

# **FY 2010 PROJECT ABSTRACTS**

## **Centers for International Business Education Program**



**U.S. Department of Education  
Office of Postsecondary Education  
International and Foreign Language Education Service**

2010-2014 CENTERS FOR INTERNATIONAL BUSINESS EDUCATION

Brigham Young University  
Columbia University  
Duke University  
Florida International University  
George Washington University  
Georgia Institute of Technology  
Georgia State University  
Indiana University  
Michigan State University  
Ohio State University  
Purdue University  
San Diego State University  
Temple University  
Texas A&M University  
University of California, LA  
University of Colorado at Denver  
University of Connecticut  
University of Florida  
University of Hawaii at Manoa  
University of Illinois at Urbana-Champaign  
University of Maryland  
University of Memphis  
University of Miami  
University of Michigan  
University of Minnesota  
University of North Carolina – Chapel Hill  
University of Pennsylvania  
University of Pittsburgh  
University of South Carolina  
University of Southern California  
University of Texas - Austin  
University of Washington  
University of Wisconsin – Madison

***Total funding FY2010 - \$12,757,000      Average cost \$386,576***

CIBER web site: <http://ciberweb.msu.edu>

Grantee: Brigham Young University  
Project Director: Lee Radebaugh

Project Description:

Dramatic changes in the global economy have increased the challenges identified in the legislation to improve the competitiveness of U.S. business. The 2010-2014 Brigham Young University Center for International Business Education and Research (BYU CIBER) will contribute to increasing U.S. competitiveness by preparing current and future business leaders to compete successfully in a world where global forces such as technology are bringing us closer together but where national differences in language, culture, politics, and economics need to be understood to ensure success. Significant research and publications will be generated from conferences and symposia, focused projects on areas of strategic importance, and curriculum innovations.

BYU CIBER will establish cross-disciplinary programs at the graduate and undergraduate levels. In particular, we will draw on the foreign language expertise and international experience of students where more than three-fourths of the students speak a second language. Language expertise will be central to the programs of BYU CIBER. BYU offers language instruction in over 80 languages, including 34 of the priority languages identified by the Secretary of Education and 42 other less commonly taught languages (LCTLs). Business language courses are offered in 10 different foreign languages, six of which are LCTLs. In addition to teaching business language courses, we will include language expertise in a variety of ways, such as global consulting projects, foreign business excursions, and business language competitions. BYU CIBER will also use its strengths in language and international business to assist faculty and students at community colleges and universities in the region with their internationalization efforts as well as the business and K-12 communities.

Grantee: Columbia University  
Project Director: Don Sexton

Project Description:

The Columbia University Center for International Business Education and Research (CU CIBER) is a distinct organizational unit of the university managed jointly by the Business School and the School of International and Public Affairs, which serves the university community along with educational institutions and businesses throughout the New York region and the nation. The CIBER's overarching mission reflects the Title VI legislation by increasing international skills and creating awareness of internationalization of the U.S. economy; creating programming in business and international affairs education and language study to increase U.S. competitiveness; bridging academia and industry through dialogue to advance international business practices and research; and building sustained, collaborative relationships and programs with public sector organizations for the benefit of the university and region. The individual programs supporting these objectives are conceived to meet the goals of the Higher Education Act, namely 1) to serve as a national resource for teaching of improved business techniques by developing an innovative, interdisciplinary course addressing financial institutions and economic crises; 2) to provide instruction in critical foreign languages, as is the case with tutorials in less commonly taught languages for students, faculty and alumni; 3) to provide research and training on international aspects of trade and commerce by spearheading cutting-edge faculty research in timely topics and disseminating these new ideas to the business community; 4) to provide training to students as demonstrated in the expansion of international immersions through the Global Immersion Program; 5) to serve as a resource to businesses by inviting practitioners to forums such as the Distinguished Speaker Forum on Indian business; and 6) to serve institutions of higher education within the region, building capacity at Title III and Title V eligible institutions in New York City through international case workshops for business faculty at community colleges.

Grantee: Duke University  
Project Director: Arie Lewin

Project Description:

The Duke Center for International Business Education and Research (Duke CIBER), located at the Fuqua School of Business (FSB), is among the oldest such grantees, having been a CIBER since 1992. Believing that maintaining the designation is as difficult as obtaining it the first time, the Duke CIBER has planned a broad and ambitious slate of projects for 2010-2014 designed to satisfy national CIBER legislation mandates as well as complement and reinforce FSB's new globalization strategy with a commitment to graduate globally competent students regardless of the degree program with which they are associated. In addition, the proposed programs meet, in multiple ways, federal invitational priorities for collaborative activities and for increasing proficiency of Americans related to less commonly taught languages (LCTLs).

This proposal also reflects Duke CIBER efforts to align itself programmatically with Duke University internationalization initiatives, involving a self-assessment, or Quality Enhancement Program, called "Global Duke". These multiple strategies are addressed programmatically. First, emphasizing the FSB new globalization strategy, it launched an ambitious global MBA program, the Cross-Continent MBA (CCMBA). Students in this visionary program receive direct teaching and training in six different world regions, including Russia, India, and China. To support this and other efforts, the CIBER will broadly expand two key programs, producing applicable tools and research to raise foreign language and faculty competency, U.S. business competitiveness and global preparedness. First, the Inter-Cultural Edge, or ICE program, has become synonymous with Duke CIBER. Launched in 2004, ICE assesses the cross-cultural communications effectiveness of participants and provides guidance for skills improvements. Now used in each Fuqua degree program, CIBER will begin to nationally certify ICE trainers so students, faculty, and business people across the United States may also participate. The second landmark program, the Off-shoring Research Network, or ORN, will continue to add to its valuable business database, now totaling input from more than 2,000 firms, with a specific emphasis on the globalization of innovation and its many ramifications for American competitiveness.

Exciting new initiatives include three major efforts. First, American Competitiveness: Forum on Rethinking Business Education and second, American Competitiveness: Reversing the Wealth and nationally relevant policy discussion. Third, participation in the collaborative Short Term Study Abroad (STSA) consortium will introduce a new online assessment toolkit allowing any college offering experiential programming the ability to reliably evaluate results. New work will also feature training for faculty or K-12 teachers on global sourcing in China, the internationalization of doctoral research, and the teaching of lesser-taught languages for business communication. New business language curriculum will be developed in Arabic and Hindi.

Grantee: Florida International University  
Project Director: Mary Ann Von Glinow

Project Description:

The Florida International University Center for International Business and Research (FIU CIBER) is proud to present our application for renewal to the Department of Education for the four year cycle, 2010-2014. After careful, detailed planning with the Advisory Council, we have 53 new or continuing activities which we believe meet the legislative mandates. These activities also include two Invitational Priorities, the first on the teaching of foreign languages, and the second on outreach and consortia with other business programs to help internationalize them.

Building on the framework we established in our four previous funding cycles, we believe we have exceeded what we committed to do four years ago. Our goal is to carry forward the activities that have been successful and add exciting new initiatives. Many of our activities have become "self supporting" or embedded within the College of Business Administration.

The wide array of activities in the narrative fall within two thematic categories: 1) Improving U.S. International Competitiveness in Today's World of Heightened Business and Security Challenges; 2) Using Languages and Technology Wisely in International Business (IB); and 3) Improving K-12, College and Organizational Effectiveness through Entrepreneurial, Innovative Means. These activities are designed to enhance the competitiveness of U.S. businesses; educate and train our leaders and entrepreneurs of the future; develop sustainable and useful programs for our local community that continue to have multiplier effects; develop students and faculty particularly from our and other Minority-Serving Institutions to be more competent in International Business, foreign languages, area and international studies. Our goal is to make all our constituents more competitive in the global economy and continue as a local and regional resource for promoting U.S. business' global reach.

Grantee: George Washington University  
Project Director: Jennifer Spencer

Project Description:

The George Washington University Center for International Business Education and Research (GW CIBER) proposes to build on the strong foundation laid in its first grant award (2006-2009) to advance knowledge of international business (IB), increase the global effectiveness of current and future managers, promote instruction in less commonly taught languages, and serve as a local, regional, and national resource on topics of critical importance.

GW CIBER's programming will be organized around a central unifying theme – Institutions, the State, and Development in International Business – which addresses a set of issues of fundamental importance to U.S. competitiveness, prosperity, and security. This theme also reflects the strengths of GW's faculty and the university's central location in Washington, D.C., among key multilateral organizations, government agencies, non-governmental organizations, and foreign embassies.

Building on the central theme, GW CIBER's programming will be organized in six mutually reinforcing objectives with 40 corresponding initiatives, which were identified through a needs-based assessment in consultation with critical stakeholders. These initiatives create a circle of international business (IB) learning involving students, faculty, practitioners, and policy makers. They also contribute significantly to two national priorities by offering extensive programming to advance instruction in less commonly taught languages and enhance the internationalization efforts of predominantly minority institutions.

Through the complementary initiatives proposed here, GW CIBER will increase IB understanding among students, improve the ability of managers to operate in the global environment, increase the number of Americans able to speak less commonly taught languages in business settings, and enhance the performance of U.S. firms, including minority-owned firms. Taken together, this set of programs will increase the competitiveness of U.S. firms and benefit American citizens.

Grantee: Georgia Institute of Technology  
Project Director: John McIntyre

Project Description:

For FY 2010-2014 The Georgia Institute of Technology Center for International Business Education and Research (GT CIBER) leverages our university's international initiatives and multi-site Global Campus Model, centering on the themes of global innovation, sustainability, and security to enhance U.S. international growth and competitiveness, based on 16 years of experience. Our project zeroes in on four regions of faculty expertise and GT's global campus presence: 1) North-East Asia (Japan, Korea, China); 2) the European Union (with emphasis on France and Germany); 3) Big Emerging Markets (Brazil, India); and 4) Small Innovative Countries (Ireland, Costa Rica, Israel, Singapore).

We build on GT's strengths by emphasizing broad technology families: distributive, relational, "green", and platform building. Our program is articulated around several key elements and objectives: 1) Anchoring the role of applied language and intercultural studies in a technology focused global university: We establish a degree in applied language and intercultural studies; expand our Languages for Business and Technology programs to Korea and Arabic-speaking areas; and promote language learning at overseas campuses, with 19 new or expanded initiatives; 2) Facilitating international specializations in academic offerings: We establish a PhD degree in international economics and trade specialization; enhance the international business content of the PhD in international affairs; enrich the Global Executive MBA and the M.S. in quantitative and computational finance; while pursuing research initiatives; 3) Leveraging the Georgia Tech Global Campus Model: This element optimizes Georgia Tech's global campus locations: GT Lorraine, France; the Trade, Innovation and Productivity Center, Costa Rica; the GT Ireland industrial research facility; the GT-Peking University joint doctoral facility; The GT Logistics Institute-Asia-Pacific, Singapore; the GT-Shanghai University joint degree facility to enhance international awareness and extend research opportunities to our management-related faculty; create overseas internships through our International Plan programs (IP); and 4) Researching Innovation, Sustainability and Security.

Grantee: Georgia State University  
Project Director: S. Tamer Cavusgil

Project Description:

Georgia State University proposes to operate a Center for International Business Education and Research (GSU CIBER) that will be spearheaded by the Institute of International Business, an academic unit of the Robinson College of Business. Georgia State and its corporate partners have committed approximately \$2 million in matching funds over the four-year grant cycle, including cash, to supplement the federal investment.

During the 2010-14 grant cycle, GSU CIBER proposes 63 projects spanning eight objectives mandated by the authorizing legislation. A sampling of proposed projects includes: a collaborative effort to articulate the core body of knowledge for teaching the first course in International Business; enhancements to the business, languages, and area studies curriculum; Spanish and French-language sections of the core course in international business; and interdisciplinary research projects dedicated to enhancing global competitiveness of U.S. enterprises. In addition, GSU CIBER will expand interdisciplinary study abroad programs; cultivate international student internship opportunities; better prepare international teaching and research assistants; and provide support to internationally focused student organizations.

In response to the invitational priority one, GSU CIBER will substantially expand the number and depth of offerings in seven less commonly taught languages (LCTLs); establish a LCTL resource center; recruit new instructors for advanced sections of LCTLs; integrate cutting-edge pedagogical, computer assisted and online tools; and develop complementary study abroad components. Special effort will be made to expand interdisciplinary, collaborative dual degree programs and a Five-Year International Business and Language Studies program.

Responding to invitational priority two, GSU CIBER will launch and manage the Southeast U.S. Higher Education Consortium for International Business as part of its the long-established practice of working with Historically Black Colleges and Universities, other Minority Serving Institutions, and community colleges to foster curriculum, faculty, student development and study abroad activities. Additional outreach will establish partnerships with the Metro Atlanta Chamber of Commerce, the Atlanta Consular Corps and Bi-National Chambers of Commerce; provide training and advisory support to regional businesses on exporting and international trade; and facilitate collaboration with major businesses, non-governmental organizations, governmental, community and media organizations. A total of nine activities are focused on developing the international expertise of business executives and other professionals including workshops, institutes, consortia, seminars, conferences, and leadership forums that will extend to subject areas such as public health, security, environment, Latin America, and the Gulf States.

Grantee: Indiana University  
Project Director: Bruce Jaffee

Project Description:

Indiana University (IU) proposes to continue its Center of International Business Education and Research (IU CIBER) as a regional and national resource center. The proposed project focuses on long-term sustainable approaches to international business practice, development, and expansion. The project's 60+ activities concentrate on five themes that recognize these aspects of the international business environment: 1) Existing and nascent global multinational enterprises play leading roles in emerging markets extending beyond China and India; 2) Global leadership must understand and account for international and intra-national environmental sustainability and social responsibility is a foundation for effective global business practices; 4) Social, political, and economic turmoil affect security and governance across regions and nations and can be mitigated in part through business practices that explicitly consider their underlying causes; and 5) Sustainable development goals in developing countries need to include "bottom of the pyramid" populations, including women and other minority groups.

IU and the Kelley School of Business (KSB) possess significant strengths that will allow IU CIBER to meet the project goals and adequately represent the project's thematic areas of focus across proposed activities. IU ranks among the top three in the nation, among all public and private universities, in the number of federally designated Title VI Centers and offers one of the richest arrays of foreign language courses among U.S. institutions of higher education, regularly offering more than 70 languages. Further, IU offers more than 200 study abroad programs in nearly every field of study. KSB offers 17 advanced study abroad options for business undergraduates, as well as a multitude of international business degree and certificate options for graduate students. KSB is ranked among the top ten public universities in entrepreneurship, international business, and management, and the faculty is internationally recognized for its research productivity and scholarship.

Grantee: Michigan State University  
Project Director: Tomas Hult

Project Description:

Michigan State University (MSU) recently celebrated its sesquicentennial as the pioneer land-grant university. Since its founding, MSU has been a leader in international education, research, and outreach.

MSU's Center for International Business Education and Research (MSU CIBER) proposes to implement 72 groups of projects (involving hundreds of activities) which broadly fall into the areas of: knowledge development (research that produces leading-edge knowledge), knowledge deployment (professional development programs and products), and cultural competitiveness (dissemination of leading-edge knowledge). Among the world-leading projects that will be supported by MSU-CIBER are the global-EDGE™ knowledge portal, the International Business Institute for Community College Faculty, and innovative research-based benchmarking studies for minority-serving institutions (i.e., HBCUs, Hispanic, Native American).

Resourceful business schools such as MSU's Broad Business College, with its world-leading international faculty in research (Management International Review 2004) and editorial influence (Journal of International Business Studies 2005) can achieve significant accomplishments within the structure of the CIBER program. The senior leadership of MSU – including MSU's President and the Broad Business College Dean – has enthusiastically endorsed MSU CIBER's vision and project scope. MSU has also renewed its generous financial and operational commitment to MSU-CIBER for the next funding cycle. To secure continuation of federal support for MSU-CIBER, MSU will commit a total of \$2.0 million in cash, in addition to generous in-kind funds. This amount includes contributions from the Provost, Vice President for Research, and the Broad Business College Dean. With the combined federal and institutional funds, MSU CIBER is well poised to embark upon the next frontier of national distinction in international business education and research. Overall, our portfolio of projects represents a very aggressive, far-reaching, and high-impact agenda in troubled economic times, building on MSU CIBER's 19 years in existence.

Grantee: The Ohio State University  
Project Director: Stephen Hills

Project Description:

The present worldwide financial crisis is the most significant economic event of our time and has the potential to reorder the nation's competitiveness. Following the crisis, new industries are likely to appear and grow as older industries fade. In this proposal, we place emphasis on the period of time following the crisis, a period of anticipated innovation and change in industrial structure. We will focus on innovation and entrepreneurship and the role they play as U.S. businesses recover from the deepest recession since World War II. We are interested in firms that recover from the recession by competing for international markets, however, not those that try to survive through protectionism.

In its role as a national resource, the Ohio State University Center for International Business Education and Research (OSU CIBER) will collaborate with several U.S. organizations: Community Colleges for International Development (CCID), Minority Serving Institutions (MSIs), the CIBER initiated Business Language Consortium, the Internationalizing Doctoral Education in Business (IDEB) consortium, the Global Business School Network, and the Women Presidents Organization. Work through each of these organizations will be focused on economic recovery through increased globalization.

As a resource for the Fisher College and OSU, the CIBER will engage in a number of activities which serve both students and faculty. To encourage innovation and entrepreneurship, our focus will shift from international cases and field studies to international action learning projects. We will place faculty and students in new environments – Brazil, Bolivia, China, Ethiopia, Ireland, Vietnam – and challenge them with solving practical business problems. The skills they develop in micro-credit, sustainable business, risk management, global innovation, and entrepreneurship will be necessary for the United States to recover from its current crisis and deep recession. By incorporating Fisher faculty, OSU area studies, language faculty, and community college faculty in the action learning projects, we will extend the reach and impact of the CIBER.

In collaboration with the Global Markets Division of Ohio's Department of Development, the CIBER will address several critical problems: how to increase the investment and capabilities of new Ohio businesses that will begin to take the place of older manufacturing industries – wind energy, solar energy, and fuel cells for example. The CIBER will assist such firms in increasing their potential for export.

Grantee: Purdue University  
Project Director: Greg Hundley

Project Description:

Purdue's Center for International Business and Research (Purdue CIBER), collaborating with Management, Liberal Arts, Agriculture, Engineering, Consumer and Family Sciences, and external partners proposes a unique program of teaching, research, and outreach designed to advance U.S. Global Competitiveness.

Teaching innovations emphasize digital technologies and cross-university collaborations, and include new courses in virtual cross-cultural cross-functional teamwork, Chinese language immersion in Shanghai, course sharing of critical business languages, and global technology commercialization. Experiential learning initiatives include group projects in India, Europe and the United States, developing market entry strategies, and funding the CIBER Global Business Projects Consortium.

Business language initiatives include e-publishing of a Global Business Languages journal and a national research award program to evaluate language learning applications for executives, and the Purdue Conference on Chinese Business Language and Culture Conference.

The research program encourages research on global competitiveness and on the special theme of expanding global reach. Seven supporting symposia include the annual Empirical Investigations in International Trade conference, global ubiquity best practices, and regional branding. Internationalization of doctoral education is advanced through doctoral symposia on international business, international operations management, managing sustainable operations, and business language for foreign language doctoral students.

Outreach services include development of K-12 international economics teachers through digital virtual technologies, consulting services in global commercialization for technology-based Small and Medium sized Enterprises, and conferences on Agricultural Trade Policy and Food Security.

Grantee: San Diego State University  
Project Director: Gangaram Singh

Project Description:

For the 2010-2014 grant cycle, San Diego State University's Center for International Business Education and Research (SDSU CIBER) proposes an integrated program that includes 1) foreign business language assessment and education, 2) a high-impact international business curriculum, 3) high-quality basic and applied international business research, 4) outreach to the community, and 5) initiatives which build on multiple areas to achieve synergy. Within this robust program, SDSU CIBER addresses each element of the authorizing statute as well as both invitational priorities. The ultimate goal is to address U.S. competitiveness in an international economy.

SDSU CIBER's proposal is rooted in issues of national significance. The phenomenon of semi-globalization takes both "the world is flat" and "the world is spiky" into consideration, and refocuses the campaign on the need to pay attention to borders between countries and bridges which join them. Language and global strategy must continue to recognize "differences" as a source of competitive advantage. A critical element of this campaign will be accomplished with the design and implementation of a high impact international business curriculum to include learning in the classroom, learning through interaction, and learning through discovery. Essential learning outcomes are connected to the principles of excellence. SDSU's CIBER research program reflects the need for both basic and applied research, and incorporates both the strengths of the faculty and the needs of the academic and business communities.

The 2010-2014 CIBER program is designed to be strategic, inclusive, and realistic. SDSU CIBER is authorized within the internationalization mission of the entire university. While SDSU CIBER is administratively located in the College of Business Administration, its mission is to facilitate U.S. business competitiveness across the entire university and business community. The most critical component of the program design is matching the demands of the authorizing statute with the internal competencies of the university. It is this critical step which assures a realistic and successful program.

The proposed management plan is conceived to allow for the effective and efficient execution of the program. Its system to monitor and control is accomplished with a detailed design of a schedule and budget. A team of experienced personnel is assigned to lead and support each initiative. SDSU's extensive infrastructure will provide the appropriate and additional resources to assist in accomplishing the program's mission.

Grantee: Temple University  
Project Director: Arvind Phatak

Project Description:

Temple's Center for International Business Education and Research (Temple CIBER) is committed to making a positive impact on the economic, cultural, educational, and international status of Philadelphia and the surrounding region. Our programs are aimed at internationalizing the perceptual and cognitive horizons of faculty, students and staff at Temple University and other minority serving institutions, while enhancing the global competence of current and future business leaders in the tri-state area. The Temple CIBER Project is designed to meet all CIBER legislative mandates and programmatic objectives in a manner that reflects the needs of the region while capitalizing on the strengths of our institution and partnerships. In addition to meeting the federal mandates, care has been taken to ensure that the breadth and depth of proposed activities also address the programmatic objectives and the invitational priorities identified by the Department of Education.

The programs are designed to: 1) infuse knowledge and techniques in pedagogy and curriculum that are critical to function successfully in a dynamic and competitive international context; 2) focus on the acquisition of critical languages by our students and provide language teachers with opportunities to improve their business language skills; 3) educate students and small and medium enterprises to conduct business effectively in an international arena; 4) promote cutting-edge International Business research of significant importance to U.S. competitiveness; and 5) provide opportunities for study abroad and international internships around the globe with an emphasis in emerging markets. We have identified the expertise, resources and competencies of Temple University and our regional partners that will allow us to develop and enhance programs that are on time and within budget while ensuring that valid and reliable data are collected for evaluation purposes.

In all, Temple CIBER will implement more than 70 programs and initiatives focused on improving American competitiveness and providing comprehensive services that help U.S. business succeed in the global marketplace.

Grantee: Texas A&M University  
Project Director: Kerry Cooper

Project Description:

The Texas A&M University Center for International Business Education and Research (TAMU CIBER) will contribute to increasing American economic competitiveness by advancing the ability of business students and American managers to understand foreign cultures and business practices, to perceive and grasp overseas marketing and investment opportunities, to overcome language barriers, and to develop global business strategies. Funding is requested in this proposal to allow the CIBER to advance its role as a regional and national resource for U.S. global economic competitiveness with 40 innovative educational, research and outreach activities for the 2010-2014 period. The strength of the TAMU CIBER stems from its integration into the structure of one of the nation's largest and best business schools (Mays) and the programmatic and financial synergies gained from effective partnerships with the Bush School of Government and Public Service and the Colleges of Liberal Arts, Agriculture, and Engineering. The CIBER has also built effective partnerships and strategic alliances with other CIBERs, foreign business schools, professional associations, and federal and international agencies. All of these resources will be utilized in the CIBER's efforts in the next four years to accomplish the goals federal legislation authorizing CIBERs, the invitational priorities, and to meet the international education needs of the region and nation. The CIBER management team has planned and designed an innovative project and evaluation process organized to accomplish these fundamental education, research, and outreach objectives by implementing 40 strategic activities that will achieve the following highly significant results and outcomes:

Grantee: University of California, Los Angeles

Project Director: Chris Erickson

Project Description:

In order to thrive in the emerging global economy, we must understand its contours, develop perspectives that let us see changes in its dynamics, and acquire the skills to exploit those changes. The University of California, Los Angeles Center for International Business Education and Research (UCLA CIBER) is a research-driven center that views this challenge through five lenses: 1) Global Resource Flows and Global Tradeoffs; 2) Service Industrialization; 3) Intellectual Property in Entertainment and Media Industries; 4) International Entrepreneurship; Microfinance, and Development; and 5) Sustainability.

Programmatically, UCLA CIBER begins with applied research and extends our findings into teaching and outreach. We use research conferences to set the agenda and grants to create data sets and white papers; in this, we mobilize our doctoral and Master of Business Administration students as co-producers of knowledge. We extend our findings using all manner of formal and informal education—at the postsecondary level as well as in K-12 classrooms and public information forums—to elevate public discourse about economic policy and to train practitioners from government, business and the academy. UCLA CIBER also deploys a sophisticated program of training in foreign languages and cultural practices. Altogether, we offer more than 25 types of programs, many of which already operate successfully with independent funding.

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

Grantee: University of Colorado, Denver  
Project Director: Manuel Serapio

Project Description:

The University of Colorado, Denver Center for International Business Education and Research (CU CIBER) will address the forces impacting international business in Colorado, the Rocky Mountain region, and the nation, incorporating three overarching themes in its activities: promoting international entrepreneurship, globalizing key industry clusters, and exploiting important international market niches for Colorado and U.S. companies. Our proposal describes 47 initiatives designed to achieve our objectives which fulfill the six purposes of the authorizing statute and two invitational priorities.

The proposal objectives are: 1) Broaden and deepen global competency across business school programs, partnering with Global Energy Management in educating energy and renewable energy leaders in international business; offering a global entrepreneurship certificate; developing three May-Semester international field studies to Canada, China, and Gulf countries; and offering international perspectives courses for 1,484 undergraduate business students; 2) Develop Business-Liberal Arts collaborations including expanded course options in international business, international studies, and less commonly taught critical languages; plus a Joint BA International Studies - MS International Business at the three CU campuses; 3) Globalize professional programs including Architecture and Planning, Health Sciences, and Health Administration to better prepare students for international opportunities, developing the Global Professional Practice (GPP) course which will assist professional schools in incorporating global and business dimensions into their programs; 4) Offer faculty development programs (FDIBs) in areas where we have unique expertise, including annual Faculty Development in International Entrepreneurship programs with shorter spinoffs in four different U.S. locations, an FDIB in China, a new FDIB in the Middle East and North Africa, and annual conferences with Stanford University on globalization of services; and 5) Impact international business education in the Rocky Mountain region through the Rocky Mountain CIBER Network and in partnership with BYU CIBER, providing expertise, programs and faculty grants to smaller schools and Tribal Colleges and Universities.

Grantee: University of Connecticut  
Project Director: Subhash Jain

Project Description:

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

Consequently, the Center for International Business Education and Research (CIBER) focuses on the theme of innovation during 2010-2014. We propose seventy-nine activities that emphasize the role of innovation and environmental shifts (i.e., financial crisis; rise of Brazil, Russia, India, and China; and terrorism), and sustainability (i.e., ethics, global warming, and worldwide poverty) directed toward strengthening our ability to develop and introduce groundbreaking innovations.

Our activities are designed to serve our business students (at all levels), both our own and other institutions' business faculty, non-business faculty (including languages, area studies, and other disciplines) and advanced students, and members of the business community. We propose to work with a variety of profit and nonprofit institutions (both public and private), as well as professional groups to design and implement our programs. The end result of all our programs will be an appreciation of the crucial role of innovation among current and potential business leaders, and the faculty who educate them.

This CIBER proposal is unique because it 1) builds on the experience we gained through previous CIBER grants; 2) involves people with international business interest and experience; 3) is cost effective; 4) includes an objective evaluation program; 5) includes educational, research, and outreach programs that foreground innovation as a competitive weapon to make a mark in the global marketplace; 6) emphasizes the learning of Less Commonly Taught Languages (LCTLs); and 7) employs large amounts of internal resources. Overall, this incredibly important project is well positioned for success, as we have the resources and contacts with schools in our region, nationally, and overseas to successfully achieve our outlined goals.

Grantee: University of Florida  
Project Director: Carol Taylor West

Project Description:

The 2010-2014 proposal of the College of Business Administration (CBA) at the University of Florida (UF) recognizes that the global collapse of 2008-2009 has markedly changed the international business (IB) training environment. Our plans are sensitive to those changes both in content and in attention to stretching scarce federal dollars. The latter is aided by generous unrestricted cash match from CBA and UF in addition to dedication of faculty salaried time to the project. Equally importantly, creative faculty members from around campus have stepped up to the challenges, making vast UF human resources available to the Center for International Business Education and Research (CIBER). The UF proposal is in fact the concerted effort of talented faculty from 10 colleges, 18 departments and 12 centers at UF, plus a host of other regional, national and international institutions of higher education.

The proposed UF CIBER program delivers innovative and enhanced international business (IB) training and research that builds on unique and established UF multidisciplinary expertise and it simultaneously fosters development of new interdisciplinary IB specializations. In carrying out this program of delivery and development, initiatives fall into several broad groupings: 1) Latin America initiatives retain best practices of an established premier CIBER program and extend its dimensions with innovative pedagogical and research enhancements; 2) Africa initiatives integrate UF's unusual resources and expertise in African IB to deliver research and training programs pertinent to this often overlooked and misunderstood world area; 3) The IB Frameworks project addresses the changed environment the "Great Recession" is leaving in its wake, particularly, changed perceptions of what is important and significant; 4) Global Gateway Florida initiatives derive from the responsibility, and unique ability, of the state's flagship university to address state IB issues of national significance and to grow state IB capacity in this fourth largest state that also figures importantly in national global commerce. UF combines breadth and depth of a land-grant institution with high quality as indicated by membership in the prestigious Association of American Universities (AAU). Within the state, only Florida A&M is also land-grant. No other Florida university has AAU status.

Grantee: University of Hawaii at Manoa  
Project Director: Shirley Daniel

Project Description:

The Asia Pacific region is increasingly vital to U.S. economic prosperity and national security. The University of Hawaii (UH) Center for International Business Education and Research (CIBER) will leverage our resources as a research extensive university with partners in the business community, the U.S. Pacific Command, the East West Center, and the federally funded National Foreign Language Research Center and three National Resource Centers to make a significant contribution to ensuring America's competitiveness and continued global economic, political, military, and social leadership.

The UH College of Business, Pacific Asian Management Institute (PAMI), serves as the home for the UH CIBER and the Pacific Asian Consortium for International Business Education and Research (PACIBER) and provides extensive outreach to institutions in North America, Asia, and Oceania. The foundation for executing the six mandates and two invitational priorities are through PAMI and our partnerships with centers of excellence across campus: The UH Sustainability Education Alliance, the Homeland Security and Disaster Management, and a new interdisciplinary Islamic Asia Initiative.

Innovative language learning opportunities, including the less commonly taught languages of Asia, will be implemented through seven programs in partnership with language and area studies experts across campus. Six research projects in the international aspects of trade and commerce will promote a greater understanding of the cultures and economies of major U.S. trading partners in Asia. Eighteen projects focus on international business training, coursework and curriculum for current and future business professionals across the United States, with emphasis on outreach to two- and four-year institutions. These programs combine to provide a strong national resource to increase the competitiveness of U.S. industries in the global economy.

Grantee: University of Illinois  
Project Director: Glenn Hoetker

Project Description:

Over its sixteen year history, Illinois CIBER has established a track record of success in comprehensive research and training in international business, foreign language, and area studies. Under the theme "Meeting Globalization's New Challenges", we propose an ambitious and comprehensive agenda of teaching, research, and outreach activities across five inter-related objectives at the local, regional and national level during the 2010–2014 periods. These objectives satisfy each of the statutory provisions of the Center for International Business Education and Research (CIBER)'s enabling legislation, as well as the changing needs of our constituents—students, faculty, and business professionals.

CIBER has the following objectives: 1) Develop and implement an interdisciplinary program of teaching, research, and outreach addressing environmental and social sustainability as a component of global business strategy; 2) Develop and implement an interdisciplinary program of teaching, research, and outreach addressing the impact of globalization on innovation and entrepreneurship, including managerial, technological, and policy implications; 3) Become a center of national excellence for the study and teaching of professional responsibility and business ethics in the global context; 4) Develop and implement an interdisciplinary program of teaching, research, and outreach to enhance understanding of the interaction between public policy, legal institutions, and international business by managers, lawyers, and policymakers and 5) Improve the linguistic and regional expertise available to business and other professions by strengthening the teaching of foreign languages (particularly those less commonly taught), cross-fertilizing professional and international curricula, and improving translation services for international business.

Grantee: University of Maryland  
Project Director: Kislaya Prasad

Project Description:

The University of Maryland has committed itself to becoming “the public institution of choice for students, faculty and staff committed to engagement in the global community” (Strategic Plan, 2008). At the Robert H. Smith School of Business we share this commitment, and understand that today’s challenges and opportunities are global. This is especially true in the current business climate, as we emerge from a historic economic crisis. Now, more than ever before, the future welfare of the United States depends upon the skill with which our business leaders negotiate international terrain. The alignment between Title VI goals and the strategic vision of the school has been the foundation for the success of Smith School’s Center for International Business Education and Research (CIBER).

The CIBER initiatives are focused upon enhancing the international competitiveness of businesses in Maryland and across the nation and are centered on the following themes: 1) government policy, 2) emerging markets, 3) global entrepreneurship, and 4) sustainability. For maximum impact, we have designed clusters of activities surrounding each theme. As part of the project design, there are activities directed at each of the groups mentioned in the authorizing legislation. The project’s objectives, defined in terms of these groups, are to 1) prepare students for global leadership; 2) help educators bring the world into the classroom; 3) support top quality research on topics of vital national interest; 4) build critical knowledge and international skills of executives; and 5) collaborate with other educational institutions to share expertise on internationalization. In addition, we maintain a strong focus on languages – particularly those deemed critical by the Department of Education.

Grantee: University of Memphis  
Project Director: Ben Kedia

Project Description:

The Memphis Center for International Business Education and Research (CIBER) has focused on a systematic, collaborative, and synergistic project design building upon past successes while continually developing new and innovative ways to promote U.S. competitiveness at the local, regional, and national levels. Constant evaluation of program and activity outcomes leads the Memphis CIBER to propose a robust catalogue of 60 programs and activities during the upcoming grant cycle--22 of which are new--that collectively help the university, the city of Memphis, the Lower Mississippi Delta, and the nation "Meet the Challenges of Globalization."

The proposal presents a focused and highly intentional methodology that utilizes goals, strategies, and outcomes to organize and integrate each of the Memphis CIBER's initiatives. The proposal not only meets all of the purposes of the enabling statute, but fully embraces and integrates mandated and permissible activities to maximize its effect on traditionally underserved constituencies. Furthermore, the Memphis CIBER fully meets both invitational priorities.

Memphis CIBER's proposed initiatives are designed around four key priorities: Education; Research; Outreach; and Development: 1) Education is emphasized via programs and initiatives such as the Global Corporate MBA, the International MBA, the International Business Project, expanded International Learning Opportunities, and the innovative learning initiative for Business School Deans; 2) Research is organized around eight thematic tracks that emphasize U.S. competitiveness in an increasingly globalized and complex world; 3) Outreach efforts are highlighted by a commitment to increasing opportunities for the underserved constituents of our region and the nation (e.g. Outreach to Minority Serving Institutions, the Globally Oriented Schools Initiative that focuses on Less Commonly Taught Languages, and serving the educational needs of area businesses; 4) Development is highlighted by our Globalizing Business Schools (GBS) initiative that stresses the development of faculty and curriculum of Minority Serving Institutions.

Grantee: University of Miami  
Project Director: Joseph Ganitsky

Project Description:

The University of Miami (UM) Center for International Business Education and Research (CIBER) will serve as an essential gateway for private and public leaders, citizens, students, and faculty throughout the United States to develop and strengthen their international competencies and relationships, particularly in the service sector, to create sustainable advantages and new initiatives that will enhance the United States' international competitiveness. UM CIBER will give its constituents access to distinctive international business (IB) resources and expertise that UM, its partners, and the South Florida community provide to promoting U.S. prosperity. UM CIBER aims to achieve the following several key objectives through 44 programs unified under its overarching "Superior Sustainable Services to Strengthen U.S. Competitiveness" theme.

The UM CIBER will carry out the following objectives: 1) Develop and promote interdisciplinary research, education, and outreach programs focused on enhancing international competitiveness in services, the largest sector of the U.S. economy and the fastest growing sector of international trade. During UM CIBER's first funding cycle we will prioritize four international service sub-sectors: healthcare, financial reporting, infrastructure development, and environmental sustainability and security; 2) Promote a high caliber scholarly community, actively engaged with UM's South Florida and global constituents, and dedicated to expand the field of IB knowledge. Sponsor 14 faculty development programs that include research, academic conferences, and field-study trips; 3) Improve foreign language competencies, thus helping students better understand and successfully operate in select regions crucial to U.S. interests; and 4) Sponsor five new business-related language/culture programs, and support 12 projects dedicated to strengthen UM's IB curricula and IB services to students.

Grantee: University of Michigan  
Project Director: Bradley Farnsworth

Project Description:

We request a total of \$1.8 million in federal funds over the next four years. Matched with our institutional resources in international business, area studies, and foreign languages, these funds will be used to develop, administer, and evaluate sixty-seven nationally significant programs. Our proposal is organized into five themes, all of which address pressing needs in international business training, academic research, and outreach to business and academia.

These themes are: 1) The global financial crisis. The university has made an unprecedented commitment to the creation of a cluster of scholars who will study the global financial system from the perspectives of business, law, public policy, economics, and political science. We will create and disseminate the knowledge created by this cluster to executives, policymakers, and scholars; 2) Revitalizing the Michigan economy. A partnership with the School of Natural Resources and Environment will foster the development of the "clean tech" sector in Michigan. Through consulting assignments, research projects, and internships, faculty and student teams will help these firms develop foreign markets and forge overseas alliances; 3) Cultural intelligence. The ability to manage effectively in a variety of cultural environments is an essential skill for global managers. Our deep faculty expertise in this field will be the foundation for an ambitious effort to develop these skills through education abroad and other types of experiential learning. New evaluation instruments will be deployed to verify the effectiveness of these programs; 4) Engaging the Islamic world. A diverse and comprehensive range of programs will provide our students with opportunities to study the languages and business environments of Islamic countries in the Middle East and Southeast Asia, including internship programs in three countries and enhanced language training in Turkish and Arabic; and 5) China as customer and competitor. Faculty research projects, an intensive language training program, a new language textbook, and a peer-reviewed academic journal will all contribute to our understanding of China and to the development of managers who can effectively compete in the world's most dynamic economy.

Grantee: University of Minnesota  
Project Director: Michael Houston

Project Description:

The proposed University of Minnesota Center for International Business Education and Research (UMN CIBER) is designed to serve educational institutions and businesses throughout the upper Midwest region and is intended to have national impact, especially in the areas of environmental sustainability and emerging markets. A wide scope of programs and activities, designed in partnership with numerous organizations inside and outside the university, is proposed to address these and other areas as guided by the statutory requirements.

Funds from the Department of Education will be used to leverage existing and add new programs in international education and outreach and help to establish new and enhance existing partnerships with over 35 organizations and university units. In undergraduate education several new study abroad programs in important emerging markets (e.g., Africa, Korea, India, Middle East) or dealing with sustainability (e.g., Brazil, China) are proposed. Activities designed to enhance the readiness of students for international experiences, especially those from underrepresented groups, are planned along with programs in the K-12 range. An effort to provide opportunities for honors students to pursue international topics in honors theses is, also planned. At the MBA level, CIBER will play a key role in planning and executing a new international course requirement that embeds direct exposure to key emerging markets within it.

Several activities are planned to further develop the international business acumen of business and non-business faculty in the region. Enhancement of the business content of courses dealing with foreign language, especially less commonly taught languages, will occur by involving language instructors in study abroad programs. Summer institutes for K-16 language instructor offered by existing Title VI centers at the university will incorporate international business content. Educational outreach will occur through the sponsorship and co-sponsorship of several faculty and professional development programs focused on sustainability and emerging markets.

Grantee: University of North Carolina at Chapel Hill  
Project Director: Jayashankar Swaminathan

Project Description:

The Center for International Business Education and Research at the University of North Carolina at Chapel Hill (UNC CIBER) has selected "Trans-nationalism & Transformation" as the theme for our proposed program. This title captures the central goals of our proposal: to transform business professionals by enhancing their ability to operate across nations; to leverage partnerships within the university, the state, the nation, and the world; and to disseminate--via innovative use of technology--relevant and unique knowledge nationwide. Working closely with the dean of UNC's Business School, multi-disciplinary faculty, center directors, and business executives, we have designed programs that will accomplish these goals by transforming teaching, research, and outreach.

During the next four years, UNC CIBER will: 1) Transform our students into competent global business professionals who can operate effectively in myriad international business contexts. Most of the proposed projects focus on emerging markets of importance to the United States, including India, China, and Brazil. Because Africa is of increasing strategic significance to our nation, we also include projects related to South Africa and Kenya --two countries likely to be among the successful emerging markets of tomorrow; 2) Contribute to U.S. business competitiveness by driving progress in four areas that are key drivers of our economy: global supply chain management, innovation, entrepreneurship, and sustainability. UNC CIBER will collaborate with scholars at UNC and elsewhere who advance research and teaching in these areas, and will assist U.S. companies to excel along these dimensions. We will also provide professional development to K-16 educators and community college leaders to better equip them to prepare their students for the 21st century work place; and 3) Widely disseminate knowledge harnessed by the various projects. Creating a new searchable Web portal and utilizing Web-based technologies such as webinars, streaming video, and moderated chats, we will share conferences, programmatic guidelines for replication, and best practices nationwide.

Many of the 30 proposed initiatives, encompassing 70 activities will thus be accessible to a broad constituency.

Grantee: University of Pennsylvania  
Project Director: Mauro Guillen

Project Description:

The University of Pennsylvania -auder Center for International Business Education and Research (Penn-Lauder CIBER) seeks to improve the competitiveness of U.S. business through an array of fully integrated research, educational, and outreach activities. We propose to focus our research efforts on the areas of: 1) the commercial feasibility of green products such as bio-plastics, ethanol fuels, electrical automobile engines, and sustainable tourism; 2) energy-efficient building practices; 3) carbon trading schemes; and 4) global financial security, especially sovereign wealth funds.

Among the proposed educational activities, we highlight courses on the management of economic, business, and political risk; advanced training seminars for international business faculty, especially in the area of global issues in accounting; and region-specific courses covering the political, economic, and cultural factors relevant to business.

We also propose to continue our efforts to provide instruction in such less commonly taught languages as Arabic and Russian, and to launch a new program for teaching Hindi. In addition, we propose to build capacity in teaching foreign languages for business by organizing an annual workshop, and to research and write teaching case studies highlighting the opportunities and challenges faced by U.S. businesses abroad.

Penn Lauder CIBER proposes to undertake outreach activities in conjunction with the Pennsylvania Minority Business Enterprise Center and Wharton's Small Business Development enter to help local businesses become more globally competitive, and with Lincoln University in the context of our support for the internationalization of the business curriculum at historically black colleges and universities. We also propose to offer topic-specific seminars aimed at executives, policymakers, business journalists, women managers returning to the workforce after raising their children, and high school students attending the Model United Nations University organized by the University of Pennsylvania every year. One of our most important new initiatives involves launching the Knowledge@Wharton High School edition, creating content in international business topics tailored to high school students.

Grantee: University of Pittsburgh  
Project Director: Josephine Olson

Project Description:

The International Business Center (IBC) at the University of Pittsburgh (Pitt) is a joint venture of the Katz Graduate School of Business and the University Center for International Studies intended to increase U.S. competitiveness by designing and supporting programs in international business and languages that affect the University of Pittsburgh, the tri-state (western PA., eastern OH., northern WVA.) region, and the nation more broadly. The IBC draws on the multidisciplinary talents and the international expertise of Pitt's faculty to enrich management education and research and to help regional businesses meet the challenge of competing in the global marketplace. Since its establishment in 1989, the IBC has supported an extremely diverse set of programs and activities including faculty and doctoral research; undergraduate and graduate study abroad; student, faculty, and staff foreign language instruction; conferences on international business; programming for regional businesses to improve international effectiveness; and support for faculty in internationalizing coursework. In addition, the IBC has developed and supported programs that meet the needs of faculty, students, and business professionals across the U.S. through its many outreach programs. The IBC is designed to operate with three clear roles: a catalyst, an incubator, and a partner. These roles imply that in most cases, the IBC's focus is on originating and sustaining programs by bringing together or partnering with a wide range of organizations - both inside and outside the university.

The IBC takes as its core objectives the six purposes of the legislation that authorizes the CIBER program. To fulfill these objectives, this document proposes 53 programs and activities. Specific objectives are detailed for each program. In addition, the proposal addresses the two invitational priorities on 1) programs or activities focused on language instruction or performance assessment for any of the 78 less commonly taught languages deemed critical by the U.S. Department of Education; and 2) programs or activities focused on outreach activities or consortia with business programs located at other institutions of higher education for the purpose of providing expertise regarding the internationalization of such programs. This proposal incorporates three themes that fulfill the legislative mandates: competitiveness and where the IBC (and Pitt) can make distinctive contributions. The first theme is emerging markets. Pitt Business has had a long-term commitment to emerging markets in Eastern Europe and Brazil; it is now beginning to develop programs in Asia, particularly in India and China. The second theme, understanding engineering and technology, is important if U.S. business is to be globally competitive. Few American business leaders these days come with engineering backgrounds. The IBC has long had programs with engineering, and in this application it proposes new programs that will expose more business students and practitioners to engineering and technology issues, and simultaneously introduce more engineering students to business issues. The third theme is global corporate social responsibility (CSR), which addresses how business students need to study all forms of value creation and trade that are done in global markets, while understanding the concerns of a wide range of stakeholders who affect and are affected by what firms do in the global economy.

Grantee: University of South Carolina  
Project Director: William R. Folks

Project Description:

Center for International Business Education and Research (CIBER) funding, matched by the University of South Carolina, will be utilized to accomplish 60 separate activities grouped in five basic areas: outreach to faculty at other business schools, research in international business to enhance national competitiveness, development of graduate academic programs in international business, development of undergraduate programs and outreach to U.S.-based businesses involved in competing in the international arena. There are five major new initiatives in these CIBER activities designed to utilize provided funding in an effective manner. The Moore School will utilize its substantial capabilities in a substantive research program dealing with the institutional developments associated with international business activity and sponsor activities for the dissemination of that research along with contributions from other leading scholars. Based on this research, academic programs and course materials will be developed and implemented designed to provide graduates with the ability to overcome governmental and institutional barriers to the conduct of business across borders. In particular a body of research will be conducted and materials developed with regard to Sustainable Global Enterprise and Development. Case materials will be utilized in new undergraduate and graduate courses in this area and a faculty development program presented annually on teaching the international dimensions of sustainability will be offered annually beginning in 2012. CIBER will continue its focus on U.S. business relationships with Africa, funding research that relates to this area and sustainability issues there; Added to the very successful Faculty Development program in Sub-Saharan Africa offered each May, in 2011 a new FDIB program will be offered for the Middle East and North Africa in cooperation with three other CIBER schools, involving travel for faculty from other business schools to this critical region. At the undergraduate level, CIBER will support the development of six cohort programs, in which South Carolina students will be joined with students from a specific school in another country for a joint academic experience involving substantial time in the other country (1-2 years) and intensive language training. The prototype International Business and Chinese Enterprise (IBCE) program with the Chinese University of Hong Kong will be joined by additional programs in the critical languages of Arabic, Portuguese and Russian. At the graduate level a new Russian track will be added to the International MBA program. The new Master of International Business (MIB) program, a collaborative program with the Department of Political Science and the Law School, will build directly on the institutional research base of the Moore School faculty to offer a program of study looking at issues arising from the interactions of nation states and regional groupings with those trying to compete successfully by spanning these boundaries. An executive version of this program using advanced telecommunications capabilities is planned.

Grantee: University of Southern California  
Project Director: Richard Drobnick

Project Description:

The Center for International Business Education and Research (CIBER)'s 39 projects for FY 2010-14 provide the Center with a unified menu of projects, which meet the purposes of the authorizing statute and the mandatory activities of the Higher Education Opportunity Act of 2008. The three unifying themes for CIBER's teaching, research, and outreach projects are: 1) Expanding International, Experiential, Learning Opportunities for USC students, faculty, and business practitioner clients; 2) Launching a new set of teaching, research and outreach activities on the "new" global issues: sustainability, public health, and social entrepreneurship; and 3) Strengthening the Marshall School's and University of Southern California's Pacific Rim Alliances.

The purpose of CIBER-supported teaching, research and outreach activities is to help make American firms become more effective competitors in today's increasingly "globalized" world economy. To become more competitive, American firms must become ever-more effective multi-cultural enterprises that can learn and absorb deep knowledge about the cultures and business practices of "their strategic countries." The CIBER's Advisory Council continues to believe that experiential, cross-cultural learning remains the key tool for developing effective business managers and business leaders for an increasingly globalized business environment. Thus, the CIBER's Advisory Council has directed CIBER to continue to consolidate and increase the opportunities for CIBER's American "clients"--students, faculty, business and government practitioners--to have powerful international, experiential learning opportunities with current and future leaders of their "strategic countries," both in-country and at USC. In this FY 2010-14 time frame, CIBER plans to expand and deepen international experiential learning opportunities for Marshall MBAs and undergraduates, for non-Marshall USC students, and for American business and government practitioners. CIBER will invest about one-quarter of its federal funds in 13 USC projects outside of the Marshall School. About 450 non-Marshall USC students and about 6,200 Southern California high school students will annually participate in these projects. The other 26 projects in this proposal are led by 18 Marshall faculty: 1,800 Marshall students and 1,400 business and government practitioners will participate in these projects, throughout the FY 2010-2014 period.

Grantee: University of Texas at Austin  
Project Director: David Platt

Project Description:

The Center for International Business Education and Research at the University of Texas at Austin (CIBER U. Texas) was established in 1990 with the award of a U.S. Department of Education Title VIB grant. The Center has successfully completed five CIBER grant programs. Housed in the McCombs School of Business at the University of Texas at Austin (UT), and situated in the heart of the Southwest's high-tech international business community and in close proximity to Mexico and Latin America, CIBER U. Texas has become a powerful tool for increased U.S. competitiveness in the global market by 1) enhancing the international knowledge and global experience of literally thousands of business students, educators, and leaders throughout this region of the U.S.; and 2) promoting mutually beneficial cooperation among business educators, students, and regional businesses.

This proposal builds on this record of success, expanding CIBER U. Texas' role as a regional resource center. CIBER U. Texas initiatives are built around the pursuit of the three major goals defined in the CIBER authorizing legislation: 1) the internationalization of business education and research; 2) the integration of business education with other international components of the academic community; and 3) the formation of a partnership with the international business community. These goals will be realized through programs organized under four central themes: 1) Intercultural Adaptability and Problem-Solving Skills Development; 2) Special Emphasis on Latin America; 3) Language Education: Less Commonly-Taught Languages; and 4) Outreach to Hispanic-Serving Institutions.

Thousands of students, universities and businesses will benefit from the programs proposed by CIBER U. Texas in the 2010-2014 funding period.

Grantee: University of Washington  
Project Director: Debra Glassman

Project Description:

Drawing on the strengths of the University of Washington (UW) and the Michael G. Foster School of Business, UW's Center for International Business Education and Research (CIBER)'s programs address cutting edge issues of particular importance to the Pacific Northwest region. In the 2010-2014 grant cycle, we propose new initiatives that build on our strengths and also take us into new areas. We propose several activities that will extend our student programs to new audiences, including freshmen and sophomores, evening MBA students, case competition teams at regional universities, and non-business majors. We also propose some innovative ways for students to apply their international business knowledge outside the classroom, such as implementing business plans that address problems of poverty in the developing world, competing in a second language in business case competitions, and serving on non-profit boards. On the faculty side, we propose a new model to provide longer-term research support and a study trip designed specifically for faculty to get in-depth knowledge of business in a foreign country.

Our support of research into the cross-cultural aspects of global business focuses on Asia, communication and team performance. We draw on the strengths of the University of Washington and of our region to propose unique national conferences on the intersection between trade and global health, as well as trade and the environment. Finally, we'll support the internationalization of business faculty and programs at minority-serving higher education institutions, particularly those that are tribally controlled and Alaskan Native.

In the area of evaluation, our emphasis is on analyzing data and implementing longitudinal analyses of programs in areas such as business language and regional business development. We have developed a logic model so we can measure our progress relative to well-defined short, medium and long-term outcomes. For example, a long term outcome of our business language programs will be graduates using and appreciating the value of foreign language in their careers. On a national scale, we will measure the effect of the NASBITE global business professional certification on the careers of the more than 500 people who have taken the exam.

Grantee: University of Wisconsin-Madison  
Project Director: Randall Dunham

Project Description:

The University of Wisconsin-Madison has long been recognized throughout the world as one of America's great universities. The university comprehensively addresses international issues, providing a complete spectrum of liberal arts studies and professional programs and ranks second among all U.S. universities in terms of research and development spending, attracting more than \$706 million a year to the campus and the state.

Building upon and leveraging the strengths of the university, the School of Business and the Wisconsin Center for International Business Education and Research (CIBER), this proposal defines an integrated program of new activities and initiatives that seek to achieve three overarching objectives: increase the quantity of globally competent individuals entering the U.S. workforce; support interdisciplinary research on a wide range of global business topics; and disseminate actionable knowledge to the local, regional, and national business communities. Initiatives are organized around four themes identified by the Wisconsin CIBER as key to the enhanced global competitiveness of U.S. business: acquisition of critical and less commonly taught languages; globalization of the regional workforce; sustainable development; and entrepreneurship. Proposed activities focus on emerging markets because many developing regions are among our nation's fastest growing trading partners and are home to billions of potential customers and partners for U.S. firms.

Our well-established relationships with university and non-university partners in the United States and abroad generate significant support available to the Wisconsin CIBER. Our proposed initiatives will be evaluated for their contribution toward achieving our objectives. Traditional evaluation tools and assessments will be utilized in combination with our updated, comprehensive evaluation strategy.