Latin American focus is consistent with the needs of the southwestern United States, and with many of the resources readily available to CIBER-UTexas. As one example, the Lozano Long Institute for Latin American Studies (one of UT's four Title VIa centers) is recognized as among the most distinguished centers for the study of Latin American issues in the U.S.

In the 2006-2010 project, CIBER-UTexas also will expand its scope to serve as a resource center for Asian business issues. UT is rapidly distinguishing itself as a leader in Asian studies, with both the Center for East Asian Studies and the South Asia Institute (another of UT's Title VIa national resource centers). CIBER-UTexas has begun to build upon these resources to provide programs addressing business needs in the region, co-hosting two important international conferences with UT's South Asia Institute in academic year 2004-05.

Issues of National Significance: National Security and Language Training

The key national issues of our time are de facto key issues for business as well. The U.S. Department of Education explicitly recognized this linkage by designating national security and less-commonly taught languages as "Invitational Priorities" for the 2006-2010 CIBER grant cycle. CIBER-UTexas has been active in both of these areas for several years, including programs in Business Portuguese aimed at developing the Brazilian market and several business-themed national security events. For 2006-2010, the Center has made this a key theme of its project and will increase activity in these areas. CIBER-UTexas is experienced in determining what types of programs and publications are most effective and delivering them efficiently to relevant audiences. As a national resource center, CIBER-UTexas takes very seriously its responsibility to create and disseminate knowledge about issues of national significance.

Accelerating the Transfer of Knowledge between Business and Academia

In an economy where U.S. companies source trillions of dollars of products and services abroad and expect much of their sales growth to occur outside of the U.S., students need to perceive all business issues in an international context and businesses, to be competitive, need a steady infusion of new employees who carry a deep understanding of the international elements of modern business. Too much of business education, however, is delivered without reference to international topics, and, according to placement specialists, businesses find new graduates to be of little short-term assistance in the international domain. To help address this problem, CIBER-UTexas will take a leadership role in developing, implementing, and communicating programs to increase the transfer of knowledge between business and academia. In the coming funding period, the Center will emphasize increased direct interaction be-



tween students and businesses, and will focus particularly on the area of international supply chain management.

Promoting Research on International Business

Closely related to the goal of knowledge transfer is the goal of knowledge creation. Universities attempt to provide an optimal environment for creating knowledge, despite significant frictions in this process. Some of these inefficiencies are relatively uncomplicated -- for example, the cost of obtaining empirical data that is international in scope. Others are much less tractable -- for example, the organizational separation between scholars working in the international arena that is often imposed by departmental structures based on traditional academic disciplines. CIBER-UTexas will implement programs that support international research throughout its region and will promote and implement programs at the local, regional, and national levels, to reduce the inefficiencies that impede the creation of knowledge that would contribute to international competitiveness of U.S. companies.

Sample Programs

These central themes of the CIBER-UTexas project run throughout its programs, which are designed to fulfill specific goals and objectives consistent with the mandate of HEA Title VIb. Some examples of the projects planned for the 2006-2010 period follow, organized according to these goals and objectives.

Goal 1: Internationalize Business Education and Research

The goal of internationalizing business education and research requires that we provide teaching, study, research, and employment opportunities leading to increased awareness and understanding of other countries and cultures.

CIBER Career Handbook for International Business – MBA and undergraduate students frequently have questions about the types of careers available to them in international business. Similarly, employers often have questions about what newly graduated students can be expected to understand and contribute in the international arena. CIBER-UTexas will take the lead in partnering with the UT Career Services Office and other CIBERs to produce a handbook, "Preparing for Careers in International Business," that students across the U.S. can use as a reference to guide their career selection and preparation in this field.

Business Turkish and Business Mandarin Language Materials – CIBER-UTexas has developed and distributed extensive business language training materials. These materials, in Business Spanish, Portuguese, French, and German, have filled a unique niche, providing



Podcasts of structured interviews on business topics with native-speaker executives. They include transcriptions and provide contextual vocabulary, business culture, and accent training, and are provided free of charge on the CIBER-UTexas web site. During the 2006-2010 grant period, CIBER-UTexas will develop similar materials in less-commonly taught languages such as Mandarin Chinese and Turkish.

Faculty International Research Support (FIRS) Program – The CIBER-UTexas FIRS program actively attempts to promote increased research into international business topics by influencing the research focus of established and developing scholars in the core business disciplines. This is done both through financial incentives that help to offset the incremental costs of international research, as well as by non-financial means, such as programs to increase integration of international research into the core disciplines.

China Business “Jump Start” Program – Drawing on its extensive experience in business language education, and its successful creation of the MBA Global Connections program in the 2002-2006 grant cycle, CIBER-UTexas, in conjunction with the College of Liberal Arts, will introduce a new program to immerse MBA students in the China business environment. This will include a basic level of Mandarin language capability, as well as elements of business practice and culture. Once developed, the program model will be made generally available through other CIBERs.

Goal 2: Integrate Business and Non-Business International Education

The authorizing legislation recognizes that non-business fields contain a wealth of knowledge that can contribute to the internationalization of business education. Business education needs to incorporate this knowledge into both teaching and research in order to develop the global orientation necessary to understand and compete effectively in the world economy. Similarly, education in non-business fields can benefit from the incorporation of more business-related material into the curriculum and research, since students in these disciplines often are employed in business.

CIBER/Title VI Area Studies Center: “Boundaries” Conference Series – CIBER-UTexas will work with the four HEA Title VI Area Studies Centers at UT to offer a series of conferences exploring the boundaries of economic and social issues. These issues can often be observed in the debates over free trade agreements and national security, and these are likely themes for conferences. In order to explore the often-conflicting business and social issues surrounding the debate, the conferences will include business and non-business presenters and faculty.

International Business Fellows Course: National Security and Economics – Since 9/11,



CIBER-UTexas has partnered with the four Title VI national resource area studies centers located at UT to sponsor a forum for interaction between masters-level business and non-business students. The purpose of the program has been to consider the place of and challenges to business in the changing global landscape, and the centerpiece of the program is a graduate-level seminar allowing students to interact with each other and with leading experts from the university and the community. During 2006-2010, the course will especially focus on issues of national security and economics, and will draw on renowned experts in national security from UT's LBJ School of Public Affairs, such as Phillip Bobbitt and Bobby Inman.

Goal 3: Partnership with the International Business Community

The international business community, regionally and nationally, benefit in several ways from efforts to internationalize education, particularly through the development of more knowledge about the underlying aspects of global business and the education of more globally-capable managers. However, CIBER-UTexas has also achieved considerable success in bringing the international expertise of the University directly to the international business community, and vice versa, and will continue to expand this interaction.

Diversity Networks: Connecting with Historically Disadvantaged Businesses in Developing Economies – CIBER-UTexas, in conjunction with UT's Bureau for Business Research (BBR) and the IC2 Institute, will offer a symposium on Diversity Networks with the goal of helping U.S. small businesses to understand the role of historically disadvantaged businesses in developing economies, especially Mexico and India, and how to approach them to establish both exporting, supply chain, and importing relationships. The symposium will bring together exporters, small business, and researchers from the U.S., Latin America, and Asia, to document strategies and best practices, generate ideas, and identify areas in need of research.

ICA International Speaker Series – Through its collaboration with the International Center of Austin, CIBER-UTexas will offer an International Speaker Series. This lecture program will promote direct interaction between leading international executives and scholars and university faculty, students, and members of the local international business community. CIBER-UTexas has provided many such opportunities in the past, but on an ad hoc basis. This series will increase participation by providing predictability and an overall structure.

Emerging Economies Workshop Series – Supporting the development of the international business community in the region is an important goal of CIBER-UTexas. During the 2006-2010 grant period, CIBER-UTexas will introduce a workshop series focusing on emerging economies, in particular the BRIC (Brazil, Russia, India, China) markets. The BRIC markets are the fastest growing and most stable of the emerging economies and therefore the most likely to be of interest to the business community. Working through its close relations with re-



gional international businesses and the multiplier groups that serve them, CIBER-UTexas will offer at least one program per year targeting groups composed of managers from small and medium-sized businesses.

The programs listed above are just a sampling of the many programs delivered by CIBER-UTexas. In addition to offering programs, CIBER-UTexas serves as an international resource to the educational and business communities. Further, the CIBER network as a whole surpasses the sum of its constituent projects through dozens of joint programs. CIBER-UTexas collaborates with other CIBERs in many of these, including annual conferences in business language education, international business research, and doctoral training in international business topics.

University of Washington

Established in 1990, the mission of the UW Center for International Business Education and Research (CIBER) is to Build Global Business Expertise. To address our mission, we have developed three specific objectives: create and disseminate **knowledge** about international issues, regions, and practices; teach international business and language **skills**; and provide opportunities to gain meaningful global **experiences**.

Our twenty-six proposed programs are designed to carry out our mission, meet the three objectives, and provide three measurable outcomes: a **globally-capable workforce** with the requisite skills and sensitivity to compete in the global marketplace; a **deep yet practical understanding** of the forces that create global change; and a **dynamic business community** with the capacity and readiness to both lead and respond to new global trends. The programs are grouped into seven initiatives (Global Competitions, Overseas Experiences, Student Enrichment, Business Languages, Faculty Research & Development, Outreach & Continuing Education, and Global Issues Rapid Response), each of which will be evaluated for outcome delivery.

Four aspects of our proposal are particularly innovative and significant:

1. A focus on **intensive out-of-the-classroom experiences** that provide unparalleled opportunities to gain international business knowledge and skills.
2. Creative uses of **technology** to support and facilitate foreign **business language** instruction
3. National-level **conferences** to address the overlap between security and business
4. Deep integration of **evaluation** into all programs, including **three longitudinal studies** that have tremendous potential to impact and improve international business training.

In sum, UW CIBER is committed to delivering quality programming that will build global business expertise and thereby fulfill the purposes of the authorizing statute.

UW CIBER's initiatives

Initiative 1: Global Competitions

(Programs: Global Business Case Competition, Global Social Entrepreneurship Competition, UW Competitors, Case Competition Training)

Competitions comprise the first set of intensive out-of-classroom experiences that we offer to our students. Over the past decade, the UW Business School has hosted and participated in an increasing number of case competitions and business plan competitions at both the undergraduate and MBA level. For example, the Global Business Case Competition has hosted undergraduate teams from sixty-five universities in thirty-eight countries (including sixteen U.S. universities) since it was launched in 1999. UW Competitors have participated in competitions in Hong Kong, Thailand, Denmark and Canada, as well as the U.S. The Business

School's internal case competition – the IKEA International Case Competition – grew from four to twenty teams in just a few years. Competitions provide extraordinary out-of-classroom experiences that build the skills of future global business leaders; international competitions, in particular, contribute to the understanding of culture and business practices in other countries.



University of Washington 2006
Global Business Case Competi-
tion Champions from Universi-
dade de Sao Paulo, Brazil

We propose to build on this record of success in a variety of exciting ways. First, following a successful pilot project, we are launching the Global Social Entrepreneurship Competition. This is a business plan competition in which students from around the world find creative, commercially sustainable ways to address problems of poverty in the developing world. Participating teams receive entrepreneurship education by working with a mentor, and the participants' global awareness increases as they interact with each other. Furthermore, social entrepreneurship is at the intersection between national competitiveness and homeland security, as some of the most unstable regions of the world are also the poorest.

Another innovation in this grant cycle is the addition of a "Corporate Track" to the Global Business Case Competition. Corporations will be invited to send teams of young, fast-track employees to compete in their own division of the case competition and to interact with the undergraduate teams. The "Corporate Track" will be a new training resource for national firms.

Finally, an important feature of the Global Business Case Competition has been that cases are commissioned specifically for the competition. We propose to turn these into a Case Competition Training tool. Specifically, we will produce a DVD that packages the past cases with videos of the winning presentations. This training tool will be a national resource for schools preparing their students for competitions, and also a teaching tool for classroom use.

Initiative 2: Overseas Experiences

(Programs: Study Tours, Exchange Programs, Internships)



Our Overseas Experiences Initiative is designed to give participants another kind of intensive out-of-classroom learning: the opportunity to work or study overseas. Such experiences increase the awareness of internationalization, improve cultural understanding, and build foreign language skills.

One of the easiest opportunities for our students to go abroad is a study tour. UW Business School has two-week Spring study tours for both MBA and Executive students. The CIBER grant is used to subsidize the expenses of some of the MBA tours.

We propose two important innovations in our Study Tour program. The first is in the area of evaluation. Most major business schools offer study tours, but, as far as we can ascertain, no one has systematically studied their impact on student knowledge and perceptions. Over the next grant cycle, we will implement a formal diagnostic tool to evaluate the impact of the tour on participants' thinking and cultural sensitivity. In 2005-06, we will conduct a pilot project with this tool. After two years, we plan to publish our results and develop a training program for other schools around the country. Second, we plan to more actively link the Study Tours with our overseas alumni.

Another opportunity for an overseas experience is an overseas Exchange Program. We now have a faculty member dedicated to expanding opportunities for our students in this arena and a UW CIBER Assistant Director who handles MBA Exchange Programs. During the summer of 2005, we re-organized so that another UW CIBER Assistant Director is responsible for expanding and managing business-school-to-business-school Exchange Programs for our undergraduate program. We are now in a position to systematically assess the impact of our Exchange Programs. In 2007, we plan to adapt our Study Tour diagnostic tool for use in evaluating Exchange Programs as well.

Finally, we are working to expand overseas Internship opportunities for both graduate and undergraduate students, relying primarily on outside suppliers who have the skill, contacts, and expertise to offer high-quality, cost-effective experiences for our students. At present, we work with internship services whose strength is placement in Europe. Over the next grant cycle, we will focus on developing relationships with organizations that can help satisfy the ever-growing student demand for internships in Asia.

Initiative 3: Student Enrichment

(Programs: Certificate and Degree Programs, Skills Workshops, Global Business Forum, Career Development)

Our Initiative for Student Enrichment is designed to create opportunities for our students to gain international business knowledge and skills, primarily through the curriculum. In the upcoming grant cycle, we will build upon our international business Certificate and Degree Programs at the graduate and undergraduate levels. UW CIBER will work with the Business



School to increase offerings of joint degrees with international focus, by partnering with the area studies programs at the UW. We have successful models in our MBA/International Studies and MBA/Japan Studies programs, and we will add to these high-quality specialization opportunities by targeting Chinese and Korean studies in this grant cycle.

The Certificate Programs are designed for students who are already committed to international business careers; thus, the certificates require intensive international experiences, such as exchanges and foreign language study. The next step in the Business School's internationalization is to serve students beyond the core groups. One way that UW CIBER will accomplish this is by helping students to satisfy the new MBA "international perspective" graduation requirements. These require every student to complete two of the following: global courses, upper-level foreign language study, study tour, international internship/consulting, exchange program. For example, we will offer an increased number of Study Tours so that students can use this to satisfy their international perspective requirement.

The Career Development program is aimed at giving students the knowledge, skills and experience necessary for following international career paths. In this grant cycle, UW CIBER will focus on the evaluation of career-preparedness. We will implement the Intercultural Edge (ICE) survey of cross-cultural sensitivity with students as they enter and depart the MBA program. The survey results will have a formative evaluation purpose; they will enable us to make necessary adjustments to the MBA curriculum and UW CIBER program offerings. The ICE survey is being developed by three researchers, including Xiao-Ping Chen at the University of Washington, as part of a fourteen-university teaching and research consortium.

Initiative 4: Business Languages

(Programs: People-to-Technology Links, People-to-People Links, Language Faculty & Curriculum Development)

Supporting business language instruction is one of the most challenging parts of the CIBER mandate, as business schools are institutionally separate from language departments and have little or no ability to dictate the courses or content offered by the language departments. However, we recognize its critical importance to building a globally-capable workforce and thus have designed an approach that combines traditional and non-traditional elements.

Historically, we have promoted business languages through a two-pronged demand and supply strategy. We have encouraged the demand for business language by providing incentives to business students to take such courses. We have encouraged the supply by subsidizing business language course offerings and by helping language instructors attend faculty development workshops (such as the annual national business language conference that was sponsored by thirty CIBERs in the last grant cycle).



While we will continue to pursue these approaches in the current grant cycle, we plan to augment them with “People-to-Technology” language instruction. The technology solutions include online courses and online provision of business language content. A great advantage of the technology approach is that online curriculum and content immediately become a national resource for language learning. In particular, we plan to use the UW’s highly successful “Business Japanese Online” course (which has been supported by UW CIBER) as a basis and a model. We propose the expansion of the online Japanese language offerings to include an intermediate level course for business professionals and national promotion of it. We also propose to focus new online course development on less commonly taught languages. Working with the UW’s Language Learning Center, we will offer online discussion boards and podcasts, as well as video-conferencing with our international alumni and exchange partner schools.

Our People-to-People program will provide continuing support for dedicated business language courses, such as Business Chinese, Japanese and Spanish. We also propose to partner with the Middle East Center to offer Business Arabic in the form of a summer program in Cairo.

Initiative 5: Faculty Research and Development

(Programs: Research, Travel, and Data Grants; Doctoral Workshops; Interdisciplinary Research Conferences; Northwest International Business Educators Network; Curriculum Development)

Our Faculty Research and Development Initiative is designed to create new knowledge and thinking, to promote understanding of the forces of global change, and to bring this understanding into the classroom. The programs in the Initiative help facilitate the faculty’s international research, and encourage curriculum development. All of these efforts have tremendous multiplier effects. Knowledge gained from a research project or overseas trip inevitably translates into new, creative ideas that get incorporated into course materials.

Regionally, a key element of this Initiative is the Northwest International Business Educators Network (NIBEN). Established in 1991, NIBEN serves the region’s international business faculty at universities, colleges and community colleges. UW CIBER has always offered curriculum and faculty development grants to NIBEN members and has focused the annual NIBEN workshop on the international business curriculum. In this grant cycle, we propose to add a research component to NIBEN. We will offer research grants to NIBEN members, with a special emphasis on research related to homeland security, and every other year the NIBEN workshop will have a research focus.

At the UW, the core of the Faculty Research and Development Initiative is faculty and doctoral student Grants for Research, Travel, Data, and Curriculum Development. In the upcoming



grant cycle, we will continue these core grants, but begin to tie a portion of the funds to particular topics, such as homeland security issues, global supply chain management, and business languages. In addition, especially for the curriculum grants, we will look for recipients beyond the Business School, with the aim of bringing global business issues to non-business students (e.g., in law, political science, and foreign language departments).

Another ongoing program is Doctoral Workshops, which introduce doctoral students to international research and teaching opportunities in their area of expertise. Seven universities work together in a consortium to offer workshops on a variety of topics. In 2005, UW held the first ever Doctoral Workshop on Information Systems. We will continue to host this topic during the next cycle and to send our students to the workshops on other topics. Each of these workshops will dedicate one or more sessions to exploring the links between their area and homeland security. In addition, we will join the UW Center for Innovation and Entrepreneurship in presenting a Doctoral Workshop on international entrepreneurship.

Finally, we will sponsor (or co-sponsor) three national Interdisciplinary Research Conferences. The first two will bring together leading researchers to explore current issues facing multinational firms: "Trade, Foreign Direct Investment and the Natural Environment" and "Voluntary Regulation." The papers from these conferences will be published in a dedicated book. The third conference is "Emerging Research Frontiers in International Business Studies," annually co-sponsored by twenty-one business schools and organized by the Journal of International Business Studies and the Academy of International Business.

Initiative 6: Outreach and Continuing Education

(Programs: National Trade & Security Conferences, Alumni Network Development, Ongoing Public Forums, Asian Law & Regulation Webguide, K-12 Programs)

Our Outreach Initiative targets audiences outside the classroom to deliver new ideas, concepts, or trends in the international arena, promoting the development of international awareness regionally and nationally. UW CIBER will collaborate with partners both on- and off-campus to bring quality programs to a wide variety of constituents, including alumni, the business community, K-12 students and teachers, and the community at large.

UW CIBER will reach a broad national audience by hosting four National Trade & Security Conferences. We will partner with San Diego State University to present the National Forum on Trade Policy (NFTP) in 2006 and 2008. The NFTP annual conferences examine regional responses to national trade policy, bringing together government, academia and business. Our two conferences will address "Trade Strategies for Regional Prosperity," focusing on how regions can use trade policy to boost growth and global competitiveness. In addition, we will jointly host a conference on "Northern Border Security and Trade" with several other universities in 2007-08. Finally, we will work with the Business School's Retail Management Program

to present a conference on “Global Supply Chains in Retailing” in 2008.

UW CIBER will partner with the UW Law School, the UW East Asia Title VI Center and the UW Southeast Asia Title VI Center to support development of the Asian Law and Regulation Webguide. This database will document Asian business laws and regulations in both English and the native languages. We expect this database to become an international resource for both practitioners and the academic community.

Our K-12 outreach takes a variety of forms. For example, students participating in the Global Business Case Competition will visit Hamilton Middle School (the Seattle School District’s internationally-focused middle school). For high school students, UW CIBER will join the Washington Council on International Trade in presenting the International Economic Summit, and students in the undergraduate international business certificate program will make presentations at World Languages Day.

K-12 Outreach: University of Washington undergraduate shares global knowledge with middle school students.



*Initiative 7: Global Issues Rapid Response
(Programs: Open Classroom and existing programs)*

When important world events or developments occur, the University is the natural forum for interpretation and discussion. In this grant cycle, we wish to formalize the way that we respond to “hot topics” in the news by creating a Global Issues Rapid Response (GIRR) process. GIRR events will be a regional resource for business, students and faculty, and they will contribute to the understanding of cultures, as well as trade and commerce.

The GIRR initiative will use existing infrastructure and delivery channels as well as one dedicated channel for addressing the issues of the day. Examples of existing delivery channels include: speaker series like the weekly Global Business Forum, audiences like the students in the graduate and undergraduate certificate programs, and partnerships with groups such as the Jackson School of International Studies Title VI centers.



One feature of this process is that we can quickly generate multiple programs on a given topic. For example, about a year ago offshoring became a “hot topic.” Our response included inviting a speaker to campus, partnering with the World Affairs Council on a forum for the business community, arranging faculty presentations to state legislators and our business advisory board, and commissioning a faculty member to write a curriculum module on the topic. We view the response to the offshoring issue as a model for the GIRR Initiative. While we cannot know for sure what the hot topics will be, the likely subject areas include homeland security, regional competitiveness, trade with Asia, and supply chain management.

The new dedicated channel for GIRR is called “Open Classroom,” a speaker series for the general public on major events of compelling national and international interest (such as 9/11 or the recent Asian tsunami). In collaboration with other Title VI centers, we have agreed to set aside funds to be used whenever such an event occurs. This will allow us to act quickly to offer Open Classroom activities for the public to learn about the implications of the event.

In sum, our programs and Initiatives are designed to build global business expertise by creating knowledge, building skills, and providing intensive experiences. Together, the programs will promote the nation’s capacity for international understanding and economic enterprise, contribute to the ability of U.S. businesses to prosper in an international economy, further develop business language skills, and promote homeland security

University of Wisconsin ~ Madison

The Center for International Business Education and Research (CIBER) at the University of Wisconsin-Madison has been in operation since 1998. The UW-Madison CIBER has developed an integrated program of new activities and initiatives for the 2006-2010 funding cycle, which include developing an internationally trained workforce, expanding international opportunities for faculty and Ph.D. students, and offering innovative business outreach activities with a particular focus on the biotechnology sector. These initiatives build upon the exceptional strengths of the Wisconsin CIBER, the School of Business and the University of Wisconsin-Madison.

I. Developing an internationally trained workforce

a) UW-Madison School of Business Global Business Initiative

Building on its existing strengths in expanding students' global competence, the UW-Madison School of Business plans to launch a Global Business Initiative that will respond to the workforce demands of today's economy, meet student interest in expanded international opportunities, and further the institutional goals of the university. The specific goal of this Initiative is to ensure that annually 650 undergraduate business majors (the estimated number per class) have the opportunity to participate in one or more of the following international experiences during their college career: a semester or year-long School of Business- or UW-Madison-sponsored study abroad or exchange program; a short international study tour led by a School of Business faculty; an international academic internship in which students are placed in positions at international companies around the world in exchange for academic credit. As part of this Initiative, the School of Business plans to place special emphasis on developing program offerings in new countries, including nontraditional destinations (i.e., outside Western Europe) and countries where less-commonly-taught languages are spoken. CIBER funds will support the initial creation and expansion of activities and the infrastructure needed to make timely delivery of this requirement possible. In addition, a coordinated fund-raising campaign will be launched in collaboration with the University of Wisconsin Foundation.

b) Expanding Current Study and Work Abroad Options for Undergraduates

Currently, approximately 30 percent of UW-Madison business students select from 22 study abroad programs in 13 countries throughout Europe, Latin America and Asia. Following a survey of students' regional interests and the assessment of prospective partners' academic quality, five new partner universities were added during the previous funding cycle. The UW-Madison CIBER will extend these opportunities in 2006-2010 to less commonly traveled areas of the world and will expand the capacity of existing programs. CIBER will facilitate a partnership with Chulalongkorn University in Thailand, a market of increasing importance to the business community, and also plans to pursue a partnership with Al Akhawayn University in Ifrane, Morocco. In addition, we are considering partnerships in Brazil and India as well as Poland and the Czech Republic. Through our membership in the Pacific Asian Center for International



Business (PACIBER), we have begun discussions with two Korean business schools to potentially add a study-abroad option in Korea.

Beyond study abroad opportunities, the Division of International Studies and the UW-Madison CIBER have spearheaded a cross-campus collaboration with the College of Engineering, the Biology major and the International Institute to establish a center for academic international internships. This initiative, launched in the summer of 2006, provides academically rigorous, for-credit internships for advanced UW-Madison undergraduate students in business, engineering, health and life sciences and international relations. Student interns in 2007 worked with high-profile corporations such as Toshiba, Promega Corporation, Japan Central Railways and Abbott Labs as well as the Wisconsin Department of Commerce. Other interested potential partners include Harley-Davidson, Novartis, United Nations, and Coca-Cola.

c) Expanding Current Study Abroad Options for Graduate Students

UW-Madison School of Business study abroad initiatives are not limited to undergraduates. The School of Business offers highly ranked Executive, Evening and full-time MBA programs that offer further opportunities for international experiences. During the next funding round, CIBER will formalize its organizational support of the Executive MBA program study tour requirement and will expand the model to the Evening MBA program. This study tour requirement will be part of the Evening MBA second-year curriculum in 2007, beginning with a trip to China.

In addition to providing international opportunities for MBA students, we will fund the participation of a graduate student from a non-business discipline in the Executive and Evening MBA and center-based study tours each year. Involving graduate students from area studies, foreign languages, engineering, agriculture and biotechnology in MBA study tours will enrich the learning experience for business students and will expose students from other disciplines to global business considerations. Grantees will participate in pre-departure briefings to help prepare MBA students for the culture, language or industry they will be exposed to and will travel with the group to provide in-country assistance and expertise and gain exposure to global business issues.

d) Supporting the Development of New Language Courses

UW-Madison is a world leader in foreign language studies, with the capacity to offer instruction in 65 languages—more than any other U.S. university. During 2006-2010, the UW-Madison CIBER will provide support for three languages of critical importance to national security and global business. Recognizing the strategic importance of the Persian language, CIBER will support further development of Persian language and culture courses. In addition, CIBER will help extend the university's leadership in language instruction by supporting the addition of third- and fourth-year Korean language training at UW-Madison. CIBER also is supporting two



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Chinese language programs: a Technical Chinese Program and an online course for working professionals who want to learn Mandarin.

The UW-Madison Technical Chinese Program will be the first of its kind in the United States. CIBER will partner with the Center for East Asian Studies and the Engineering Professional Development Program to support the development of this unique opportunity. The program will be offered to UW-Madison students on campus and to professionals via distance-education technologies. It will require students to spend roughly 15 hours per week on their studies. For working professionals, recordings of classroom instruction will be available on CD/DVD and for downloading from the Web. The first year of coursework, which has been offered since 2004, emphasizes basic Chinese language skills and cultural knowledge. UW-Madison plans to begin the second-year technical courses, which will focus on business vocabulary and related information, in fall 2008.

During the fall 2007 semester, UW-Madison began offering a new online course for working professionals who want to learn Mandarin, the dialect used by the Chinese government and more than 70 percent of the country's people. CIBER has partnered with the UW-Madison Language Institute, Department of East Asian Languages and Literature and the Center for East Asian Studies to support this course. Through this introductory online class, students will learn how to: understand conversational spoken language and basic written texts; communicate with others in a spontaneous and culturally appropriate manner; prepare and deliver more formal spoken or written presentations on topics related to the course; and recognize some Chinese characters and read and write in Pinyin, the Chinese phonetic alphabet.

e) UW-Madison CIBER International MBA Case Competition

The UW-Madison CIBER hosted a pilot MBA International Business Case Competition in 2005, bringing together teams of MBA students from Denmark, Hong Kong, Italy, Thailand and five domestic CIBER institutions to analyze the international business strategy of one of Denmark's largest firms. Due to the overwhelming success of the competition, this event was held again in 2006 and was met with the same positive response from participants. The Wisconsin CIBER intends to further institutionalize this competition during the 2006-2010 funding round by organizing and hosting the event again in 2008 and 2010. This competition is unique among graduate case competitions in its emphasis on global business strategy. One of the most valuable benefits of the competition is that it offers students the opportunity to interact face-to-face with overseas counterparts.



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The UW-Madison CIBER hosted the second CIBER MBA International Business Case Competition in 2006. Pictured above is Dean Michael Knetter with the first-place UW-Madison team of Eugene Yang, Melissa Wychocki, Oleg Kolosov and Richard Collumb.

f) Globalizing Historically Black Colleges and Universities (HBCUs)

In recognition of the need to promote greater internationalization among the nation's Historically Black Colleges and Universities (HBCUs), the Globalizing HBCU Business Schools project—a national consortium of CIBERs, Title VI African Studies Programs, the United Negro College Fund's Institute for International Public Policy and a target group of Historically Black Colleges and Universities—is designed to equip HBCU faculty with the knowledge, skills and pedagogical tools necessary to expand the international and interdisciplinary nature of their business curriculum. The Wisconsin CIBER and the UW-Madison African Studies Program will partner with one HBCU institution (recently matched with the University of Maryland Eastern Shore) in the 2006-2010 grant cycle. The initial phase of the partnership will include joint identification of the resources and needs of the HBCU institution and development of a feasible and sustainable plan to address programmatic goals. A longer-term goal is to assist our HBCU partner in pursuing a Business in Education (BIE) grant if the partner's administration supports such an effort.

g) Globalizing the Burrill Technology Business Plan Competition

The Strategic Management in the Life and Engineering Sciences (SMILES) MBA program is helping to solidify UW-Madison's global leadership in fusing leading-edge science, strategy



and policymaking. The second year of this program culminates in the development of a business plan submitted for the G. Steven Burrill Technology Business Plan Competition. While judging in prior years has implicitly considered the international application of proposed new businesses, we will institutionalize a global dimension into the competition by revising the scoring process to explicitly include global market relevance in terms of solving economic, social and environmental problems domestically and abroad. We will select judges who themselves manage or invest in global firms, so that the potential global relevance of any Burrill entrant technology becomes a key differentiator of winners in the competition.

II. Expanding International Opportunities for Faculty and Ph.D. Students

a) Formalizing Faculty Exchange Opportunities

Integrated overseas study tours, research trips abroad and other international experiences allow faculty and graduate students to augment classroom activities with practical global experience, which adds a valuable dimension to learning and knowledge management on global business issues. The UW-Madison CIBER will formalize faculty exchange opportunities by establishing a new agreement with Chulalongkorn University in Thailand. Exchange options will include short trips intended to enhance faculty global knowledge and research, and longer exchanges as part of a sabbatical program. The first exchange of faculty will take place during spring term 2007. To encourage faculty participation, CIBER will offer competitive teaching and research grants to participating business faculty to be used during the exchange period abroad. Additional faculty exchange opportunities will also be explored as new study abroad agreements are reached in Brazil, India, Eastern Europe and other areas.

b) Critical Markets Faculty Development in International Business (FDIB)

The CIBER Critical Markets FDIB Consortia has been developed to increase exposure to emerging economies. Sponsoring CIBER institutions will utilize their faculty's expertise to host innovative programs that drive faculty development by targeting countries and regions that are gaining global economic importance but may not be adequately covered in business curricula. These overseas programs will focus on regions and languages that are less commonly addressed in the U.S. classroom and will be designed to attract participants from business, language and area studies faculty—a promising model for interdisciplinary teaching and research collaborations. To further encourage this type of interaction, participants will be divided into cross-functional teams and charged with researching and presenting analyses of economic, political and cultural issues and real-life case studies. Working in conjunction with the UW-Madison Center for East Asian Studies, the Wisconsin CIBER will host a program to South Korea in summer 2009. Other CIBER consortium members have proposed programs to Russia, the Middle East, Turkey and Brazil.



d) Promoting Collaborative Research

CIBER will develop and organize research conferences centered on four collaborative projects funded by the Center for World Affairs and the Global Economy (WAGE). WAGE is an interdisciplinary research center focused on the study of contemporary processes of globalization and international economic integration. Faculty researchers represent a range of disciplines, including public affairs, economics, business, history, political science, science and technology studies, population health, environmental studies and agricultural economics. The research collaboratives that CIBER will support during 2006-2010 include the Current Account Sustainability Collaborative; Governing Global Insecurities Collaborative; New Governance Collaborative and the Technology Entrepreneurship and Institutions Collaborative.

e) Global Biological Threats Initiative

Some of the most serious biological threats confronting the global community are transnational, including bird flu, AIDS, anthrax, ebola, and mad cow disease. Because of our university's strengths in international studies, biological sciences, social sciences and security studies, we are well-equipped to help meet the national need to understand, detect and control these biological threats. The initiative is led by an interdisciplinary steering committee that will make recommendations on how to shape the program. Promega Corporation has pledged three years of seed funding for a tenured faculty position that will anchor this initiative. We aim to recruit a new faculty member with a national reputation, an awareness of global issues, and a strong scientific background in an area relevant to biological threats. The Division of International Studies will provide funding for two semester-long Visiting Professorships for the Study of Global Biological Threats and start-up funds from CIBER will help support scholarly activities to establish the initiative, create visibility and encourage synergy with selected campus programs.

III. Business Outreach

a) Leveraging Alumni for Global Business Opportunities / ASIA

UW-Madison has more than 18,000 international alumni, many of whom hold prominent positions in business and government in their home countries. This presents a significant resource and a valuable network for Wisconsin businesses seeking entry into foreign markets. In partnership with the Wisconsin Alumni Association, the Wisconsin Alumni Research Foundation, and with the support of the university's alumni chapters in Asia, CIBER will help organize and co-sponsor an international symposium and alumni conference to be held in Tokyo, likely in 2009.

b) Internationalizing the Directors' Summit

Each year the executive education program hosts the Directors' Summit, a nationally recognized conference that examines the complex corporate governance environment in which in-



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vestors, board members and top executives operate. Given the prominence and leadership of biotechnology-related industries in Wisconsin and across the Midwest, one area of interest explored during the Directors' Summit is the type of governance environment biotechnology firms need to thrive domestically and internationally. During 2006-2010, CIBER will work with executive education faculty to integrate additional focus on international governance matters such as the comparative rankings afforded domestic-only versus global US firms' governance practices, and those of U.S. firms and non-U.S. firms. In addition to comparative governance practices, we will seek to increase the panelist representation of non-U.S. executive speakers who can share their domestic best-governance practices with the predominantly U.S. executive and director audience attending the Summit.

c) Technical Chinese Program and Online Chinese Course

As described in the Section I, CIBER will support the development of the first Technical Chinese program in the United States and a new online Mandarin course. Both opportunities will be targeted toward working professionals.

d) International Biotechnology Outreach

To promote biotechnology initiatives, CIBER will develop seminars focusing on topics such as the development of the life science industries and formation of biotechnology startups in the United States, Europe and Asia; biotechnology regulatory trends in the US and European Union; risk-assessment practices and strategies as they relate to issues of national security; and joint ventures and licensing in biotechnology. CIBER will partner with the Strategic Management in the Life and Engineering Sciences (SMILES) MBA program, the Master of Science in Biotechnology Program and the Wisconsin Biotechnology and Medical Device Association (WBMA) to develop and implement these programs.

e) Homeland Security and Canada-U.S. Border Trade: Implications for Public Policy and Business Strategy

Homeland security has a wide range of important implications for U.S. business. The University of Wisconsin-Madison will cosponsor the above-mentioned event, which will be held in fall 2007 in Windsor, Ontario. This event aims to advance research on the strategic management of issues related to homeland security and their relationship to international trade, with a particular focus on our nation's borders.

f) WAGE events

As mentioned previously, the Wisconsin CIBER will support collaborative research sponsored by the Center for World Affairs and the Global Economy. During the second half of the 2006-2010 funding cycle, the Wisconsin CIBER will organize policy seminars, conferences, lectures and other activities to link researchers with the business and policymaking communities, extending the reach of the research and building on the outcomes of the earlier academic conferences.



These events will help strengthen the community of policy professionals and business leaders in Wisconsin and will ensure that Wisconsin's leadership has access to the latest insights for use in the decision-making process.

g) Sponsorship of the NASBITE CGBP™ Accreditation Process

The North American Small Business International Trade Educators Certified Global Business Professional credential, NASBITE CGBP™, was developed over the past four years to recognize the unique knowledge and skills required by individuals involved in international trade and to provide a benchmark in global competency. The first NASBITE CGBP™ exam was administered in 2005 in numerous cities across the US. The Wisconsin CIBER, in partnership with the Texas A&M University CIBER and other organizations, will sponsor Phase II of the project—development of a formal process for accrediting educational institutions and organizations as providers of training for the NASBITE credential. The NASBITE CGBP™ credential initiative already is having a national impact on international trade education. The accreditation process will serve to strengthen this impact. We believe the training driven by NASBITE preparation and the competency of NASBITE-credentialed individuals enhances U.S. global competitiveness.

CONTACT ADDRESSES

Brigham Young University

CIBER
610 TNRB
P.O. Box 23143
Provo, UT 84602-3143
Website:
<http://www.marriottschool.byu.edu/gmc>

Columbia University

CIBER
Columbia Business School
212 Uris Hall, 3022 Broadway E
New York, NY 10027
Website: <http://www.columbia.edu/cu/ciber>

Duke University

CIBER
Fuqua School of Business
Box 90120
Durham, NC 27708-0120
Website: <http://faculty.fuqua.duke.edu/ciber/>

Florida International University

CIBER
College of Business Administration
RB 338 B
University Park
Miami, FL 33199-0001
Website: <http://www.fiu.edu/~ciber>

George Washington University

CIBER
School of Business
Duques Hall, Suite 450
2201 G Street, NW
Washington, DC 20052
website: <http://www.business.gwu.edu/CIBER/>

Georgia Institute of Technology

CIBER
DuPree College of Management
800 W. Peachtree Street, NW
Atlanta, GA 30332-0520
Website: <http://www.ciber.gatech.edu>

Indiana University

CIBER
Kelly School of Business, Room 428
1309 E. 10th Street
Bloomington, IN 47405-1701
Website: <http://www.kelley.indiana.edu/CIBER/>

Michigan State University

CIBER
Eli Broad Graduate School of Management
7 Eppley Center
East Lansing, MI 48824-1122
Website: <http://ciber.msu.edu/>
<http://globaledge.msu.edu/>

Ohio State University

CIBER
Fisher College of Business
2100 Neil Avenue, Room 356
Columbus, OH 43210-1144
Website: <http://fisher.osu.edu/international>

Purdue University

CIBER
Krannert Building
403 W. State St
West Lafayette, IN 47907-2056
Website: <http://www.mgmt.purdue.edu/centers/ciber/>

CONTACT ADDRESSES

San Diego State University

CIBER
5500 Campanile Drive - BAM 428
San Diego, CA 92182-7732
Website: <http://www-rohan.sdsu.edu/dept/ciber/>

Temple University

CIBER
Fox School of Business and Management
349 Speakman Hall
1810 N. 13th Street
Philadelphia, PA 19122-6083
Website: <http://www.fiu.edu/~ciber>

Texas A&M University

CIBER
Mays Business School
4116 TAMU
College Station, TX 77843-4116
Website: <http://cibs.tamu.edu>

University of California, Los Angeles

CIBER
The Anderson School at UCLA
110 Westwood Plaza, Suite B307
Los Angeles, CA 90095-1481
Website:
<http://www.anderson.ucla.edu/x327.xml>

University of Colorado at Denver

CIBER
Institute for International Business
Campus Box 195, P.O. Box 173364
Denver, CO 80217-3364
Website: <http://www.cudenver.edu/INTERNATIONAL/CIBER/Pages/default.aspx>

University of Connecticut

CIBER
School of Business
2100 Hillside Road, Unit 1041
Storrs, CT 06269-1041
Website:
<http://www.business.uconn.edu/ciber>

University of Florida

CIBER
Warrington College of Business Administration
P.O. Box 117140
Gainesville, FL 32611-7140
Website: <http://bear.cba.ufl.edu/centers/ciber>

University of Hawaii at Manoa

CIBER
College of Business Administration
2404 Maile Way, A-303
Honolulu, HI 96822-2223
Website: <http://www.pami.hawaii.edu/ciber/>

University of Illinois at Urbana-Champaign

CIBER
College of Business
430 Wohlers Hall
1206 S. Sixth Street
Champaign, IL 61820
Website: <http://www.ciber.uiuc.edu>

University of Kansas

CIBER
Summerfield Hall
1300 Sunnyside Avenue, Room 207
Lawrence, KS 66045-7585
Website: <http://www.ciber.business.ku.edu/>

CONTACT ADDRESSES

University of Maryland

CIBER
Robert H. Smith School of Business
2416 Van Munching Hall
College Park, MD 20742-1815
Website: <http://www.rhsmith.umd.edu/ciber>

University of Memphis

Wang CIBER
220 Fogelman Executive Center
330 Deloach Street
Memphis, TN 38152-3130
Website:
<http://www.people.memphis.edu/~wangctr>

University of Michigan

CIBER
University of Michigan Business School
701 Tappan Street
Ann Arbor, MI 48109-1234
Website: <http://www.umich.edu/~cibe>

University of North Carolina at Chapel Hill

CIBER
Kenan-Flagler Business School
Kenan Center, CB #3440
Chapel Hill, NC 27599
Website: <http://www.kenan-flagler.unc.edu/KI/ciber/>

University of Pennsylvania

Penn Lauder CIBER
The Wharton School
The Joseph H. Lauder Institute of Management and International Studies
Lauder-Fischer Hall, 2nd Floor
256 South 37th Street
Philadelphia, PA 19104-6330
Website:
<http://lauder.wharton.upenn.edu/ciber/>

University of Pittsburgh

CIBER
Joseph M. Katz Graduate School of Business
1R19 Posvar Hall
Pittsburgh, PA 15260
Website: <http://ibc.katz.pitt.edu/>

University of South Carolina

CIBER
Moore School of Business
1705 College Street
Columbia, SC 29208
Website: <http://www.mooreschool.sc.edu/moo-re/ciber>

University of Southern California

CIBER
700 Childs Way, Suite 212
Los Angeles, CA 90089-0911
Website:
<http://www.marshall.usc.edu/CIBER/>

University of Texas at Austin

CIBER
McCombs School of Business
21st and Speedway Streets, Room 2.104
1 University Station B6000
Austin, TX 78712-1026
Website:
<http://www.mcombs.utexas.edu/ciber>

University of Washington

CIBER
Global Business Center
University of Washington Business School
Box 353200
Seattle, WA 98195-3200
Website: <http://bschool.washington.edu/ciber/>

CONTACT ADDRESSES

University of Wisconsin at Madison

CIBER

School of Business

975 University Avenue

Suite 2266

Madison, WI 53706-1323

Website: <http://www.bus.wisc.edu/ciber>

US Department of Education

International Education Programs Service

1990 K Street, NW, Sixth Floor

Washington, DC 2006-8521

Website:

<http://www.ed.gov/about/offices/list/ope/iegps/index.html>





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