

The background features a globe with binary code (0s and 1s) overlaid on it. A bright, multi-colored starburst or lens flare effect emanates from the center of the globe, creating a sense of digital energy and global connectivity. The colors range from blue and green to yellow and red.

CIBER LEADING EDGE PROJECTS 2004 - 2005

**Centers for International Business
Education and Research (CIBERs)**

**Funded through Title VI of the
Higher Education Act
U.S. Department of Education**

CIBER LEADING EDGE PROJECTS 2004 – 2005

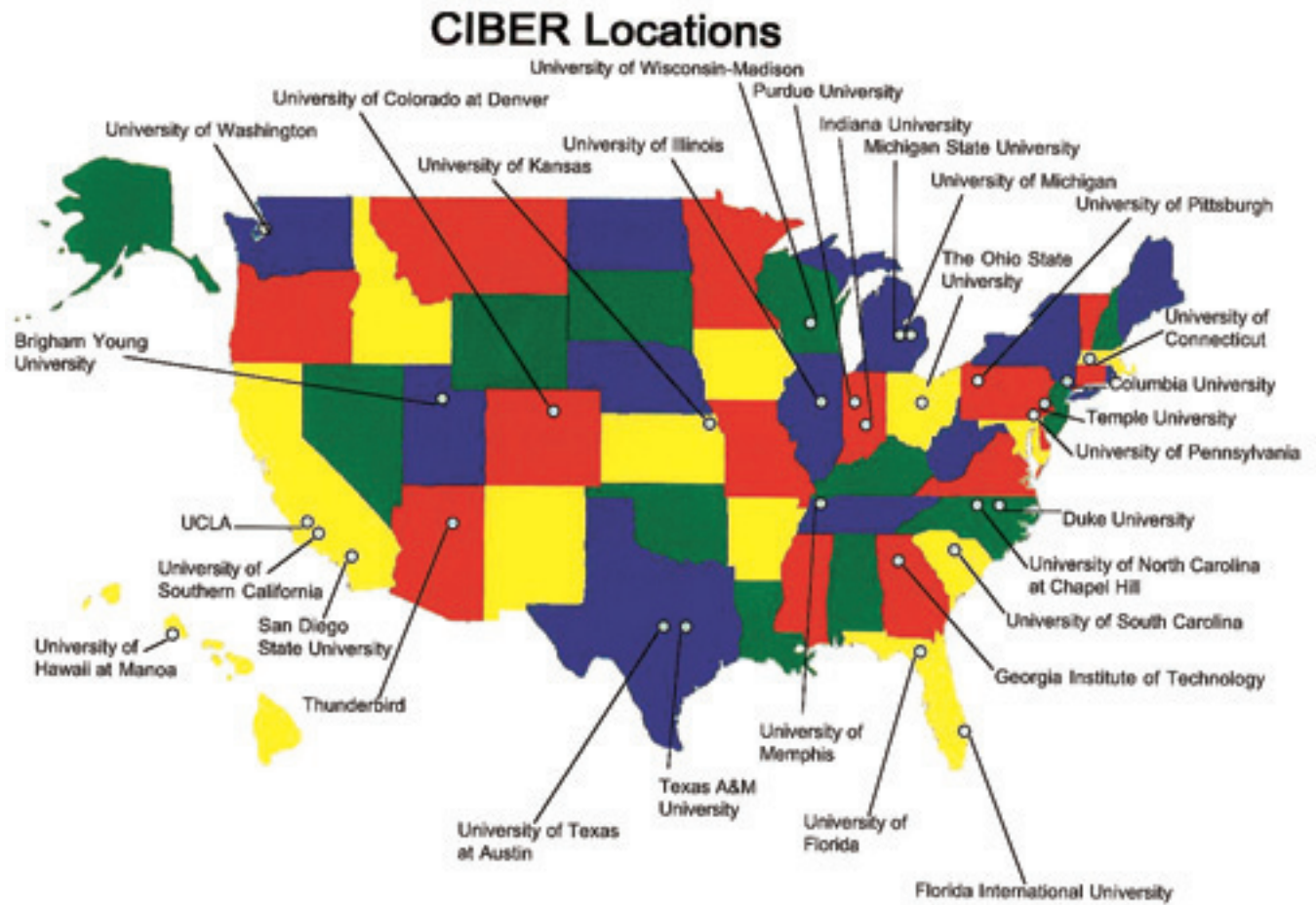


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Welcome and Introduction

The business of global commerce has undergone significant change since the 1960's, but recent years have brought an array of formidable challenges as well as breathtaking opportunities to American businesses. The importance of strategy, preparation and global literacy for U.S. corporations and entrepreneurs has never been higher, and the CIBERs are engaged in a host of activities designed to nurture and strengthen the tools available.

The CIBERs began in 1989 as a way for the U.S. Department of Education to work with leading business schools throughout the United States to help internationalize U.S. business education. The program was authorized under the Omnibus Trade and Competitiveness Act of 1988 and was then transferred to be administered by the U.S. Department of Education under Title VI, part B of the Higher Education Act of 1965. The CIBERs serve as national resources for teaching and outreach in business, foreign languages and cultures, and for conducting cutting edge research on key international business topics of managerial relevance and significance. In the most recent competition, 30 CIBERs were selected for funding for the 2002-2006 grant cycle.

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

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

This publication highlights selected "Leading Edge" projects, which represent outstanding projects and activities which fulfill CIBER's programmatic goals through international business curriculum development, educational outreach, research, language curriculum, faculty development, and business outreach.

We thank the CIBERs at Duke University and San Diego State University for compiling this information and for designing and printing this publication. For information concerning the CIBER initiatives discussed here, please contact the individual CIBERs.



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CIBER Leading Edge Project Descriptions by University

Brigham Young University

The Brigham Young University and University of Colorado Denver CIBERs have joined forces to impact international business education and research in the Rocky Mountain Region. At a meeting in Denver on March 24, 2004, the **Rocky Mountain CIBER (RMCIBER)** association was formed by representatives from non-CIBER colleges and universities from Montana, Idaho, Utah, Colorado, Nevada and North Dakota. We hope to include representatives from Wyoming, northern New Mexico and northern Arizona.

In June of 2004, the BYU CIBER issued a request for research proposals to those in attendance and, with a research committee of faculty from BYU, Nevada Las Vegas, Idaho State and the University of Colorado, judged nine faculty research proposals and awarded three grants to faculty from Nevada Las Vegas, the University of Utah and Utah Valley State College. Another RMCIBER meeting will be held in the spring of 2005.

The RMCIBER plans to meet again in conjunction with the CIBER National Business Language Conference being hosted by the BYU CIBER at Park City, Utah, April 6-9, 2005. The theme is: "Business Language and Culture: Putting the Pieces Together." BYU's Marriott School of Management has extensive experience teaching business languages in Arabic, Chinese, French, German, Italian, Japanese, Korean, Portuguese, Russian and Spanish and 75% of Marriott School MBA's speak a language other than English. Immediately following the language conference, RMCIBER business language and international business faculty will convene to continue discussing teaching business languages and using language for international business student experiences.

Columbia University

International Speaker Series

In academic year 2003-2004, Columbia University's Center for International Business Education and Research (CIBER) formed a joint speaker series with the Institute for the Study of Europe (ISE), a Title VI Institute, at the School of International and Public Affairs (SIPA). The "European Speaker Series" featured talks by renowned business professionals with expertise in subjects such as the European economy, transatlantic business, and international banking. The events were held either at Columbia's Business School or at SIPA and were marketed to audiences at both Schools, as well as to law school students when the topic was appropriate.

Fall 2003 speakers and topics included Dr. Manfred Gentz, CFO of Daimler Chrysler, who spoke on "Transatlantic Business Relations in the Wake of the Middle East Crisis"; John Heimann, Senior Advisor of Financial Stability Institute, Bank of International Settlement, who discussed "The Integration of Financial Markets: European-American Lessons and Prospects"; Jan von Haefen, CEO of Metro AG, who spoke about "Trading with Eastern Europe and Russia: Some Insights and Lessons for the Future"; and Lord Dennis Stevenson, Chairman of Pearson and Chairman of HBOS plc, who presented "Reflections by an Entrepreneur turned Corporate Old Fat". In spring 2004, Dr. Norbert Walker, Managing Director of

Deutsche Bank Research and Chief Economist of Deutsche Bank Group, addressed “German-American business relations—old and benign?”

This coming academic year we will expand our efforts more broadly by creating the “International Speaker Series”. Based on our current model, we will cooperate with at least four additional regional institutes housed at SIPA to globalize the Series and broaden our outreach capacity. The regional institutes include the Institute of African Studies, the Weatherhead East Asian Institute, the Institute of Latin American Studies, the Middle East Institute and the Harriman Institute (Russian & Central Asian Studies) and the Southern Asian Institute. We believe working collaboratively with these Institutes will bring a greater range of international expertise to a larger audience, and continue to broaden Columbia’s current knowledge on business activities and cultures as they exist in those countries.

Given the successful turnout and positive feedback we received from our past participants and audience members, expanding the scope of our Speaker Series will significantly enhance the impact it has on the Columbia community, and further fulfill the CIBER mandate to augment international business teaching and outreach.

Duke University

Offshoring Research Initiative (ORI)

The Duke University CIBER has formed a joint venture with Archstone Consulting (a firm started by a Fuqua School of Business alumni, class of 1990) to conduct a multi-year joint research project and bi-annual survey on the subject of offshoring business processes. Offshoring business practices began primarily with information technology services and evolved quickly into contact center activities. They are rapidly evolving into administrative services and even knowledge-based tasks, such as research and design, that two years ago would have been unthinkable.

The Offshoring Research Initiative (ORI) will objectively benchmark key performance metrics and current perceptions of financial, operational and political risk associated with offshoring operational models. These benchmarks will be tracked over time and be published regularly in leading business and academic periodicals along with summary analyses. One expectation is that the project will uncover an emerging competitive advantage for U.S. companies and others doing business in English versus those doing business in other languages. The offshoring research survey classifies companies into three categories: 1) companies already offshoring 2) companies who have decided not to offshore and 3) offshoring service providers. The survey design is intended to establish a comprehensive, longitudinal database for tracking and researching the many issues involved in offshoring and increasing U.S. competitiveness. Because the survey will be conducted over multiple years, it is designed to solicit from panelists additional issues not in the original survey that may uncover additional research topics.

The ORI will track perceived versus actual benefits. The research will also measure perceived versus actual risk, including client acceptance, loss of control, cultural fit, data security, service quality, disaster recovery, operational efficiency, employee turnover in service centers, intellectual property loss, and political backlash. Anecdotal evidence implies that companies may be experiencing important cost savings, quality and service level improvement, 24x7 operational capability, and what appears to be a workforce immune to the saturation economics of other “low cost” economies.

A second research project will use the collected offshoring data to explore the processes of early adopters in relation to late adopters of new management practices (offshoring practices). This research project has several objectives. The first is to identify and describe organization capabilities that explain successful implementation of offshoring practices by early adopters. The second objective is to describe and compare organizational capabilities of late adopters with those of successful early adopters. The expectation is that the organizational capabilities of late adopters are limited to adoption and implementation of standardized and mature practices. The third objective is to assess and compare performance metrics and the financial returns of successful early adopters and late adopters. Professor Arie Y. Lewin is the Principal Investigator for this second research project, assisted by Dr. Carine Peeters.

Thirdly, the ORI will explore the effects of offshoring on displaced knowledge-based workers. The phenomenon of offshoring affects knowledge-based employees differently from those working in offshored manufacturing jobs. These employees must reconcile a belief that their knowledge-based jobs were immune to such layoffs. This creates a new challenge for assisting and retraining such offshored workers. They are coping with a different psychological reality. What does a radiologist do when x-ray processing is offshored to China? How is employee morale affected when a team of software developers is asked to train their replacements in India? The impact on self-esteem and moral on involuntary turnover are additional issues in understanding the dynamics of offshoring. The ORI will measure the effects of offshoring on employee moral as well as undertake targeted studies of issues relating to retraining.

The survey and research will form the basis of regular professional workshops at Duke University (Fuqua School of Business), Executive Education programs and detailed case studies of offshoring successes and failures. The findings from the first bi-annual survey and the implications for jobs will be presented at the 2004 National Forum on Trade Policy (NFTP), December 8-10 in Durham, North Carolina. The NFTP is intending to explore issues related to the impact of global economic integration at federal and state policy levels, collaboration and resource-sharing opportunities, and assistance with retraining, counseling, workforce development and job creation for displaced workers.

Florida International University

Faculty Development: The Anti-Money Laundering Program: Miami-Panama

The Anti-Money Laundering Miami-Panama program is designed to provide faculty and business professionals the opportunity to learn about the latest anti-money laundering initiatives taking place in the U.S. and the Caribbean. Due to recent global developments, many countries have established comprehensive anti-money laundering regimes, combining government and private sector efforts to provide legal and regulatory tools to fight the problem. Offered by the CIBER Anti-Money Laundering (AML) Consortium, the University of Kansas, the University of Wisconsin and Florida International University, topics include the effect money laundering has on businesses, the influence that money laundering has on economic development, and the national and international initiatives toward combating money laundering.

The program begins with a two-day session in Miami where scholars will join private sector experts in providing a clear picture of the repercussion the present situation has in the U.S and the global economy. The course continues with a three-day visit to Panama, where the participants will learn the efforts the government, banking sector and the U.S Department of Justice and Drug Enforcement Agency are doing

to minimize the money-laundering problem. The purpose of the program is to learn about the “culture” of money laundering/smuggling and how it is aided and abetted by various countries in the Caribbean.

Florida International University is uniquely qualified to host this program. FIU-CIBER’s has the honor to have among its closest collaborators two leading experts in Anti-Money Laundering analysis, Dr. John S. Zdanowicz, who was recently awarded a \$2 million research grant from the U.S. Treasury to study transfer pricing and money laundering issues, and David Wernick, Director of the Knight Ridder Center for Excellence in Management and author of “The Impact of Post-9/11 Security Measures on South Florida’s International Business Community,” a report assessing the impact of the USA Patriot Act and other homeland security measures on South Florida’s business climate and international competitiveness.

Georgia Institute of Technology

Annual Doctoral Workshop on International Entrepreneurship

International Entrepreneurship is an area of increasing scholarly interest focused on (1) the formation and functioning of innovative, proactive, and risk-taking organizations that cross national borders and (2) the cross-national comparison of entrepreneurial activity. As part of our commitment to developing a cadre of future professors agile in international business and entrepreneurship, Georgia Tech CIBER initiated and annually coordinates, along with two other leading (non-CIBER) institutions and their affiliated research centers, to offer an annual doctoral workshop on International Entrepreneurship. This tested and successful program, now in its fifth year of operation provides a unique research forum for future professors and researchers in the field of International Entrepreneurship. Students attending the workshop have typically have gone on to produce doctoral dissertations, research articles, teaching materials, new courses, and have developed a business field of critical importance to the United States’ innovation and effectiveness.

Each May since 2000, lead by Georgia Tech CIBER and joined by the University of Minnesota and Georgia State University, we host some thirty doctoral students from some twenty universities have attended this weekend workshop. The Workshop provides an opportunity for doctoral students who are interested in pursuing research and teaching in International Entrepreneurship to:

- Meet senior scholars in the area and discuss with them the most current research being conducted in International Entrepreneurship;
- Discuss shared interests and current work in International Entrepreneurship with like-minded doctoral students from a variety of universities;
- Explore academic teaching and career opportunities in International Entrepreneurship;
- Join the expanding community of scholars studying International Entrepreneurship.

Senior scholars leading discussions have been, among others: Howard Aldrich (University of North Carolina), Pat Dickson (Georgia Institute of Technology), Dan Forbes (University of Minnesota), Karen Loch (Georgia State University), Patricia McDougall (Indiana University), John McIntyre (Georgia Institute of Technology), Ben Oviatt (Georgia State University), and Harry Sapienza (University of Minnesota).

Participating institutions which send their students to workshop include: University of Texas at Arlington, University of Wisconsin, Temple University, University of Kansas, Boston University, University of Colorado, University of Pennsylvania, Florida International University, Texas Tech University, University of North Carolina, Texas A&M, as well as from Georgia Institute of Technology, University of Minnesota, and Georgia State University.

Indiana University

The Kelley School of Business IB major

The Kelley School of Business at Indiana University introduced a rigorous International Business major in the 2003-04 academic year. Indeed, the IB major is equal to or surpasses those of every top ten undergraduate program in the U.S. The influence and involvement of the IU CIBER served as the catalyst for the development of this major. Though it took several years to develop and approve the new IB concentration, it was CIBER *influence* – rather than funding – that led to this important development in the Kelley School.

CIBERs with a decade or more experience are putting more energy and resources into serving their less traditional constituencies. Nevertheless, a continuous eye must be kept on internationalization at ‘home.’ New IB issues emerge, faculty change, and new classes of doctoral students need encouragement to focus on internationalization, all of which require some support. An innovative international undertaking may require a partial subsidy to increase the likelihood of its institutionalization and sustainability. Yet, a mature CIBER can achieve much in its home environment by its very presence in the university. With a wealth of experience and expertise, administrators and faculty are receptive to the suggestions of the IU CIBER and seek CIBER’s advice on internationalization efforts. As a result, the IU CIBER is often able to initiate and/or encourage such efforts using its human, rather than capital, resources. The new IB major is an important example of the fruits of the IU CIBER’s presence at Indiana University.

The IB major at IU ranks as the third most popular – following Finance and Marketing. While all Kelley Undergraduates must fulfill a 6-credit hour International Dimension Requirement, the IB concentration is for the many students who seek an in-depth understanding of the world. Its requirements include:

- a *minimum* of 15 credit hours in international business and economics courses;
- at least one year of *advanced* foreign language training;
- An approved study abroad experience of at least 6 credit hours, though most of the programs available to and popular among Kelley students far exceed this minimum requirement.

In two to three years, the Kelley School of Business at Indiana University will be graduating more than one hundred students each year with a solid understanding of international issues, a grasp of – and many with fluency in – a foreign language, and a significant experience abroad. These graduates will be managers, executives, and policymakers with a grounding in and, most likely, a continued interest in operating in a global environment.

From the introduction of a rigorous new IB major, the IU CIBER has fostered a number of additional activities – collaboration across campus, involvement of business executives and faculty from abroad to educate IU students, and support for a University-wide initiative that furthers and will enhance the IU CIBER’s current strategic focus, regional economic integration.

Michigan State University Integration of Global Business Research and Education

The Center for International Business Education and Research in the Eli Broad Graduate School of Management at Michigan State University (MSU-CIBER) was designated in 1990 as one of the National Resource Centers in international business by the U.S. Department of Education. In this capacity, the mission of MSU-CIBER is to provide world-class education, research, and assistance to businesses on issues of importance to international trade and global competitiveness. Under the guidance of its Business Advisory Council, MSU-CIBER is dedicated to:

- Carry out research that generates best practice knowledge on global business operations and global competitiveness (Knowledge Creation);
- Offer professional development and academic outreach programs on contemporary international business techniques, strategies, and methodologies (Learning Materials and Programs);
- Provide innovative, technology-driven dissemination of international business knowledge to business executives, public policy makers, scholars, and students (Dissemination and Outreach Activities).

Partnerships among CIBEs and non-governmental organizations such as the Academy of International Business (AIB) serve as catalysts for bridging the gap between research and education. Instrumental to serving the current U.S. business needs for training, researchers must understand the challenges faced in the global marketplace. For example, the Annual Emerging Research Frontiers in International Business Conference brings together the highest regarded researchers in the field to analyze upcoming trends in business and chart upcoming research territories based on those findings. The conference is a collaborative effort between 29 CIBERs, AIB (<http://aib.msu.edu>), and the *Journal of International Business Studies* (<http://www.jibs.net>).

Another form of collaboration between AIB and MSU-CIBER is data feeds from the number one resource for international business on the Internet, globalEDGE™: Your Source for Global Business Knowledge (<http://globaledge.msu.edu>), to the AIB website for AIB members. Using a specially developed technology, globalEDGE™ data is presented on the AIB website real-time and seamlessly without disrupting the AIB identity. Similar alliance also exists between the American Marketing Association (AMA) and globalEDGE™.

With over 2 million hits per month, globalEDGE™ continues to be a very visible project. It is a knowledge web-portal that connects international business professionals worldwide to a wealth of information, insights, and learning resources on global business activities. Designed and developed by MSU-CIBER as the ultimate research tool, globalEDGE™ boasts information on about 200 countries 3,000 online resources. Compiled information on each country includes a map, key statistics, history, economy, government, and links to country specific resources, stock markets, and recent news. The Interactive Online Course Modules, Video Depositories, Textbook Publishers, Job Postings, Grant Opportunities, Conferences, Journals, Academic Publishers, and many more provide academicians with valuable resources for academicians to internationalize their research and teaching.

Purdue University

Understanding Global Outsourcing Conference

As part of a new initiative on global outsourcing, Purdue CIBER will conduct an international conference on the subject of understanding global outsourcing to be co-hosted by New York University in December 2004. The conference assembles leading academic researchers, industry leaders and policy makers to discuss research on developing issues in global outsourcing, involving its extent, causes, probable impact, and applications for businesses in the US and other countries. Issues addressed in conference which will also be published in a research volume include measurement of medium and longer term impact, regional differences in outsourcing practices and efficiencies, the impact of the IT revolution on the ability of firms to work together over long distances, the effect of outsourcing on hiring practices and HR policies, organizational learning at a distance, and special studies on Mexico and South America vis-à-vis China, Korea and Taiwan.

The conference will include prominent experts in the field of Global Supply Chain Management. Sessions will consist of presentations from academic researchers followed by discussions lead by business practitioners from major U.S. corporations on topics such as “Vertical Production Networks in Multinational Firms” (Matthew J. Slaughter, Tuck School of Business, Dartmouth College); “Off-shoring to former Soviet Union” (Natalia Levina, Assistant Professor of Information Systems, Stern School of Business, New York University); “Overseas Investment and Labor Market Outcomes Using BEA Micro Data” (Margaret McMillan, Assistant Professor of Economics, Tufts University); “Off-shoring and US Comparative Advantage” (Dwight Jaffee, Willis Booth Professor of Banking, Finance, and Real Estate, Director, Berkeley-St. Petersburg School of Management Program). Additional presenters include Susan Helper (Surendra Khambete Professor of Economics, Weatherhead School of Management, Case Western Reserve University); Luk Van Wassenhove, Henry Ford Chaired Professor of Manufacturing, Professor of Operations Management, INSEAD); and Jun Ni (Director, SM Wu Manufacturing Research Center, College of Engineering, University of Michigan).

The program will provide a forum for researchers to present their work in areas related to global outsourcing. Each paper presentation will be followed by a discussant and a panel discussion on issues and directions for future research.

San Diego State University

Project AMIGOS: Doing Business without Borders

San Diego State University is uniquely positioned to train the next generation of international managers. San Diego sits at the door to both Latin America and the Pacific Rim. The future of our regional economy depends greatly on our ability to take advantage of the tremendous opportunities for international commerce in this area.

For this reason, San Diego State University has developed an innovative portfolio of programs to train students to become effective managers in a global context. In order to function well as business leaders, students must not only learn the traditional business functional skills (such as accounting, finance, marketing, and management), but also develop their linguistic and cultural skills. To serve this need, San Diego State has recently introduced Project Amigos, a transnational dual degree program in Management

between SDSU and Tec de Monterrey (ITESM) in Guadalajara. Students enrolled in Project Amigos will spend two years studying at San Diego State and two years at the ITESM campus in Guadalajara. At the end of the program, they will receive undergraduate diplomas from both countries: the B.S. in Management from SDSU and the Licenciatura from ITESM.

Project Amigos is uniquely designed to create the kind of managers needed for American success in the global business environment of the coming decades. Graduates of the program will not only have received leading edge business training in both the USA and Mexico, but they will also be fluent in both languages and bicultural in the ways of doing business in both the USA and Latin America. Project Amigos is unique in that students are not required to have strong Spanish skills to enter the program. They will begin their studies in Guadalajara with business classes taught in English while they receive fast track immersion training in Spanish. An internship in the target language is also a required part of the curriculum.

By the end of the program, they will have developed very strong Spanish skills and will be able to conduct business in Spanish. Success in International Business in the 21st century will require a new breed of manager. Project Amigos is designed to produce this next generation of leaders.

Temple University

Developing Women Entrepreneurs for the Global Marketplace: The DWE Project

It has been widely reported that women-owned businesses account for a large portion of job creation in this country. America's 9.1 million women-owned businesses employ 27.5 million people and contribute \$3.6 trillion to the economy. The U.S. SBA reported that in 2003 women-owned businesses accounted for 30 percent of businesses that exported more than half of their products worldwide.

However, women continue to face unique obstacles in the world of business. The Temple CIBER has built relationships with national women business organizations, the State's offices of economic and international business development and leveraged expertise of its entrepreneurship faculty to convene two annual conferences on Developing Women Entrepreneurs for the Global Marketplace (2003 and 2004).

Beginning in Spring of 2005, Temple CIBER and its partners will expand the focus of this initiative to capture the diversity of issues related to challenges and experiences women face when conducting international business. The DWE Project will focus on bringing together experts in areas important to the success of women in international business; entrepreneurship, international business development, cross-cultural issues, and gender issues in the business environment.

The DWE Speakers Series will consist of a series of smaller events focusing on these specific topics. Guest speakers and practitioners will be able to network, form lasting relationships and discover invaluable resources.

An output of this initiative is the DWE Project website. The web site is populated with resources for international trade, entrepreneurship, as well as organizations for women in international business. Research on topics related to the target audience is also tracked and posted.

Texas A&M University

NASBITE Certified Global Business Professional Credential (NASBITE CGBP™)

The Texas A&M University Center for International Business Education and Research (CIBER) has been working for three years with the North American Small Business International Trade Educators Association (NASBITE), with the support of CIBERs at Florida International University, Michigan State University, The Ohio State University, San Diego State University, Temple University, University of Illinois at Urbana-Champaign, University of Memphis and University of Texas at Austin, to develop a national credential to recognize the unique knowledge and skills required by global business professionals. Strong support for this initiative has also been received from federal, state and local trade assistance organizations, private corporations and academic institutions. Many educational institutions across the U.S. are using the credential to guide what they teach in their international business courses and training programs.

The credential provides a benchmark for competency in global commerce. The NASBITE CGBP™ designation demonstrates an individual's knowledge, skills and ability to conduct global business. For those experienced in international trade, the certification confirms that knowledge and for those just beginning, it establishes a professional development goal to insure a full understanding of the profession. For companies and government international organizations, it assures that employees are able to practice global business at the professional level required in today's competitive environment.

The NASBITE CGBP™ certifies that a candidate is competent in the following areas:

Top Level Domains

Global Business Management

Global Marketing

Supply Chain Management

Trade Finance

Threads (Topics across all four Domains)

Documentation

Legal and Regulatory Compliance

Intercultural Awareness

Technology

Resources

The credential is designed to meet the needs of individuals working in the profession or studying for a career related to global commerce. Professionals from both small and large companies will benefit, as will students in two or four year degree programs. The credential is also suitable for individuals working in trade assistance organizations, trade promotion agencies, and related educational institutions. The NASBITE CGBP™ does not certify that a person is an expert in each of the four domains. It certifies that he or she is proficient in the tasks and knowledge generally associated with a practitioner who has worked in global trade for two years.

Candidates receiving the NASBITE CGBP™ designation may use the credential logo and word mark on resumes and business cards identifying them to employers and the public as individuals proficient in global commerce. For companies, the certification establishes a professional development goal for current and future employees. The credential also helps individuals diversify their skills in global commerce and assure they understand a broad range of topics.

To direct the formal development process, we solicited the assistance of Professional Examination Service (PES) of New York, a nonprofit credentialing organization with over 60 years of experience in developing a broad range of professional credentials. The three year process included a feasibility study, critical

incident interviews, focus panel meetings across the U.S., the nomination and selection of an International Practice Analysis Task Force (of subject-matter experts to delineate the examination domains, tasks, and knowledge statements), implementation and evaluation of a national survey to evaluate completeness and clarity of selected domains, tasks, and knowledge statements, and the nomination and selection of international trade experts to construct a “bank” of examination questions.

To receive the NASBITE CGBP™ designation a candidate must pass the examination and have completed either two-years of college-level study or have worked in global commerce for two years. The exam will consist of multiple-choice questions covering the four domains and five threads. It will be offered in major cities at various times during the year. The first NASBITE CGBP™ qualifying examination will be administered in March 2005.

For more information please visit the Texas A&M CIBER website at <http://cibs.tamu.edu>

The Ohio State University The Mid-Ohio Faculty International Network (MOFIN)

With more than 70 four-year and more than 50 two year degree-granting institutions in the state, Ohio serves a large and diverse audience of higher education students. As the only CIBER in Ohio, the center at The Ohio State University has endeavored since its inception to be as regionally inclusive through its programs and activities as is possible.

Toward that goal, the OSU CIBER began a program in 2002 called the Mid-Ohio Faculty International Network, or MOFIN. Initially, the program was designed as outreach to colleges and universities within an approximate 90-minute drive from Columbus. The program has since extended beyond that range, and members now include Ashland University, Cleveland State University, Columbus State Community College, Hocking College, Ohio Dominican University, Ohio Northern University, Otterbein College, the University of Dayton, and Wright State University.

The OSU CIBER supports the MOFIN by awarding at least two (three in summer 2004) globalization grants for new projects each year. Projects are outreach or curriculum-oriented. MOFIN’s goal is for each participating institution to receive at least one \$2,500 award during the CIBER’s 2002-2006 funding cycle. Schools interested in submitting a project proposal do so each summer, and grants are made in late July. MOFIN members and institutions agree to attend a seminar each September, held on the OSU campus, to share the specifics of the funded projects. Other MOFIN members question the awardees about the projects and their implementation, and are encouraged to use these experiences to launch similar initiatives on their own campuses.

In 2003, Ohio Dominican University and Otterbein College each received grants. ODU furthered a project for students in International Business & Economics; Otterbein used MOFIN resources to launch a course that included study in Belgium and the Netherlands. This year’s awardees were Cleveland State University, which used MOFIN support to send faculty to a variety of international business development programs around the country; and Columbus State Community College, which launched a new exchange program for students in Italy.

Thunderbird – The Garvin School of International Management

Leading Edge Project – Homeland Security and US International Competitiveness

Thunderbird CIBER is leading a project involving all 30 of the Centers for International Business Education and Research on the subject of “Homeland Security and US International Competitiveness”. The project results from the identified national need to explore the issue of Homeland Security, and the CIBERs’ need to consider the issue in relation to the international competitiveness of US firms.

This project will produce a range of outputs, from conferences and books on the subject, to courses and other shorter events. The goal of the CIBERs as a group is to lead the discussion in the United States on the implications of homeland security for the international competitiveness of US firms. Individual CIBERs are carrying out activities that relate to their specific strengths and interests, along with the shared project that seeks to define the terms of reference on Homeland Security and US International Competitiveness.

How will new costs of protection to avoid terrorist activity affect American firms? How does the increase in border controls affect US imports, immigration of skilled foreign nationals, and other aspects of US international business? How can homeland security be conceptualized as a cost or risk of doing business for US firms? These are a handful of the questions being explored in research at Thunderbird and at other CIBERs. The project will continue for at least a three-year period, with a conference at Temple University April 1 - 2, 2005, as the first CIBER network research conference.

Thunderbird is serving as the group’s clearinghouse for information about all of the CIBERs’ activities in this area. Thunderbird will receive information from any CIBER that is involved with or planning a Homeland Security project, and will post the information on CIBERWeb at <http://ciber.centers.purdue.edu/publications/SecurityBrochure2004.pdf>.

Thunderbird itself is pursuing several research projects on Homeland Security and its relationship to US firms in their international business. Several professors are pursuing conceptual papers on topics including homeland security as a political risk and defining the scope of the security issue in its relation to international business. Other professors are pursuing empirical studies, including one on homeland security as a problem to be dealt with by company risk managers, and another on homeland security as a concern in supply chain management.

University of California, Los Angeles

Global Access Program (GAP)

The UCLA Anderson Global Access Program (GAP) is a unique and highly successful experiential learning program in international entrepreneurship whose development and program events have been supported by UCLA CIBER for the past four years. The core program idea is to match early career Fully-Employed MBA (FEMBA) students with early stage international technology companies to develop a comprehensive business strategy and international marketing plan to enable the companies to move to the next stage of corporate development.

Founded in 1998, GAP works with high- technology promotion agencies in eight foreign countries. Over 100 international businesses and 500 FEMBA have participated in this program. Working with GAP

faculty, these agencies identify and financially support candidate companies for participation in the program. This program contributes directly to the competitive capability of the U.S. economy and the international acumen of business students in a number of ways.

American MBA students are offered a 6-month challenging educational curriculum that provides a direct, hands-on, real world opportunity to integrate their core course learning into the development of a comprehensive growth strategy for high technology startup ventures. Students' learning comes from such opportunities as:

- learn and apply the basics of entrepreneurship and business plan development techniques to a unique business idea;
- learn critically important research skills by doing primary and secondary research into country business environments, industry conditions and market opportunities to build an empirical and reality grounded case for company strategy;
- learn how to manage self-directed teams, projects and client relations;
- develop, present and defend an investment quality business plan in front of a panel of expert industry judges;
- learn directly about leading edge new technologies and high technology companies with interests in bringing their new technology to the U.S. marketplace;
- travel internationally to work directly with the clients, attend industry trade events and interview with industry players.

In addition to the students, the GAP program provides direct knowledge and international management practice to both the UCLA Anderson GAP faculty who supervise the MBA teams, as well as the U.S. industry people who are invited to participate as resident experts. This leads to a net gain of U.S. resident expertise in the critically important area of high technology growth that is central for U.S. competitiveness in the global economy.

University of Colorado at Denver

Faculty Development Program in Hong Kong, China's Pearl River Delta, and Shanghai

There are two types of programs aimed at internationalizing business faculty: programs about specific disciplines such as human resources management or business ethics, and programs about a specific world region. The CU-CIBER has been a leader in specific discipline faculty development programs, holding these annually in the United States over the last decade. In January 2004 we held the first of many programs aimed at a specific world region.

CU-CIBER was the lead of eight CIBERs that co-sponsored a January 3-18, 2004 faculty development program "Hong Kong and China's Pearl River Delta: A Globally Competitive Partnership." Twenty-six faculty from around the United States, including four from community colleges, traveled to Hong Kong and the Pearl River Delta of Guangdong Province and then to Shanghai. Hong Kong annually ranks among the world's most competitive areas in government and business efficiency and is the historic bridge between the People's Republic of China and the West; China's Pearl River Delta which surrounds Hong Kong is currently the most dynamic economic development area in the world with 34% of China's exports, 30% of its foreign direct investment, 19% of its GDP, and 0.5% of its land area. The integration

of Hong Kong and the Pearl River Delta is producing a world-class economic zone, each building on the strengths of the other. This economic zone was compared to Shanghai, China's reputed commercial capital with 25% of China's exports and 12.5% of its financial revenues.

The program was an opportunity for faculty to develop firsthand experience of the dynamic growth of these areas. They met with the managers, executives, entrepreneurs, and government officials who are making this happen. They visited a cross-section of the companies doing business in these regions. They toured the shop floors of companies making appliances, computer components, and lighting fixtures where they observed some of the estimated 100 million workers who had migrated from rural China to these economic zones. They met with local university professors to exchange views on the "hows and whys" of this dramatic growth and develop new ideas for research topics and teaching material. The first day of the program the participants divided into four groups based on their academic disciplines and interests; the last day each group reported back on how they saw the experience from their unique perspectives. Group reports and other program materials are posted on the website http://www.cudenver.edu/inst_intl_bus/china/. This popular program will be held again January 2 - 15, 2005.

University of Connecticut

K-12 Outreach and the Global Economy

Our Leading edge program is our initiative in K-12 programs. We believe strongly that we can only instill a true knowledge of global business in our college students if they first have a strong basis from which we can build. The following is a brief description of the various efforts we are making in this area.

The first step we took in implementing this program was to publish three soft-cover resource guides on international business for high school teachers to use in their classrooms. Each contained readings, exercises, transparencies, and tests related to various aspects of international business. We mailed them to all of the high schools in Connecticut, and distributed them nationwide as requested through the other CIBERs.

Our second step was to print a hardcover book, *The Global Economy Handbook*, which we distributed to all Connecticut high schools and also to the language teachers at the 2004 CIBER Business Language conference in Stamford CT during April 1-3, 2004. Based on feedback on our books and conversations with different people concerned with K-12 education in Connecticut, we have set a new goal for our CIBER. By 2008, all middle and high school students in Connecticut should get some exposure to global business perspectives.

To implement this goal, we have developed the following schedule:

June-August 2004: Conduct a survey of school superintendents in Connecticut assessing the current state of teaching international topics.

October 20, 2004: Host a one day conference of the school superintendents to share the findings of the survey and brainstorm what might be done to include international business topics in the curriculum.

November 2004: Meet with the Connecticut Commissioner of Education, and select people from her

office, to discuss mandating exposure to select aspects of international business and trade for Connecticut students.

Spring 2005: Meet with members of the Connecticut International Business Advisory Committee, established by the Governor, and select legislators to talk about the need to include international business topics in the curriculum for middle and high school students.

Fall 2006: Work with state bureaucrats in the education department to develop an agenda for the legislators to discuss in their committees.

Spring 2007: Identify one or more legislators to introduce a bill in the Connecticut General Assembly on the subject.

Fall 2007: The Bill is passed, making it mandatory for middle and high school students to receive basic knowledge on international business and trade.

Spring 2008: School superintendents take steps to implement the directives of the bill.

Fall 2008: Connecticut schools begin teaching international business.

Fall 2012: First class of high school students with this training enters college.

Fall 2016: First class of students with 8 years exposure enters college!

After the teaching of international business and trade topics becomes a reality in Connecticut, we will try to expand it to our neighboring states. We have already established contacts with the Council of State Governments to expose state legislators to the need to prepare the younger generation to understand the perspectives of global trade and business.

University of Florida

Florida's Global Frontiers: Impacts of Trade Liberalization

Florida's Global Frontiers: Impacts of Trade Liberalization is a unique "Summit on Globalization" at the state level. It demonstrates effective leveraging of global expertise and Title VI monies across universities in a region, and it provides a prototype for helping state businesses, community leaders, policy makers, labor groups and environmental organizations understand the multiple channels through which globalization is changing their opportunities and presenting them with new challenges. It is predicated on the observations that (1) broad, national changes and outlooks do not necessarily reflect individual state experiences and prospects, but region-specific effects often receive less research attention; (2) a state's industries, labor markets, natural environment and policy making institutions are interrelated so that globalization's impacts on one inevitably affect the others also.

Meeting the challenges raised by these two observations is typically beyond the scope of one institution—even a large, diversified one. In this application of developing a Florida-specific study and conference, six groups collaborated on funding the project, planning the program, and identifying and mobilizing the

requisite expertise: University of Florida (UF) CIBER; the UF and Florida International University (FIU) National Resource Center for Transnational and Global Studies; the University of South Florida (USF) Globalization Research Center; the USF Center for International Business; the University of Central Florida (UCF) Office of the Special Assistant to the President for Global Perspectives.

Core to the conference was the commissioning of new research on Florida-specific impacts of globalization. Five academics with established expertise on the state were provided funding to develop four papers: globalization's impact on Florida's (1) industries; (2) workforce development; (3) environment; (4) state/local policymaking. Commissioned research stressed elucidating impacts at an indirect as well as a direct level. For example, trade liberalization has altered relative job growth across states, thereby impacting interstate work-related migration flows with subsequent consequences for local population-serving industries. This type of indirect dynamic is often ignored in the globalization debate, but it is not insignificant at the regional level. Minimizing overlap—yet highlighting linkages—was achieved through a set of research coordination and strategy meetings.

Following the September 23-24, 2004 conference in Tampa, FL—which includes keynote addresses as well as the four non-concurrent panels, an edited conference proceedings volume will be produced. In addition, follow-up led by the UF CIBER will document the lessons of this project in terms of challenges and opportunities for regional cooperation among Title VI participants—and between Title VI participants and other higher education academic centers—in addressing region-specific issues of US competitiveness in global markets.

Hence, *Florida's Global Frontiers* is not only a prototype for translating national averages into regional reality, it is a prototype for much needed regional *process*, as well as regional *product*, evaluation and growth.

University of Hawai'i at Manoa Conference on Doing Business in Islamic Asia

Since the events of September 11, Islam has moved from the margins of political thought in America to the center of daily discourse. Unfortunately, our national dialog has been limited by a lack of overall knowledge about the world's youngest religion. Conversations are couched in fear and dread—fear of an increasingly militant Muslim world, and dread of an inevitable “Clash of Civilizations” between Islam and the rest of the world, especially with the West. While experts in the media and in government have focused much of the world's attention on the particulars of Islam in the Middle East, much less study has been targeted toward Islamic Asia, a region that is home to some of the most populous Muslim nations. Also, there is a misconception that all Muslims, regardless of whether they are from the Middle East, Asia, Africa or the United States, are homogeneous and monolithic.

On a global business perspective, there is a range of small, medium, large and multinational companies that seek to expand their markets to the burgeoning populations of Asia. Next to China (whose western region is predominantly Muslim), Asian countries that are heavily Muslim or have significant Muslim populations are Indonesia, Malaysia, India, Pakistan, the Philippines, Thailand and Brunei. Although there have been many non-Islamic business ventures that have been successful in these countries and communities, there are also many examples of advertising missteps and/or failed sales/retail strategies.

In an effort to shed some needed light on these topics, the University of Hawai'i at Manoa will host a three-day international conference on "Doing Business in Islamic Asia" in Kuala Lumpur, Malaysia in June 2005. The goal of this conference is to engender constructive, academic debate rather than political argumentation, discuss principles rather than morals and foster greater understanding of this powerful force in society. The conference hopes to address a variety of topics that would be of particular interest to companies that aspire to do business in this part of the world. Topics to be covered include: similarities and differences between the Islam of the Middle East and the Islam of Asia; the nature of Islamic banking; the role of Islamic women in business; advertising and marketing guidelines within a Muslim context; best practices in Human Resource Management for an Islamic workforce; working, collaborating and negotiating with Muslim business people; and the impact of Islam on Asian regional trade, international business, security and economic development.

The conference will bring in world-renowned experts in Asia-focused Islamic studies to explain the current political, social, economic and cultural environment. Presentations, panels and experts will come from academia, government, private sector and multilateral funding agencies. Plenary and keynote speakers, discussants and presenters from Asia, the U.S. and Europe will converge in Kuala Lumpur in what promises to be an informative and enlightening conference. In addition, field trips and special events will be arranged to provide further opportunities for participants to get a closer look at Muslim cultures in Asia and Islamic-based businesses and practices. Most importantly, the range of conference activities should enable participants and the host organizations to develop professional networks that will hopefully result in collaborative undertakings, joint research and exchange of experts.

University of Illinois at Urbana-Champaign Internationalizing Journalism

One of the fastest growing fields in journalism today is business and financial reporting in the global economy. Journalists are expected to be able to explain the global economy and its impact on our lives. Unfortunately, it is also the area that reporters are least prepared to cover. The Illinois CIBER is working with the Department of Journalism and the College of Communications at the University of Illinois to internationalize the curriculum and the profession by: introducing international business concepts into the reporting courses; developing a study tour for journalism students to give them first-hand experience producing a radio documentary about capitalism in a developing country; and offering a workshop for practicing journalists and professors of journalism on covering the world of business.

Four years ago, the Illinois CIBER awarded Ron Yates, professor and head of the journalism department and a former foreign correspondent for the *Chicago Tribune*, a course development grant to create a new class in global business reporting (Journalism 480: Business and Financial Reporting in a Global Economy). The class is now offered every year and is always enrolled to the maximum. The course introduces basic business concepts such as the division of labor, market economy, R&D, floating exchange rates, cost-push inflation and demand-pull inflation, value-added and marginal product of labor. Students learn the journalist's role in explaining the global economy and its impact on our lives, how markets operate, and theories and history of management. They cover local and global business issues and write business stories. Through a special arrangement students work with editors from Reuters America, Inc., the world's largest business and financial news agency.

Course objectives

To increase knowledge and understanding of:

- basic economic and business principles;
- the role of government in the U.S. and global economy;
- major issues in business and financial journalism (technology, ethics, the Internet, taxes & regulation, social and environmental problems, competitiveness, etc.); and,
- the role of labor, markets, manufacturing and service industries, and economic data in our lives.

To improve skills in:

- reporting and writing the basic and complex business story;
- demystifying the world of business and finance by learning how to use and localize economic data effectively;
- how to write the business profile story;
- how to cover business beats such as markets, real estate, merchandising, banking and finance, manufacturing, transportation, labor, business and government, agriculture, consumer issues, new products and businesses, the environment, new technologies, etc.;
- use of Internet tools to research the field and make virtual contact with sources.

The Illinois CIBER is working with Nancy Benson, professor of broadcast journalism at the University of Illinois, to offer a broadcast journalism course in Peru that will put into practice concepts learned in the international reporting class. The participants will learn how news is reported, written, packaged and disseminated. They will examine how foreign correspondents operate in a world still replete with censorship, information manipulation, and physical danger. They will be encouraged to analyze how events around the world impact their lives and the lives of their audiences. Professor Benson will take a group of journalism students to Peru to learn about capitalism in a developing country. While in Peru for three weeks, students will research the underground economies where poor people eke out a living. They will be required to develop story ideas that relate to the developing economy. University of Illinois students will work along side students at the Peruvian university to produce a radio documentary that will explore issues related to current Peruvian politics and economics in the context of globalization. They will come back to campus, edit the piece and, if it is good enough, broadcast it on National Public Radio.

The Illinois CIBER, in collaboration with the Department of Journalism at the University of Illinois, Reuters, the Illinois Press Foundation and the *News Gazette* offers a two-day workshop for editors and reporters from small-and medium-sized publications: *Covering the World of Business: New Realities and Opportunities for Journalists Workshop*. This workshop is targeted to journalists who want to enhance their ability to cover business and the economy, understand how to localize international business stories, and provide knowledge of the global economy for readers. It is designed to help editors and reporters plan, organize, and provide pertinent coverage of the ever-changing world of international business.

University of Kansas
Global Project Management

This initiative addresses the growing demand for, and increasing shortage of, business and engineering graduates who can manage international projects effectively. The KU CIBER leads this collaborative project between the Schools of Business and Engineering. Its goals are 1) to accelerate the creation of project managers who are able to work effectively in an international setting and 2) to make U.S. engineering firms more competitive for international projects.

The nature of technological change and the forces of globalization are changing the skill set needed by U.S. engineering firms, creating a shortage of professionals competent in this new environment. One of the nation's largest consulting engineering firms located in Kansas City, for example, has had to turn away international contracts because of the shortage of qualified international project management professionals. This company also cites turnover of project managers rising from 6% to 22% in recent years. The KU CIBER's global project management initiative accelerates and strengthens the preparation of global project managers, increasing the competitiveness of U.S. firms in the global engineering services industry.

KU CIBER's Global Project Management initiative takes a comprehensive approach to the development of international project managers that includes traditional academic courses, a professional lecture series, and continuing education programs and executive development. The sequence was launched in fall '01, with a new undergraduate course, International Project Management, followed in Spring 2002 by a new graduate course, Global Project Management. Each of these courses continues to be offered annually.

The CIBER is now partnering with the Kansas City chapter of the Project Management Institute to introduce an international dimension into professional development activities and continuing education offered by that group. For example, in 2004, CIBER and PMI have jointly organized and sponsored three programs on international project management attended by an average of 150 people each.

CIBER is also introducing, in fall '04, an intensive professional development program, "Organizational Structure, Leadership and Management for Globally Successful Project Outcomes." The program includes fifteen sessions and draws upon experience from management of international projects as well as from working with culturally diverse teams.

University of Memphis
GlobalEd Executive Seminars in Business, Culture and Leadership

GlobalEd seminars were designed to broaden cultural and leadership understanding among executives to prepare them for conducting business in the global marketplace. The objectives of the seminars are to: (1) develop knowledge of growing market potential in different regions of the world, (2) expand awareness of economic, social, and political trends in the regions, and (3) enhance understanding of cultural differences and how culture impacts the conduct of business. More specifically, the seminars examine culturally conditioned values, beliefs, attitudes, and perceptions and their impact on business communication, negotiation, decision-making, and management.

The curriculum investigates economic, political, cultural, and leadership dimensions of international business in four of the world's most important global markets: Asia (Japan, China and India), Latin America (Mexico, Brazil and Argentina), Europe (France, Germany and United Kingdom), and Middle East (Arab World, Israel, and Egypt/Saudi Arabia). Business executives are challenged to expand their perceptions and understanding of these societies and cultures and explore effective ways/skills for doing business there. In addition, participants are sensitized to the role of personal and/or corporate mindset as facilitators and barriers to international expansion.

By utilizing native cultural trainers and business executives who have worked in the specific region to lead the GlobalEd seminars, the program has received high marks for providing a clear picture of different cultures and how to be more culturally aware to be successful across borders. The seminars foster the development of global leadership, which is greatly influenced by national culture in terms of basic assumptions of what a good leader is, how they behave, what their style is, whether they are men or women, etc. Executives must consider non-western views of leadership as globalization spreads economic activities through the world. Therefore, seminars attempt to develop skills and abilities appropriate to interact and manage people from diverse cultural backgrounds who work in the multinational or global corporation in different parts of the world.

The program is structured around a five-day agenda including one day for U.S. culture, three days for cultures of three countries in one market, and the final day provides cultural implications for developing a global corporation and leadership. In 2003-2004, 83 business executives participated in the GlobalEd Executive Seminars provided by the Memphis CIBER.

University of Michigan CIBE

Program in development finance and micro-finance

Continuing its multi-year commitment to develop programs on global corporate social responsibility, the UM Center for International Business Education has launched an initiative in development finance and micro-finance. The program has to date involved nine students and three faculty members from our Schools of Business and Law.

Development finance is the business of providing loans and other financial services to low-income populations in developing countries. Commercial banks have historically viewed this group as unprofitable, primarily because they are assumed to be a high credit risk. Lending to low-income populations has therefore been dominated by multi-lateral development agencies and non-government organizations, including the United Nations and the World Bank. Despite high interest rates and short payback periods relative to conventional commercial loans, the default rate on micro-finance loans has been remarkably low, leading some private sector actors to question their original assumptions. As profit-making financial services firms explore this market, the tools that we provide to our students in the areas of corporate governance, international business, finance, and accounting can be readily applied to the challenges facing this industry.

While student interest in global corporate social responsibility is clearly strong and growing, it is less clear whether such programs develop the practical business skills that are valued in the marketplace. As markets in developed countries have become saturated, multinational corporations have increasingly

turned their attention to developing countries. These MNCs experience a host of challenges when they target the world's poorest customers, the most important being local competition and the imperative to lower costs while maintaining global quality standards. Micro-finance has the potential to be a profitable segment for MNCs if they can leverage their strengths in information technology and the management of international capital flows.

For the 2003-2004, the UM CIBE supported four student projects in development finance. The first involved a group project organized under the business school's IMAP program, which requires every first-year MBA student to work on a consulting project under faculty supervision. A team of six students traveled to Washington DC and six developing countries (Nicaragua, Guatemala, Vietnam, Cambodia, Poland, and Romania) to collect data and interview key players in this industry. Their two goals were to conduct a comprehensive industry analysis and to identify targets of opportunity within high-potential micro-finance institutions, including commercial banks, government agencies, and non-profit agencies. The faculty advisors for the project were the CIBE director, Brad Farnsworth, and UM Finance Professor David Brophy.

The second project was a study of how information technology is being applied to micro-finance. The cost of acquiring micro-finance customers is relatively high because they are often located in remote villages—and they can be further isolated by a weak transportation and communications infrastructure. Two second-year MBA students studied this problem from multiple perspectives, meeting with key international organizations in the United States and Europe. This work built on a project that these same students began under Professor C.K. Prahalad that ultimately became a chapter in his new book, "The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits."

One of the goals of the micro-finance program is to develop cooperative projects between the business school and other professional schools at Michigan, especially the Schools of Law, Public Policy, and Public Health. Our third project is with the Law School, with funding provided by the UM's International Institute. The project is the beginning of a long-term partnership with MKE that will focus on the creation of group projects that will employ UM students from several professional schools.

The fourth project is to develop a case study that will be used in a new MBA elective, *Sustainable Finance*. This half-semester course will be taught by UM Finance Professor Gautam Kaul in our Winter 2005 term. The case is still in the early stages of development but will likely focus on the management challenges facing a micro-finance institution in either Nicaragua or Bangladesh.

University of North Carolina - Chapel Hill

Collaborative Learning Environment (CLE) for Securing the Global Supply Chain

One of UNC-Chapel Hill CIBER's nine objectives for the current grant cycle is to "create experiential global supply-chain management learning resources for students and business professionals." A number of projects developed by Chapel Hill's Center for Logistics and Digital Strategy are helping to meet this goal, not only for the UNC community, but also in several other universities and community colleges nationwide. A project is currently being developed that will fundamentally change the way global logistics is taught, particularly in response to the emerging needs of business and government for secure processes in the area of global supply chain management.

Recognizing that homeland security requires logisticians who must function effectively in a collaborative, international environment, the project provides an innovative and globally accessible electronic platform demonstrating emerging logistics technologies that help safeguard the nation. Some of the technologies and practices around which customizable tools will be built include 1) wireless “smart” tags and radio frequency identification (RFID) technologies for tracking shipments and parcels, 2) automatic identification technologies and bar code readers for warehouse operations; and 3) intelligent agent software for continuous monitoring of the logistics chain.

This innovative educational CLE, “Collaborative Learning Environment,” is being organized with financial support from CIBER and the National Science Foundation under the direction of the North Carolina Consortium for Logistics Education (NCCLE). The consortium includes education institutions and industries in eastern North Carolina led by UNC-Chapel Hill and Lenoir Community College, in conjunction with international partners University of Delft in the Netherlands and Monterey Tech in Mexico. The partnering institutions are developing, implementing and evaluating a new, shared educational platform and associated technologies. This platform enables students to utilize logistics software related to supply chain security while simultaneously learning to work collaboratively with others separated by vast distances and by differences in language and culture.

More information on the project, including contact information for institutions that might want to join the partnership, can be obtained at <http://www.kenan-flagler.unc.edu/KI/logistics/index.cfm>.

University of Pennsylvania

Certificate in Teaching Languages for Business and Summer Institute

In answer to the growing need and demand for “business language” instruction and to meet the national need for better-trained teachers of business language, Penn Lauder CIBER has implemented a two-tiered program that is comprised of both a stand-alone **summer institute** and a **Certificate in Teaching Language for Business** from the University of Pennsylvania’s Graduate School of Education (GSE). The goal of both programs is to train language faculty in the basic functional areas of business, advanced applied language-teaching methodology and curriculum design, intercultural communication, and socio-linguistics. Penn Lauder CIBER is collaborating with faculty at GSE to design and implement the curricula for these programs.

The first tier in the program is a one-week **summer institute** designed for secondary and post-secondary language educators. The program includes an overview of basic business, combined with some discussion of current issues in language-teaching methodology and curriculum design. The participants work on group projects in which they design curriculum modules, applying the concepts discussed in the classroom. After the institute, the participants receive a compilation of all the projects to enable them to adapt and use the modules in their own classroom situations. Educators from Pennsylvania are eligible to receive continuing-education credit under Act 48. The summer institute has been held twice, in June 2003 and June 2004, and will be offered again in June 2005.

The **Certificate in Teaching Language for Business** will be launched in the summer of 2005. This program is actually a dual-certificate program, with a joint application process. Graduates will earn both a Certificate in Teaching Language for Business from Penn’s Graduate School of Education and a

Wharton Human Resource Management Certificate through Wharton's post-Baccalaureate Programs for Working Professionals. Students in this dual-certificate program must start by participating in the **summer institute** in June, after which they complete an additional individual project for credit toward the GSE certificate. Then, over a period of one or two years, students will take approved courses at Penn's Graduate School of Education and the Wharton Program for Working Professionals to complete the dual certificates.

This project is designed to address the varying degrees of needs and interests of a diverse constituency of language-teaching professionals in order to create a new and constant pool of second-language educators with expertise in teaching language for the purpose of business communication. Regionally and nationally, the project will respond to the need for specialized language teachers at institutions of higher education, high schools, and, perhaps, even middle and elementary schools.

University of Pittsburgh

International Collaborations Between Engineering and Business

The School of Engineering and the Katz Graduate School of Business (and its affiliated College of Business Administration) collaborate extensively on a variety of international endeavors. This collaboration arises from both practical and conceptual considerations. First, both units have students who are professionally focused and have little free time in their schedules for free electives and study abroad experiences. Second, the combination of both units affords us the opportunity to offer programs for which there is not critical mass with one unit alone. Finally, both units believe that in order to compete effectively in the job markets of the 21st century, graduates need to be internationally aware. Collaborations include faculty led short programs, the Semester at Sea program, language programs, study and internship abroad programs, and a program on off shore outsourcing.

The *Plus3* programs target students who have just completed their freshman year and who have little or no international experience. The program is designed to be a teaser: it is an add on to a required course in either business or engineering and is designed to increase students' interest in further language study and a longer term study or internship abroad. The program is led by either a business or engineering faculty member and involves company visits, guest lectures, and cultural trips. Students complete a project that includes the analysis of a firm and the global industry it operates in. In 2004, the third year of the program, Pittsburgh students went to one of four countries: Germany, Czech Republic, Chile, or China. The Germany trip, for example, included company visits to Audi, Infineon, Kuka Robotics, and Paulaner brewing as well as cultural and site-seeing trips. In total across countries, 75 students participated, roughly half from business and half from engineering.

For the first time in 2004, the Business and Engineering Schools at Pittsburgh ran a program on the summer (June – August) voyage of Semester at Sea. The program, titled *Manufacturing and the Supply Chain in the Pacific Rim*, included student participants from both business and engineering schools (from around the US) and involved special courses and company visits that took advantage of the voyage's ports of US, Russia, Korea, China, Hong Kong, Vietnam, Taiwan, and Japan. The program included about 30 participants and was led by an Industrial Engineering professor from the University of Pittsburgh. Coursework and projects focused on supply chain questions.

In order to develop language courses that fit the professional needs and full schedules of business and engineering students, the schools have collaborated with the language departments to offer introductory Professional German and Professional Chinese. Coursework includes more spoken language and more technical vocabulary than the traditional courses in the university. This program is being expanded to include Professional Portuguese and Spanish.

The combination of the Schools in cooperation with the Asian Studies program at Pitt have mounted a six-week Pitt in China program for business and engineering students that includes language coursework plus classes in economics and culture. The Schools are collaborating on internship and coop programs abroad in which students who participate in the short program (*Plus3*), come back to Pittsburgh, take language classes, and after two years return and do an internship/coop that can include coursework. In 2004, students interned at the stock exchange in Chile, Siemens Medical and Fürst Wallerstein Brauerei in Germany.

The Engineering and Business Schools, in collaboration with the Global Studies Program, began in 2003-04 a working group on off shore outsourcing. This group's discussion led to the initiation of a colloquium series for 2004 -5 that will be held in sessions both on campus for the university community and in downtown Pittsburgh (in collaboration with the Word Affairs Council of Pittsburgh) for the broader community.

University of South Carolina

Honors International Business Research Seminar and South Carolina Honors College Track for Undergraduate International Business Majors

The South Carolina Honors College of the University of South Carolina and the International Business Department of the Moore School of Business are cooperating to develop a collaborative program for Honors College students who major in International Business.

The South Carolina Honors College was established in 1977 to provide highly gifted and motivated students with the opportunity to develop their intellectual potential. One of the primary methods by which the Honors College operates is its emphasis on research-based learning. Research based learning seeks to integrate the instructional and research missions of the University, as well as to combine the mastery of the substance of a particular discipline with the creation of that substance. The Honors College attracts highly motivated and highly qualified students to the University of South Carolina; the 275 students (66% in-state, 34% out-of-state) ranked on average in the top 3% of their high school class and had an average SAT score of 1401.

The International Business Department of the Moore School began offering a formal major in International Business in 2002. A maximum of 50 students per annum are admitted after completing at least 45 credit hours of undergraduate course work. International Business majors must

- Take a second major within the Moore School of Business;
- Take an introductory course, Globalization and Business;
- Take four additional International Business courses selected from a menu of functional, thematic and regional courses;

- Meet advanced foreign language requirements in at least one of ten foreign languages;
- Complete a period of study abroad.

The combined Honors College/International Business track is being developed to allow the component parts of the individual curricula to complement and support each other, as follows:

- An Honors College track with courses that would develop the global political and social perspective of participants;
- Honors sections in foreign languages;
- An honors section of the International Business core course, Globalization and Business, focusing on international business theory issues, including the theory of the multinational enterprise and foreign direct investment, models of international expansion, international diversification theory, and issues regarding the liability of foreignness, leading to the formulation of a research problem;
- An honors college course, Seminar in International Business Research, which would look at various cultural frameworks (Schwartz-Bilsky, Bond and Triandis), values models, research implications of individualism versus collectivism, methodological issues in cross-cultural studies, response bias, scale development and equivalence measurement, leading to the development of a research project;
- Overseas research opportunities, leading to the opportunity to execute the project developed in the honors college seminar;
- Honors College senior thesis incorporating the results of overseas research.

Through the South Carolina CIBER and its doctoral program in International Business the Moore School has developed substantial expertise in the conduct of international business research projects. Combining this expertise with the academic structure of the Honors College through the vehicle of an International Business track within the International Business major will produce graduates with both a practical and theoretical understanding of the conduct of business across boundaries, will provide valuable international business research on relevant topics for the business constituencies of our CIBER, and provide the type of research based learning that creates the foundation experience for future International Business scholars.

University of Southern California

Asia Conference: Challenges & Opportunities for Pacific Rim Societies in the 21st Century

USC will host its third Asia Conference this fall in Korea on “Challenges & Opportunities for Pacific Rim Societies in the 21st Century.” USC’s 2004 Asia Conference will be held on October 28-30, 2004 at the Shilla Hotel in Seoul. The 2004 conference will bring together 300 to 400 USC alumni, friends and perspective students and parents with a strong USC delegation of 8 trustees and 8 deans, which is being led by the provost.

The conference will explore such important social-economic, cultural and technology issues affecting Pacific Rim society as:

- Business Opportunities in China, Japan and Korea
- North East Asia Security Issues
- Museums, Art and Urban Development

- America's Changing Image in Asia
- Public Health Issues
- Information Technology Trends

The conference has 25 prominent confirmed speakers including: the leaders of LippoBank, Hana Bank, Taipei Bank, and Shinsei Bank; the Minister of Science and Technology of Korea, JETRO's Executive Vice President, an Advisor to Thailand's Prime Minister (and former Foreign Minister), a former Prime Minister of Korea, the former founding director of China's Centers for Disease Control, a former Minister of Fine Arts of Mexico, a former Minister of Commerce of Thailand, a former President of the North Atlantic (NATO) Parliamentary Assembly, etc. Please see the complete list of confirmed speakers at <http://www.usc.edu/programs/asia/speakers.html>.

University of Texas at Austin Austin Export Leaders Program

Over the last decade, the CIBER at the University of Texas at Austin has been actively involved in the development of our community's awareness of the potential for increased international trade for the city of Austin. From the early days of helping form the Greater Austin International Coalition to membership on the Mayor's International Cabinet to ultimately participating in the creation of the International Center of Austin – a brick and mortar set of offices co-located with the Greater Austin Chamber of Commerce – CIBER UT Austin's Business Outreach effort has been dedicated to developing the next generation of international business leaders through collaboration with local government and business organizations. Our latest effort brings together government agencies, business leaders, and educational institutions to provide local businesses a special program of education and access to experts, students and business mentors as they begin their launch into the global market. Housed in the International Center of Austin (ICA), the Austin Export Leaders Program combines leadership skill development, technical training, consulting and coaching, and direct international experience to allow program graduates to be successful internationally.

The program will last six months and will include the following components:

- Monthly program content that combines training and basic information on exporting with panels and presentations by established exporters and international trade support professionals (attorneys, freight forwarders, etc.);
- International consulting assistance and market research to support participant's effort to export;
- Participation in one international trip to gain first hand experience and the opportunity to meet with foreign companies interested in client products.

Participating companies must meet the following minimal requirements:

- The company must be in business for at least two years.
- Either the owner or a member of senior management must represent the company.
- The company must be deemed ready to export in terms of both its commitment to exporting and having a viable, exportable product or service.
- The company must be willing to pay the program fee plus the cost of one international trip.
- The company participant must attend five out of six sessions and the international trip.

The following consortium members will deliver the program:

- Sr. International Business Consultant from the International Trade Center UTSA
- U.S. Department of Commerce Export Assistance Center and Gold Key Program
- Local business experts including members of the Camino Real District Export Council
- Interns from the ICA education committee member schools:
 - McCombs School of Business, The University of Texas at Austin
 - Graduate School of Management, St. Edwards University
 - College of Business Administration, Texas State University
 - International Business Institute, Austin Community College
 - Business Administration Program, Huston-Tillotson College

University of Washington

Global Business Plan Competition for Social Entrepreneurship

The Center for International Business Education & Research (CIBER) and the Center for Technology Entrepreneurship (CTE) at the University of Washington Business School are pleased to launch the Global Business Plan Competition for Social Entrepreneurship (GBPC).

The GBPC will harness the power of business and the energy of students to improve the quality of life in developing countries.

The competition, scheduled for February 2005, invites students from around the world to find creative and commercially sustainable ways to address problems of poverty. This year, student teams are invited to submit business plans in one of two thematic areas:

- Health care
- Information or communication technology

Business plans will be judged on impact on quality of life, implementation feasibility, and financial sustainability. The winning teams will be awarded monetary prizes.

- Invitations have been sent to 170 universities around the world. Expressions of interest have already been received from India, Malaysia, China, Australia, and Germany. Developing country teams selected to compete in Seattle will receive travel scholarships covering transportation and accommodations.

Combining the UW Business School's strengths in global business and entrepreneurial education, the competition contributes to U.S. global competitiveness in the following ways:

- Focuses on global poverty reduction through sustainable enterprise which has been shown to increase security and, therefore, opportunity in global markets;
- Engages teams from U.S. business schools who will develop contacts with and learn from teams outside the U.S.;

- Involves UW student volunteers from across campus as ambassadors to non-U.S. teams for support and cross-cultural interaction;
- Exposes students and judges to the issues of, and opportunities in, global social entrepreneurship;
- Fosters worldwide connections and partnerships among individuals, educational institutions, entrepreneurs, businesses and community organizations.

University of Wisconsin CIBER Biotechnology and Global Implications

With recent advancements in the areas of stem cell research and the ability to deliver unique, individualized ways of diagnosing and treating disease, the relevance of biotechnology and its impact on people around the globe has become increasingly clear. Add to that the uncertainty we now live with and the potential threat of bioterrorism, and the possibilities that biotechnology applications hold quickly become an important tool in the area of global security.

Over the past year, the Wisconsin CIBER has been developing a number of academic and business programs to support the burgeoning biotechnology sector in the state, a sector that holds significant economic growth potential for Wisconsin. Highlighted below are five programs that support this theme. First, CIBER worked with faculty from the newly developed Master of Science in Biotechnology program to integrate an international experience into the curriculum that addresses the business, legal, ethical and technical aspects of biotechnology. The result was a two-week pilot research abroad program in Uganda for graduate students pursuing the Master's degree. The on-site learning experience enabled students to see how U.S. biotechnology affects countries around the world, exposed them to the realities of biotechnology research and applications in developing economic contexts and provided an opportunity for students to work with Ugandan policy leaders, business people, teachers, researchers and citizens.

In addition, CIBER co-developed, with the Wisconsin Department of Commerce, a program in spring 2004 to encourage smaller Wisconsin-based biotechnology and high technology companies to seek out new international markets. Working with the Wisconsin Biotechnology and Medical Device Association, CIBER provided partial funding to 18 small companies to attend BIO 2004 this past June. BIO 2004 is the largest international biotechnology trade show in the world with nearly 17,000 participants, including biotechnology companies, prospective partners, venture capitalists and government officials, representing 61 countries. The purpose of the travel grant program is to encourage smaller Wisconsin-based companies to become exporters and to help existing smaller exporters seek out new markets. Wisconsin companies marketing new high-tech or biotech products with worldwide application are encouraged to apply. EraGen Biosciences, one of the 18 companies that received modest support from CIBER, is working in the area of rapid detection of biological warfare agents and infectious diseases, which relates back to the broader CIBER goal of addressing issues related to national and global security.

Third, in cooperation with the UW Madison Technology Business Development Institute, CIBER organized a two-part seminar series this fall, which targeted the biotechnology and high technology sectors. Session I, "Using Alliances as a Business Growth Strategy," offered an introduction to strategy fundamentals and the role of alliances as vehicles for implementing domestic and international strategies. The session also considered the identification of alliance partners, various forms of alliances, differences between domestic and international alliances, and alliance pitfalls. Session II, "Using Mergers and

Acquisitions for Growth,” revisited the strategy fundamentals framework and the role of acquisitions as vehicles for implementing domestic and international strategies.

Lastly, CIBER and the UW-Madison Center for World Affairs and the Global Economy (WAGE) co-sponsored and organized three sessions on exploring and developing global opportunities at the Wisconsin Biotechnology and Medical Device Association’s annual biotechnology conference on October 26, 2004. The three sessions included: Asian Market Entrance & Expansion: Case Studies & Lessons Learned; European Entrance & Expansion: Case Studies & Lessons Learned and Advanced Educational Opportunities for the Biotechnology and Medical Device Sectors/International Market Development Resources. Other sessions featured presentations by leading legal, accounting and insurance companies geared specifically to the special business needs of life sciences companies. Some 400 attendees gathered for this day-long series of presentations.

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